

**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee Meeting
21 October 2024 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, Executive Team
Claire Birchall	(CB)	Executive Director – Quality and Nursing
Lucy Day	(LD)	Business Manager
Nick Elliott	(NE)	Interim Chair and Non-Executive Director (Data and Digital)
Karen Fitzgibbon	(KF)	Head of People and OD Operations (for item 3)
Liz Heath	(LH)	Staff side representative
Neil Lewis	(NL)	Director of People and Organisational Development
Samantha Morgan	(SM)	Assistant Director of People Strategy, Insights & Service (NHS Executive)
Paul Veysey	(PV)	Board Secretary and Head of Board Business Unit
Apologies		
Liz Blayney	(LB)	Deputy Board Secretary and Deputy Head of Board Business Unit
Tracey Cooper	(TC)	Chief Executive
Meng Khaw	(MK)	National Director of Health Protection and Screening Services and Executive Medical Director
Secretariat		
Ffion Lloyd	(FL)	Board Support Officer
The meeting commenced at 10:30		
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>	
<p>PODC 1.1/2024.10.21</p>	<p>Declarations of Interest</p>
<p>There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.</p>	
<p>PODC 1.2/2024.10.21</p>	<p>Minutes, Action Log and Matters Arising of meeting (09 July 2024)</p>
<p>The Committee approved the minutes of the meeting of 09 July 2024.</p> <p>KY raised concern regarding assurance on PHWs response to the Welsh Race Equality Standard priorities. NL informed the Committee that this was due to a delay in receiving the necessary data and confirmed that a detailed overview of actions that respond to PHWs WRES data report would be brought to the next Committee meeting.</p> <p>Action: NL</p> <p>The Committee approved the closure of completed actions on the Action Log and approved changes to the highlighted action dates.</p>	
<p>In Focus / Deep Dive</p>	
<p>PODC 2/2024.10.21</p>	<p>Update on IMTP Commitment Due Q4 2025-2026</p>
<p>RA provided an update on the progress made towards the IMTP commitment to develop and implement a systemic programme of work which would increase leadership and management skills, capacity and confidence.</p> <p>The update covered the development of a leadership and management framework that would be embedded into areas such as job design, recruitment and performance management, and that this had been done with input from stakeholders and the Leadership Forum. Work undertaken included:</p> <ul style="list-style-type: none"> • Increased access to behavioural/culture resources and webpages. • Leading with Impact workshops • A focus on training through learning, with an emphasis on the 70-20-10 model • Development of a Leadership and Management Academy training offer for leaders and managers. A pilot of this programme has been completed, and procurement was being procured for the next three years with a view to begin in January 2025. <p>RA emphasized the evolutionary approach to this work to ensure sustainable change.</p> <p>The Committee questioned the reasons behind a high interest in developing skills to undertake difficult conversations, and how success against the criteria would be measured. RA noted that this may be due to confidence or unsuitable conditions that were being considered; and gave assurance that evaluations would take place, such as an evaluation of the behavioural framework/Academy and the development of an</p>	

engagement dashboard and pulse surveys. NL highlighted that the learning would be incorporated into the People Strategy refresh.

The Committee also questioned how staff from lower grades were being made aware of job families and their progression through it, and how lessons learned during this process were being embedded in the strategy. RA highlighted that job families would look to involve all staff and create job progression/career pathways through them, and that adjustments would be made to the strategy based on feedback throughout development. The Committee asked how the strategy would address managers who were not adhering to cultural values; RA explained that clear expectations would be set out for leaders and managers, with accountability and appropriate management for those not meeting standards.

KY thanked RA for the update, and the Committee **took assurance** that progress continues towards the IMTP Commitment and to provide input into the systemic programme of work, designed to increase leadership and management skills, capacity and confidence, including formal learning.

People Strategy

PODC 3/ 2024.10.21	Update on IMTP commitment due Q4 2024-2025 ('Publish an updated People Strategy')
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KF provided an update on the refresh of the People Strategy to incorporate learning from the last five years and a reflection on achievements made since the publication of the original Strategy in 2020.

KF noted that several engagement sessions were planned to gain input on the updated themes:

- Business Executive Team development session - 13 November
- Local Partnership Forum – 14 November
- Board development session – 12 December

The Committee:

- Questioned whether the People Strategy included a focus on succession planning – KF confirmed that succession planning was addressed throughout the strategy with a key area of focus related to career development and life-long learning to ensure an effective future workforce.
- Questioned whether the progress made against the previous People Strategy would be evaluated and communicated to staff – KF confirmed that the refresh contained details of achievements made since the original Strategy was published in 2020 and that this would be shared with staff throughout the organisation.

NL noted that the previous People Strategy document was very detailed and asked the Committee for feedback on how to address this in the refresh. KY suggested that a shorter/more streamlined document may be beneficial, and encouraged Committee members to send any further feedback to NL/KF.

KY thanked KF for the update, and the Committee **considered** the update on the People Strategy.

Workforce Equality, Diversity and Inclusion	
PODC 4/2024.10.21	Annual Equality Report & Annual Workforce Report (2023/24)
<p>KY highlighted Sarah Brewer's recent achievement of receiving an award for mastering diversity in the public sector. Kate praised Sarah's passion for equality, diversity, and inclusion, and emphasized that the award was well-deserved.</p> <p>RA provided an overview of the Annual Equality and Annual Workforce report for 2023/24, and noted that the reports were published annually as part of meeting the Public Sector Equality Duty. The reports would go through a design and translation process and were due for submission by the end of 2024.</p> <p>RA highlighted that the reports had been structured against the strategic priorities rather than protected characteristics with a focus on outcomes, and that the workforce element had been combined with the broader Annual Equality report.</p> <p>The Committee praised the amount of work reflected in the reports but noted the need for clarity in certain areas, such as how issues were identified and addressed, confusion in some sections where work was linked and how to process/act on staff leaving data. The Committee also suggested that confusion could have been caused by merging the reports/structuring by strategic priorities and that the report could show how the data has informed actions. NL acknowledged the points raised and agreed to take the feedback away. NL also informed the Committee that the Executive Team had commissioned a piece of work that would look to address these points and suggested future updates on this work could be brought to future Committee meetings.</p> <p>The Committee approved the Annual Equality and Workforce Report 2023/24 for translation and publication, with the understanding that the feedback received will be incorporated into future iterations.</p>	
Workforce and Workforce Planning	
PODC 5/2024.10.21	Regulated Professional Review of compliance with regulatory requirements
<p>MB provided an overview of the approach undertaken/system in place to check the professional registration status of new starters and to monitor the ongoing maintenance of that registration across various regulatory bodies.</p> <p>MB noted that significant work was required to review and cleanse the required data, particularly for Health and Care Professions Council (HCPC) registrants where coding issues were identified. The paper showed that immediate actions were taken to rectify these issues, and ongoing work with Digital and Health Care Wales aimed to implement systematic improvements across health boards and trusts within Wales to ensure a more efficient process in the future. CB highlighted that since the creation of the NHS Executive, assurance around professional registration for nurses and midwives was now with the Chief Nursing Officer.</p> <p>The committee took assurance from the report, acknowledging the significant work done and the improvements made in the registration compliance process.</p>	

Governance, Accountability and Risk	
PODC 6	Managing Risk
PODC 6.1/ 2024.10.21	Strategic Risk Register (Risk 4)
<p>CB provided an update on the management of strategic risk 4. CB noted that this was based on the July update and was submitted to Board in September 2024, with all actions updated or on target for completion.</p> <p>KY questioned whether the risk should still be categorised as red when consideration was given to the significant ongoing work in this area; NL confirmed that the risk remained as red due to current challenges, but that improvements were expected as a result of ongoing work and initiatives. NE noted the future Board development session on risk and suggested a discussion on risk scoring to ensure it was suitable.</p> <p>The Committee considered the Strategic Risks and took assurance on the management of Strategic Risks within the organisation, within the remit of the Committee.</p>	
PODC 6.2/ 2024.10.21	Corporate Risk Register
<p>CB provided an update on the Corporate Risk register and noted its review by the Leadership Team.</p> <p>CB highlighted two risks for the Committee’s attention:</p> <ul style="list-style-type: none"> • Risk 1541 – this risk would be discussed in-depth later in the meeting. • Risk 1596 – the Leadership Team highlighted a potential risk/issue with whether Public Health Wales could comply with Welsh Language standards and accessibility legislation, and that this would be discussed at the next Leadership Team meeting in November. <p>No new risks were added to the register and there were no risks escalated/de-escalated.</p> <p>The Committee took assurance on the management of Corporate Risks within the organisation, within the remit of the Committee.</p>	
PODC 6.3/ 2024.10.21	Disclosure and Barring Service (DBS) Checks for Employees of Public Health Wales
<p>NL provided a verbal update on the work undertaken to address safeguarding risk 1654 regarding DBS checks for staff, and noted that the paper has received approval from the executive team.</p> <p>The option recommended by the paper was option 3, which involved staff having automatic re-checks through a DBS update service via an ESR interface. This would require staff to log on and pay to complete the check with reimbursement to follow. NL noted that this was the most suitable short-term solution, but that long-term changes would be considered as this solution may not be suitable for staff. CB highlighted that Public Health Wales would be the first HB Trust to implement this level of assurance within Wales and would address significant safeguarding risks. CB also noted that support and communication would be provided to ensure the welfare of staff, with emphasis on staff with prior disclosure who could feel distressed.</p>	

<p>The Committee expressed concern about staff being asked to pay upfront, and asked that feedback was gathered around the implementation of this system.</p> <p>Subject to the feedback requested, the Committee took assurance on the DBS checking process for the organisation.</p>	
PODC 7/2024.10.21	Corporate Policies
PODC 7.1/2024.10.21	Policies for approval
<p>PV presented two policies to the Committee for approval:</p> <ul style="list-style-type: none"> • Appraisal and Revalidation Policy (UKPHR) • Carers Policy <p>PV noted that the policies had gone through the consultation process and had been approved by the Leadership Team. KY highlighted the importance of the development of a carers policy and praised Public Health Wales as being a leader in this space.</p> <p>The Committee agreed to approve the Appraisal and Revalidation Policy (UKPHR) and the Carers Policy.</p>	
PODC 7.2/2024.10.21	Summary of Policies Bi-Annual Update
<p>PV provided an overview of the status of policies and procedures within Public Health Wales as of 9 October.</p> <p>PV highlighted that of the 39 policies, 67% were in date and that 13 policies were overdue for renewal. PV also noted that whilst 5% of the out of date policies were within the control of Public Health Wales, 28% were All-Wales policies and so were outside Public Health Wales's control.</p> <p>The Committee took assurance on the prioritisation and progress being made to review policies, procedures, and other written control documents within the remit of the Committee.</p>	
Partnerships and Engagement	
PODC 8/2024.10.21	None
For Information	
PODC 9/2024.10.21	Items to Note
PODC 9.1/2024.10.21	Workforce Equality, Diversity and Inclusion
PODC 9.2/2024.10.21	Workforce and Workforce Planning
PODC 9.3/	Partnerships and Engagement

2024.10.21	
PODC 9.4/ 2024.10.21	Governance, Accountability and Risk
<p>NL and PV provided a brief update on the items to note.</p> <p>The Committee duly noted these items.</p>	
Part B	
PODC 10/2024.10.21	PODC Bi-annual Assurance Report
<p>SM presented the bi-annual assurance report for the NHS Executive which covered the period from 1 April 2024 to 31 August 2024. SM highlighted the following points from the report:</p> <ul style="list-style-type: none"> • Equality, Diversity and Inclusion (EDI) Initiatives – The development of inclusive recruitment and induction processes, alongside the creation of safe spaces for staff to raise concerns and the establishment of an NHS Executive dashboard to report on key indicators and identify learning opportunities. • Welsh Language Compliance – one complaint had been received that had been resolved, and that the annual review of the Welsh Language Action Plan was due for completion by March 2025. <p>The Committee questioned whether this report covered all necessary areas for complete assurance, and whether the NHS Executive was aligned with Public Health Wales frameworks such as 'Being our Best'. PV noted that the assurance framework within the hosting agreement would require the NHS Executive to provide updates on Speaking up Safely, EDI, Welsh Language compliance, workforce planning and grievance management. These areas would be covered in the next iteration of the report. SM highlighted the work undertaken to develop the 'Being our Best' framework alongside NHS Executive staff input, and that would be communicated back to staff before the development of a behavioural framework. SM also noted that development of further frameworks was part of the NHS Executive People and Organisational Development workplan.</p> <p>NL noted that SM would be moving to a new role in HEIW in November and thanked SM for their work within Public Health Wales.</p> <p>The Committee took assurance of the report as evidence of compliance for the period 1 April 2024 to 31 August 2024.</p>	
PODC 6/2024.10.21	Closing Administration
<p>The Committee was asked to e-mail feedback on the meeting to the Board Business Unit.</p> <p>KY thanked everyone for their contributions and closed the meeting.</p> <p>Date of next Committee meeting: 10 February 2025.</p>	



The meeting closed at 11:45

CONFIRMED