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Culture and Engagement Including the 2024 Staff Survey Results People & OD Committee, 16 July 2025

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Purpose

The purpose of this item is to provide the People and Organisational Development Committee with assurance on our Culture and Engagement Activity, including the results of the 2024 national staff survey.

Culture and Engagement Activity

August 2024 – July 2025

- Staff Survey 2024
- Integrated Action Plans
- Strategic Approach to Employee Engagement
- Culture and Engagement Dashboard
- Culture Pulse Survey 2025
- Cultural Advocates
- Culture Workshops at Staff Conference
- Cultural Narrative



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Staff Survey 2024

Highlights and Engagement

Site Visits & Meetings

- 2 Additional labs visited
- Screening Leads
- 2 Staff Conferences
- Over 8 team/ directorate meetings
- Staff Networks

News stories

- Going live views - 1568 (2024)

Viva Engage

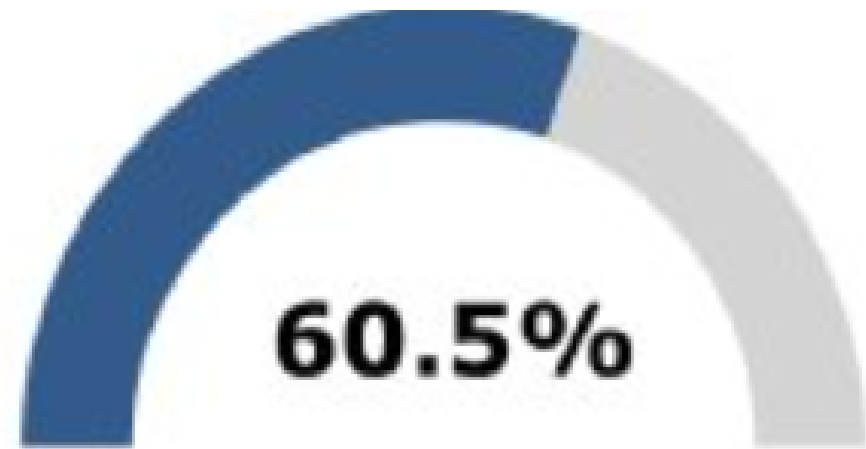
- Staff Survey Competition – Average 1000 views



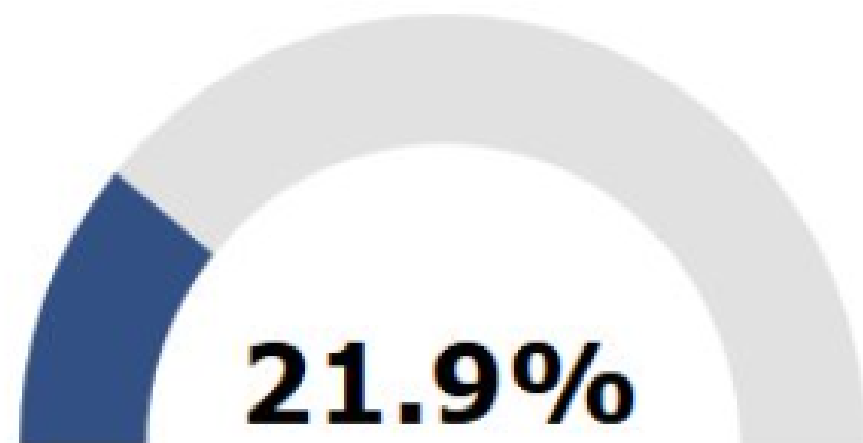
2024 Staff Survey Results

Response rate:

PHW



NHS



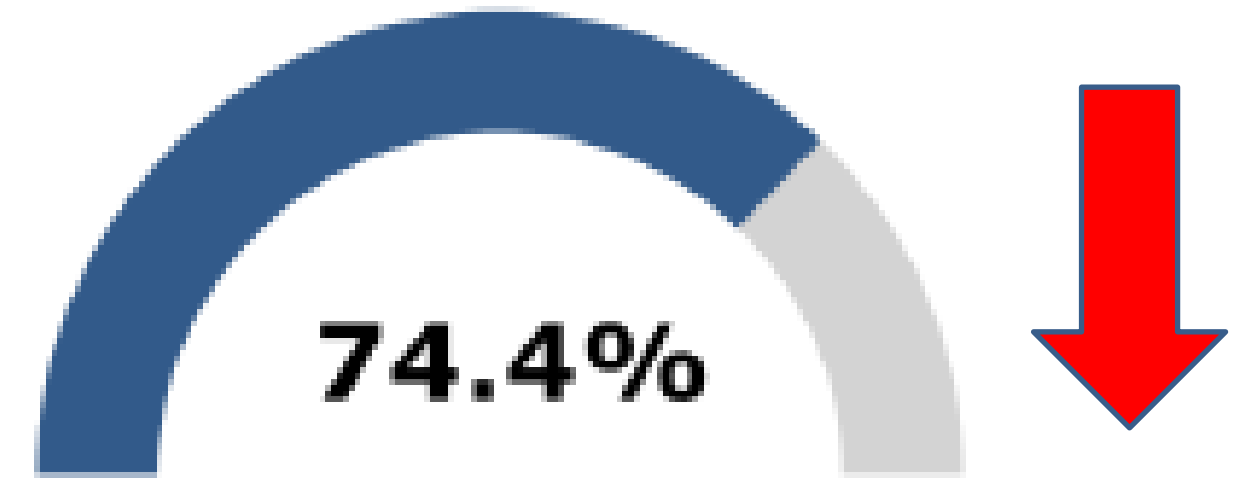
Directorate response Rates:

	2023	2024
PHW - ICC	% Completed	% Completed
Data Knowledge and Research	78.4%	73.9%
Health and Wellbeing	75.2%	69.8%
Health Protection and Screening Services	38.3%	49%
Operations and Finance	83.5%	100%*
People and OD	97.8%	100%
Quality Nursing Allied Health Professionals	84.6%	100%*
WHO Collaborating Centre	72.2%	78.3%
Other		**

PHW - ICC	% completed	% completed
Health Protection HPSS Corporate SPRs	62.3%	50.2%
Microbiology	30.2%	52.2%
Screening Services	38.2%	44.7%

Public Health Wales | *Over 100% responses
 ** Unable to benchmark as no denominator

Overall Engagement Index



Success:

1. Staff Advocacy & Recommendation +1.7%

For improvement:

1. Intrinsic Psychological Engagement -2.5%

2. Ability to Contribute Towards Improvement -2.7%

Culture & Leadership

- Leadership and Management
- Bullying & Harassment
- Able to Speak Up 

Health and Well-being

- Job Design and Role clarity
- Clear objectives and Learning & Development 

Professional growth and improvement

- Negative Experiences
- Health & Safety Climate
- Burn Out 



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Integrated Action Plan

Integrated Action Plan

- Three key areas:
 - Culture and Leadership
 - People Support and Wellbeing
 - Professional Growth and Improvement
- Outcome focussed
- Rolling, flexible, ongoing
- Leads
- Focus on reinforcing, embedding, gap analysis
- Identified measures of success
- Strategic risk 4 – organisational health

Integrated Action Plan: Six Sub-Themes

- Speaking Up Safely "
- Bullying and Harassment
- Leadership and Management
- Health and Wellbeing
- Learning and Development
- Job Design and Clarity

"I feel psychologically safe and empowered to speak up, knowing that my concerns will be taken seriously, addressed promptly, and that I will be protected from any negative consequences. I am confident that speaking up is a valued and integral part of our organisation's culture and contributes to a safer and healthier workplace for everyone."

Working in a well-designed job enables me to be productive and to achieve and perform at my best. I am clear about expectations and what I am here to do, and I understand the wider purpose of my work and how it contributes to my team and to organisational strategy. Reasonable work demands mean that I have a balanced and healthy workload, and I have some control and autonomy in conducting my work, being innovative and in being able to shape my working life. I am able to develop and grow in my role."



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Strategic Approach to Employee Engagement

Strategic Approach to Employee Engagement

- Our approach to engagement
.....an outcome we will improve as a result of employee experience
- Holistic and strategic
..... creating conditions in which we can all offer more of our capability and potential
- Six interlinked elements (rooted in research)
- Key outcome measures

“Our work on engagement will ensure we are not merely performing - rather, we have an environment where our people are consistently thriving and performing the very best they can”



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Culture and Engagement Dashboard

Culture and Engagement Dashboard

- **IMTP Commitment:**
'Identify measures to track progress against actions agreed to close the gap between current and ideal culture and increase employee engagement and a dashboard to provide insight and assurance.'
- **Culture Shift Measures**
- Baseline: OCI Assessment 2023
- **Increasing Employee Engagement Measures**
- Baseline: NHS Staff Survey 2023
- **First Report due September 2025**



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Culture Pulse Survey 2025

Culture Pulse Survey 2025

- Full OCI 2023
- Culture Pulse Survey June/July 2025
- 15 questions, accessible to all staff
- Measuring 2 styles and 3 outcome measures
- Benchmarked report August 2025



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Accredited Cultural Advocates

Cultural Advocate Programme

- Accredited programme
 - 1 day in-person workshop
 - “Leading the Change” personal coaching
 - Peer group coaching
 - Post course assessment
- Purpose
- 46 Advocates across all directorates



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Culture Workshop: National Staff Conference 2025

Culture Workshop: Staff Conference 2025

**“Developing our culture together:
the power and impact of our everyday small actions”**

- **Key messaging:**

- Culture is everyone’s responsibility
- Consistency vs Intensity
- Closing the gap is not about a “big bang”

- **Interactive discussions:**

- Spotting the little things that make a difference
- Facilitated by Cultural Advocates



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Cultural Narrative



Cultural Narrative

We are purpose-driven and people-focused. We work for the greater good of Wales.

We will create an environment where expectations and responsibilities are clear, and all our colleagues can thrive.

- Everyone plays an important part in bringing our purpose to life. We respect everyone, whatever their profession, role or position.
- With empowerment comes accountability. We take personal and collective responsibility for the commitments we make to ourselves and others.
- We care deeply about people and their wellbeing. We are compassionate, no matter what, but we don't shy away from honest conversations about behaviour or performance.
- Our focus on performance means we embrace improvement and challenging ourselves to think differently. We accept failures that lead to learning and act quickly to put things right.
- We create and invest in meaningful partnerships, both within and outside of our organisation, actively looking to learn from the diversity of skills and expertise around us.

We treat ourselves and each other well and stand up for what is right. We work together for a healthier Wales.



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Planned Activity Moving Forward

What Next?

- Benchmarked results of Culture Pulse Survey (due August 2025)
- Launch of Cultural Advocates Community of Practice
- Launch of “Just One Thing”
- Continuing activity within integrated action plan
- Staff Survey 2025 – Launching September
- IMTP Commitment:
- Develop the road map for how we will create an employee experience that prioritises well-being, flexible working, opportunities for career progression and makes Public Health Wales an employer of choice



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Key Learning



Staff Survey - Key Learning

- **NHS Wide**
Platform Reporting, Equality Reporting, Anonymity, and More.
- **PHW**
Embedding a Multi-Level Engagement Approach: creating opportunity and understanding barriers
- **Promoting Consistency Across Directorates:** involve teams in engagement efforts, ensuring all voices are heard and valued.
- **A clear Staff Survey SOP** will be created to ensure consistent and meaningful action at all levels.
- **Empowering Leads with Toolkits:** Interpreting results more effectively and engaging with their teams to co-create meaningful actions



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Risks



Risks

- Potential survey fatigue
- Perceptions of inaction
- Timeliness of receipt of results
- Capacity required for annual survey
- Availability of raw data
- Recognition that culture shift is long-term

Recommendation

The People & OD Committee is asked to take Assurance that progress continues with our Culture and Engagement Activity, and how we create and sustain the conditions in which we are all able to offer more of our capability and potential.



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Diolch for listening Questions and reflections