

**Confirmed Minutes of the Public Health Wales
People and Organisational Development Committee Meeting
09 July 2024 at 09:30, in 3.3 CQ2 and via Microsoft Teams**

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| Present: | | |
| Kate Young | (KY) | Committee Chair and Non-Executive Director (Third Sector). |
| Mohammed Mehmet | (MM) | Non-Executive Director (Local Authority) |
| 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 |
| Liz Blayney | (LB) | Deputy Board Secretary and Deputy Head of Board Business Unit |
| Danielle Gething | (DG) | Head of Risk Management (for item 3.3*; arrived 11:00, left 11:19) |
| Neil Lewis | (NL) | Director of People and Organisational Development |
| Joe O'Brien | (JOB) | Workforce Systems and Analytics Lead (for item 3.2; arrived 10:12, left 10:50) |
| Stuart Silcox | (SS) | Assistant Director of Integrated Governance |
| Ruth Tofton | (RT) | Business / Workforce Development Manager (for item 5.1; arrived 11:50, left 12:02) |
| Paul Veysey | (PV) | Board Secretary and Head of Board Business Unit |
| Brett Wrightbrook | (BW) | Wellbeing and Engagement Manager (for item 3.1) |
| Apologies | | |
| Claire Birchall | (CB) | Acting Executive Director of Quality, Nursing and Allied Health Professionals |
| Tracey Cooper | (TC) | Chief Executive |
| Lucy Day | (LD) | Business Manager |
| Liz Heath | (LH) | Staff side representative |
| 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 | | |
| PODC 1/2024.07.09 | Welcome and Apologies for Absence | |
| KY opened the meeting and welcomed all present, noting that the meeting was held electronically and in person at CQ2. | | |

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.

The apologies for absence received were **noted**.

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| PODC 2/2024.07.09 | Declarations of Interest |
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There were no declarations of interest in addition to those already declared on the Declarations of Interest Register.

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| PODC 3/2024.07.09 | Items for Assurance |
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| PODC 3.1/ 2024.07.09 | NHS Wales Staff Survey Results |
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BW provided an overview of the results of the 2023 staff survey covering the three-phase approach and analysis.

The phases of this work included:

- National Benchmarking (completed)
- PHW Evaluation (in progress)
- Development Plan (next phase)

BW noted that 53.8% of staff responded to the 2024 survey, and high engagement was seen for workshops and for accessing intranet posts. Access to technology was identified as an issue so tablets had been taken out to labs.

BW noted that the evaluation of the survey was brought to colleagues in People & Organisational Development/Data, Knowledge and Research, who produced similar results and recommendations for improvements. The evaluation document would be viewed by the Business Executive Team on 10 July for discussion. It was also noted that diversity monitoring data had been recently acquired. Work was to be undertaken with Communications to begin preparing for the release of the 2024 staff survey around September/October 2024.

RA noted the links to the IMTP commitment to develop an engagement dashboard to allow progress to be tracked, and planned post-survey work using the OCI Human Synergistics culture model.

The Committee questioned the low response rate of areas such as Health Protection and Screening and whether a focused response to these was in place. BW highlighted the work undertaken with conducting lab visits to involve more non-desk based roles increased engagement in those areas, and that the findings from this would be carried over into the next staff survey. MB highlighted work undertaken in Health Protection and Screening with an external provider to look at internal communication and engagement, and the report from this had provided a range of recommendations for both the Health Protection and Communication directorates that could be incorporated into future surveys.

The Committee also questioned the lack of diversity questions on the survey, as well as the low rating for feeling able to speak up and how the survey results would be shared. RA assured the Committee that diversity and inclusion data from HEIW would be reviewed as soon as possible, and that the survey results would be shared with staff networks and the Local Partnership Forum, along with other local engagement. PV noted that the work undertaken on the Speaking Up Safely programme overlapped with the survey being undertaken and as such the survey result may not be reflective of the work done.

KY thanked BW for the update and to all staff involved in the survey work. The Committee took **assurance** that progress continued with evaluation of the results of the Staff Survey 2023 and identification of high-level priority areas for improvement.

**PODC 3.2/
 2024.07.09**

Performance Assurance Dashboard/Workforce

The Committee considered the Performance Assurance Workforce Dashboard.

JOB provided an update on areas of the Performance Assurance Dashboard that had been questioned in previous People and Organisational Development Committee meetings such as unknown leaving reasons and higher sickness rates in Band 3 and 4 roles. JOB noted that a People & Organisational Development insight group had been established to allow for deep dives into performance data and produce updates and interventions that could be introduced.

JOB covered the work undertaken to analyse the reasons behind why one of the highest responses for why staff choose to leave was 'other/not known' over Q4 of 2023/24. Action taken on this was to email line managers to explain why collecting this data was important, and to gain feedback on why this reason had been selected. Current analysis suggested that technical issues with the system were a significant issue, as well as the leaver not providing a reason and non-line managers entering data.

The Committee questioned whether leaving reasons data could be analysed alongside exit interview data to provide further insight into why staff may leave and highlight any internal issues. JOB informed the Committee that this was already being undertaken by the insight group, but this would face issues around confidentiality and a loss of detail when data was entered into the system.

JOB also gave an overview into the initial stages of research into higher rates of sickness absence for band 3 and 4 roles from 1 June 2023 to 31 May 2024. Current data suggested that sickness rates were higher in Health Protection and Screening, and within that directorate was higher in workplace/frontline based roles. This data would be going for deeper analysis in the insight group.

The Committee discussed how this data could be broken down into age or gender groups to determine any related health issues, and whether health issues related to stress or anxiety could be investigated. JOB confirmed that absence reasons was to be looked into by the insight group and that age/gender profiles could be included. JOB agreed to bring a report on these findings to a future Committee meeting once analysis was complete.

Action: JOB

JOB gave an overview of the Public Health Wales workforce increase between 1 April 2019 and 31 March 2024. This data showed a 25% increase in headcount on that period, which included a drop in numbers due to the move of local public health teams out of Public Health Wales to Health Boards.. This data would be taken to the Insight Group for further analysis.

The Committee **took assurance** from the information contained within the Dashboards and of ongoing analysis and monitoring.

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| PODC 3.2.1/2024.07.09 | Statutory and Mandatory Training |
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NL provided the Committee with an update on the response to queries from other Committees to consider training courses to be mandated and their regularity. The specific training asks responded to were:

- Business Continuity Training
- Counter-Fraud Training
- Health and Safety Training

NL noted that following the in-depth discussion at the last Committee meeting and feedback from staff, the response was to not add further modules at this time and instead look into other methods to distribute necessary information.

The Committee **considered** the advice from the Director of People and Organisational Development in relation to Statutory and Mandatory training, and agreed not to take any further action, noting the rationale provided for not mandating the training modules.

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| PODC 3.3 | Managing Risk |
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| PODC 3.3.1/ 2024.07.09 | Strategic and Corporate Risk Register |
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SS/DG provided an update on the management of strategic risk 4 and the corporate risk registers.

DG highlighted that the strategic risk report would be submitted in a revised format for future meetings, this revision would be considered by the Business Executive Team and Board by the end of July 2024. This format would allow for a thematic analysis of risks and use an enterprise risk management approach.

DG noted that although the current score for strategic risk 4 had not changed, the trend status was marked green due to the progress made against it. DG also highlighted changes to some associated actions:

- 4.3/4.4 would be replaced with a new action that identifies measures to track progress against the actions agreed and create a dashboard to provide insight and assurance
- Further actions for 4.5 to develop a strategic approach to employee engagement

- Two further actions for 4.6 to outline the function of job families within public Health Wales and establish a workforce planning process and framework.

DG provided context around strategic risk 4 for new members of the Committee.

The Committee questioned whether a draft of the workforce planning process would be shared with PODCOM to provide input, NL noted the work underway since the recruitment of a Workforce Planning manager and confirmed that the draft would be brought back to Committee before it was sent for approval and sign-off.

Action: NL

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

**PODC 3.3.2/
2024.07.09**

Safeguarding Risk (DBS Checks)

NL provided a verbal update on the work undertaken to address safeguarding risk 1541 regarding DBS checks.

NL addressed the change from a paper to a verbal update was as a result of discussions between People & Organisational Development and QNAHPs into a better solution for addressing DBS checks, and require additional time to assess the costs and specific details. A revised plan would be brought to the Business Executive Team in August 2024, with a follow up paper brought to People and Organisational Development Committee in October.

Action: NL

NL also informed the Committee that recruitment for a compliance officer to assist in this area were scheduled to take place soon, and assured the Committee that the audits for all posts would be completed by 31 March 2025 as planned.

The Committee agreed to receive the verbal update provided for **assurance**, and **noted** the intention for a written paper to be submitted to the October meeting.

**PODC 3.4/
2024.07.09**

Local Partnership Forum – Update

NL provided an update on the Local Partnership Forum; this update covered the period from 1 April 2024 to 30 June 2024.

NL highlighted the increased attendance at the last Local Partnership Forum, but also the challenges concerning attendance of Staff Side Committee. NL also noted the work planned to brief trade union colleagues on the results of the staff survey through the Local Partnership Forum.

In response to a question around ways of working, NL noted the current challenges and that a meeting was planned to address the delay in the Staff Side Committee's Terms of

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| <p>Reference. NL also noted that an additional update concerning representatives at Board and Committee meetings would be at the next Private Board meeting. Action: NL/LB</p> <p>The Committee received and took assurance on the update provided.</p> | |
| PODC 4/2024.07.09 | Items for Approval |
| PODC 4.1/2024.07.09 | Minutes, Action Log and Matters Arising of meeting (6 February 2024) |
| <p>The Committee approved the minutes of the meeting of 11 April 2024.</p> <p>The Committee approved the closure of completed actions on the Action Log and approved changes to the highlighted action dates.</p> | |
| PODC 4.2/2024.07.09 | Policies Update |
| <p>LD provided an overview of policies updated to All-Wales level policies. This update covered:</p> <ul style="list-style-type: none"> • The formal adoption of the updated All-Wales Special Leave policy • The formal adoption of the All-Wales voluntary early release scheme, which had been merged with the existing policy. • The publication on the intranet of new guidance covering the management of violence and aggression. <p>The policies had been out for consultation and had no major changes.</p> <p>The Committee agreed to approve the adoption of the All-Wales Special Leave policy/changes to the VERS Scheme, and took assurance that the NHS Wales Anti Violence Collaboration Guidance has been published.</p> | |
| PODC 4.3/2024.07.09 | Ratification of Chair's Action |
| <p>LB updated the Committee on an occasion since the last People and Organisational Development Committee meeting where a Chair's action was taken. This was to approve the All-Wales Medical Approval Policy, and was done due to the requirement for approval in May 2024 and the length of time before the next Committee meeting.</p> <p>The Committee noted the Chair's action and took assurance that the action was taken in accordance with Section 8 of the Standing Orders.</p> | |
| PODC 4.4/2024.07.09 | Welsh Language Reports |
| PODC 4.4.1/2024.07.09 | More Than Words Annual Report (2023/24) |

RA provided an overview of the More Than Words Annual Report which noted progress with delivering the actions set out in the Welsh Government's five-year action plan and identified future challenges. This report is then submitted to the Welsh Government.

RA noted the positive feedback received from the new Welsh Language Commissioner. RA also highlighted the improvement work on the Public Health Wales Welsh web estate, the first Welsh language week held since 2020 and the presentation of a Welsh language Learner of the Year award at the board.

The Committee questioned whether Welsh speaking staff were positioned in front-line or not. RA agreed to look into this and share further detail with members.

Action: RA

The Committee noted the work already underway to increase the Welsh language skills of current staff members, and discussed how to increase the recruitment of Welsh speakers within Public Health Wales. Members suggested the inclusion of Welsh language support information in recruitment packs to encourage people with existing but not fluent Welsh language skills to apply.

The Committee reviewed and agreed to **approve** the More Than Just Words Annual Update.

**PODC 4.4.2/
2024.07.09**

Welsh Language Annual Report (2023-24)

RA provided an overview of the Welsh Language Annual Report, which monitored compliance and progress towards Welsh language standards and identified priorities for 2024/25.

This report is published to the Public Health Wales website by 30 September each year and the Welsh Language Commissioners Office would be notified following.

The Committee reviewed and agreed to **approve** the Welsh Language Standards Annual Report.

**PODC
5/2024.07.09**

Items to Note

**PODC 5.1/
2024.07.09**

Audit Reports

LB provided an overview of the Audit Tracker highlighting the open audit recommendations under the remit of this Committee.

LB noted that whilst the tracker is managed by the Audit and Corporate Governance Committee (ACGC), it would be brought back to future People and Organisational Development Committee meetings for progress updates on subject-specific items and actions.

The Committee was asked to note a specific audit that went through ACGC in May 2024 concerning the appraisal process of public health consultants. RT provided an update on progress made, such as the approval and implementation of the All-Wales Medical

Approval Policy. Further progress was planned through the development of a separate appraisal policy for the UKPHR registrants, the implementation of appraisal training for consultants and job planning, as well as the provision of infographics and support for areas that were struggling with meeting their appraisal targets.

KY thanked LB/RT for the update, and the Committee **noted** the Audit Tracker updates relevant to the Committee.

PODC
6/2024.07.09

Closing Administration

Any Other Business

KY thanked MM for all of his stewardship as Chair of the Committee for the last three years, and for the contributions to the work of the Committee. NL echoed this, and thanked MM for the collaborative working relationships with him and his team throughout his tenure as Chair.

The Committee was asked to e-mail feedback on the meeting to LB.

KY thanked everyone for their contributions and closed the meeting.

Date of next Committee meeting: 21 October 2024.

The meeting closed at 12:10

CONFIRMED