

**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee Meeting
17 February 2025 at 09:30, in 3.3 CQ2 and via Microsoft Teams**

Present:		
Kate Young	(KY)	Committee Chair and Non-Executive Director (Third Sector)
Clare Jenkins	(CJ)	Non-Executive Director and Vice Chair of the Board
Tamsin Ramasut	(TR)	Non-Executive Director (Equality and Diversity)
In Attendance:		
Rachel Attwood	(RA)	Deputy Director of People and Organisational Development
Michelle Battlemuch	(MB)	Assistant Director of Operations, Health Protection and Screening Services
Liz Blayney	(LB)	Deputy Board Secretary and Deputy Head of Board Business Unit
Tracey Cooper	(TC)	Chief Executive
Lucy Day	(LD)	Business Manager
Karen Fitzgibbon	(KF)	Head of People and OD Operations (for item 2)
Danielle Gething	(DG)	Head of Risk Management (for item 6)
Neil Lewis	(NL)	Director of People and Organisational Development
Emily Mayers	(EM)	Strategic Workforce Planning Manager (for item 2)
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Apologies		
Claire Birchall	(CB)	Executive Director – Quality and Nursing
Liz Heath	(LH)	Staff side representative
Meng Khaw	(MK)	National Director of Health Protection and Screening Services and Executive Medical Director
Stuart Silcox	(SS)	Assistant Director of Integrated Governance
Secretariat		
Ffion Lloyd	(FL)	Board Support Officer
The meeting commenced at 09:30		

Part A	
PODC 1/2024.10.21	Welcome and Apologies for Absence
<p>KY opened the meeting and welcomed all present, noting that the meeting was held electronically and in person at CQ2.</p> <p>The Committee noted that the meeting was being recorded to support with accuracy of the minutes, and that the recording would be deleted once the minutes had been agreed at the next meeting in October 2024.</p> <p>The apologies for absence received were noted.</p>	
PODC 1.1/2024.10.21	Declarations of Interest
<p>There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.</p>	
PODC 1.2/ 2024.10.21	Minutes, Action Log and Matters Arising of meeting (09 July 2024)
<p>The Committee approved the minutes of the meeting of 21 October 2024.</p> <p>The Committee approved the closure of the three completed actions on the Action Log.</p>	
In Focus / Deep Dive	
PODC 2/ 2024.10.21	Deep Dive – Workforce Planning
<p>EM presented a deep dive into strategic workforce planning, which included the approach taken to workforce planning, the outputs and actions from the 2025 directorate plans, the achievements made over the last twelve months, and the next steps. This work was linked to the IMTP commitment to establish a workforce planning process and framework, including clear roles and responsibilities, by March 2025 to align with the Long-Term Strategy.</p> <p>EM highlighted the approach taken to workforce planning which included the development of Directorate level plans brought together to identify themes and actions across the organisation. These plans were integrated with service, financial and education plans. EM also noted that training sessions had been delivered to support the integration of workforce planning, and to demonstrate the development of a bespoke toolkit based on the All-Wales template.</p> <p>EM provided a summary of the outputs received from the Directorate plans which were categorised into:</p> <ul style="list-style-type: none"> • recruitment and retention • learning and development • planning for change • links to strategic priorities 	

EM noted the next steps from January 2025 onwards, which included supporting Directorates with the implementation, monitoring and evaluation of their workforce plans.

KY thanked EM for the presentation, and the Committee discussed the following:

- The importance of understanding the reasons why staff leave the organisation, as the Committee had previously discussed the issue of leaving reasons being entered as 'other'. EM noted the aim to work towards career development such as job descriptions being standard/national so staff have clear goals to work towards.
- Whether the age profile of certain roles/areas had been considered as this could have an important impact on future workforce planning. EM mentioned that the toolkits included a dashboard that showed the demographics for each area for use in their workforce planning.
- How to develop Public Health Wales to attract staff when against private sector salaries. EM highlighted that a lack of role flexibility had been mentioned as a reason for staff leaving and that there may be some disparity across teams of flexibility available.

NL noted that a report was expected from Audit Wales that would cover workforce challenges across NHS Wales, and highlighted significant challenges within nursing and midwifery. KF noted that the work on the People Strategy refresh and culture would aim to promote good employer values.

The Committee noted the importance of engaging with and integrating feedback on this work from the staff networks and Young People's programme.

The Committee took **assurance** on the approach taken to workforce planning and the identified areas for development.

People Strategy

**PODC 3/
2024.10.21**

Update on the review of the People Strategy

RA provided a verbal update on the progress with the review of the People Strategy. RA noted that since the People Strategy was considered at the December Board Development session, the strategy had reduced from nine keys areas of focus to five.

The next steps for this work involved the development of a comprehensive communications and engagement plan designed to connect with and inform staff and teams, leading up to the publication of the strategy and the Routemaps.

NL noted the benefit of using staff survey data to inform the refresh of the strategy in order to give staff assurance of progress, and KY agreed on the importance of linking the strategy's cultural direction with the delivery of the Routemaps.

The Committee took **assurance** on the approach and any areas for development.

Workforce Equality, Diversity and Inclusion

PODC

4/2024.10.21

Equality, Diversity and Inclusion

RA presented an overview of the 2024 Gender Pay Gap (GPG) report and an update on the Welsh Race Equality Standard data.

The GPG report was to be published by 31 March 2025 in order to meet Public Health Wales's statutory obligation. RA highlighted the following key points from the report:

- The gender pay gap showed a general downward trend, with the mean figure at 14.5% (down from 22.6%).
- However an upward trend/widening of the gap had been seen over the last few years. Suggested drivers for this was that despite having women make up three quarters of the workforce, there was greater representation of men in the highest quarter of earners. This could be seen within areas that had higher representation in these pay bands such as medical and dental staff.
- Disability and ethnicity pay gap data would also be published.

The Committee:

- Discussed concerns on the recent salary increase for public health consultants on medical contracts, which created a significant gap when compared to those on non-medical contracts.
- Questioned whether incremental pay points of recruitment policy/procedure were being followed appropriately. RA noted that the data for pay discrepancies had not been available in previous reports, and that whilst a procedure was in place to allow new staff to apply for a higher salary within the range, data was not available on whether more men did this than women. RA confirmed that work has been commissioned to analyse this.
- Questioned what the organisational response to the reports findings would be and what mechanisms were in place to address them. RA/NL noted that a meeting was in place for 19 March for this data to be discussed with the Business Executive Team and agree on next steps/actions.
- Questioned whether the data was controlling for the impact of staff working more than standard hours in the pay analysis. RA agreed to take this query away.
- Addressed a submitted question from LH around whether there were enough training and development opportunities for Band 5 staff to progress, particularly for Black members of staff. NL and RA agreed to pick this up out of meeting as part of the more detailed review of the data.

NL thanked the Committee for the comments on this report, he agreed to review the queries as part of the next steps to address the key findings. This would be discussed with the Executive Team and the Committee updated in due course.

Action: NL/RA

RA then provided an update on the Race Equality Standard report that was received in July 2023, which identified three areas that required actions and monitoring. A meeting had been held with the Head of Strategy and Implementation to ensure plans and actions from this were integrated into the strategic equality plan, and the data would be discussed with the Business Executive Team to develop further. The Committee questioned whether there was a proposal for a black minority ethnic apprenticeship

scheme. RA confirmed that work was being undertaken to develop an apprenticeship scheme which had the potential to target those within minority communities.

The Committee agreed to **approve** the Gender Pay Gap Report 2024 for publication.

PODC 5/2024.10.21	Welsh Language Update
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RA provided an update on the Welsh Language provision within Public Health Wales which covered how statutory obligations were being met, actions being taken and aims for further development. RA highlighted the following key points:

- Improvements to the Welsh translation service, such as the procurement of a framework contract and the recruitment of a translation manager.
- Continued progress on the work to reduce non-compliance across the web estate, which would be supported by the pilot phase of the Governance Hub.
- NL noted the events that would be occurring over Welsh Language Week (3 – 7 March).

KY questioned if staff could update their recorded Welsh Language ability throughout the year. RA confirmed that this could be done through ESR and that this was encouraged by the Ymlaen network.

The Committee took **assurance** that Public Health Wales is a bilingual organisation, which offers a good quality service in Welsh to our customers, partners and stakeholders across Wales, has programmes of work in place to improve this and that where we face challenges in meeting legislation, we are striving to address them in a planned and systemic way

Governance, Accountability and Risk

PODC 6	Managing Risk
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PODC 6.1/ 2024.10.21	Strategic Risk Register (Risk 4)
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DG provided an update on the management position of strategic risk 4 as of the 1 December 2024. DG noted that this was the version last endorsed by the Board in January 2024. DG highlighted key points from the report:

- There has been no movement in the overarching strategic risk profile since the last reporting period, however significant action had been taken to review strategic risks in relation to the route maps.
- A gap analysis has been undertaken and was presented to the Business Executive Team.
- A change had been reported in relation to corporate risk 1708 (reduction in frontline capacity due to staff sickness).

NL stated that work has progressed since the report, and that the actions against Strategic Risk 4 remained on target. NL also noted that the timescales for the review and delivery of the revised People Strategy would be extended to June 2025, in light of further engagement work to be undertaken, such as to include data from the staff survey.

KL questioned if any work had been undertaken to address action point 4.9 around the equalities baseline. NL confirmed that an external piece of work was in progress to look at the current position and make recommendations.

KY thanked DG/NL for the update. The Committee **considered** the Strategic Risks and took **assurance** on the management of Strategic Risks within the organisation, within the remit of the Committee.

**PODC 6.2/
2024.10.21**

Corporate Risk Register

DG provided an update on the Corporate Risk register and noted its review by the Leadership Team in its current position on 23 January 2025.

DG highlighted key points from the report:

- No new risks were added to the register and there were no risks escalated/de-escalated.
- An update to risk 1541 that Public Health Wales may not have the capacity or resources necessary to effectively deliver the long term strategic plan.

KY noted for the Committee that there was now an agreed process for DBS checks.

The Committee took **assurance** on the management of Corporate Risks within the organisation, within the remit of the Committee.

**PODC 6.3/
2024.10.21**

People and Organisational Committee Annual Report

LB provided an overview of the People and Organisational Development Committee section of the annual report for 2024/25, which summarised the work undertaken by the Committee. This report would be submitted to the May 2025 Board meeting to provide assurance of the Committee fulfilling its Terms of Reference.

The Committee gave praise to the breath of work covered over 2024/25 and noted the hard work of colleagues to achieve this.

The Committee:

- **Considered** the draft People and Organisational Development Committee Annual Report for 2024/25 summarising the key areas of business activity undertaken.
- **Noted** that the draft report will be updated to reflect the Committee's meeting in February and agree for the final version to be agreed with the Chair of the Committee prior to submission to Board.
- **Recommended** the report (subject to the amendments agreed with the Chair) to the Board to provide assurance that the People and Organisational Development Committee is fit for purpose and operating effectively in fulfilling its terms of reference.

**PODC 7/
2024.10.21**

Speaking Up Safely Annual Report

PV provided an overview of the first Speaking Up Safely Annual Report since the adoption by the Board in October 2023, and noted the aim to create a framework where grievances and concerns could be collected and managed appropriately.

PV noted that four concerns had been raised in the last twelve months, which indicated a positive cultural shift where staff felt comfortable to speak up. PV also highlighted the work undertaken to embed feedback from the staff survey on raising concerns into this framework.

The Committee discussed the need for a culture that focuses on learning and improvement after these concerns had been raised. PV noted that this main route allowed for concerns and grievances to be approached and addressed appropriately so areas of greater concern and opportunities for development were not missed.

The Committee **considered** the Annual Speaking up Safely Report and took **assurance** on the management of speaking up safely within the organisation.

**PODC 8/
2024.10.21**

Corporate Policies

**PODC 8.1/
2024.10.21**

Policies for approval

LB presented the following policies to the Committee for approval:

- All Wales Flexible Pensions
- All Wales Pregnancy Loss Support
- All Wales Job Evaluation
- All Wales Respect and & Resolution
- Recruitment and Selection Policy
- Procedure for Reporting Possible Fitness to Practise Concerns to Regulatory Bodies for registered Healthcare Professionals

LB confirmed that all policies had been endorsed for submission to the Committee by the Leadership Team and had been through the appropriate consultation process.

The Committee questioned who much influence Public Health Wales had on the development of All-Wales policies, such as giving feedback after impact assessments had been completed. NL noted that NHS Wales health boards and Trusts were involved in the consultation discussions and could give feedback on specific challenges, but that due to the size of the workforce across Wales it could be more difficult to achieve nuanced policies.

The Committee also questioned whether socio-economic data was tracked in order to show it's impact on policies such as Recruitment and Selection. NL agreed to pick up this query offline and update the Committee at a future point.

The Committee agreed to:

- **Considered** each of the attached policies and the information contained with their respective EHIA's
- **Noted** that the Leadership Team endorsed the policies to the Committee
- **Approved** the:



<ul style="list-style-type: none"> ○ All Wales Flexible Pensions ○ All Wales Pregnancy Loss Support ○ All Wales Job Evaluation ○ All Wales Respect and & Resolution ○ Recruitment and Selection Policy ○ Procedure for Reporting Possible Fitness to Practise Concerns to Regulatory Bodies for registered Healthcare Professionals 	
Partnerships and Engagement	
None	
<p>The next Partnerships and Engagement substantive update was due to the next meeting of the Committee, in line with the agreed work plan.</p> <p>The Committee noted that there was a paper referenced within the to note section of the agenda relating to the LPF.</p>	
For Information	
PODC 9/2024.10.21	Items to Note
PODC 9.1/ 2024.10.21	Workforce Equality, Diversity and Inclusion
None.	
PODC 9.2/ 2024.10.21	Workforce and Workforce Planning
<ul style="list-style-type: none"> ● Performance and Insight Report Month 9 – workforce extract ● Performance Assurance Dashboard – workforce extract <p>The Committee:</p> <ul style="list-style-type: none"> ● Considered and received assurance on the organisation’s performance and governance arrangements, progress against delivering its strategy including delivery/recovery of key services and programmes. ● Considered and received assurance on the new update introduced on inequalities, including the organisational approach to the Health Inequalities Programme and the work being undertaken by the Data, Analysis and Evaluation Sub-Group. 	
PODC 9.3/ 2024.10.21	Partnerships and Engagement
The Committee noted the update on Trade Union Partnership Working Forums Update provided for information.	
PODC 9.4/ 2024.10.21	Governance, Accountability and Risk
Audit Recommendations Tracker	
<ul style="list-style-type: none"> ● The Committee noted the updates to the Audit Action Tracker relevant to the Committee remit. 	



Committee Work Plan	
The Committee noted the Workplan and noted that next year’s work plan will be circulated to the Committee following the Committee effectiveness review workshop in February, to endorse at the April meeting.	
PODC 6/2024.10.21	Closing Administration
The Committee was asked to e-mail feedback on the meeting to the Board Business Unit.	
KY thanked everyone for their contributions and closed the meeting.	
Date of next Committee meeting: 29 April 2025.	
The meeting closed at 12:01	

CONFIRMED