

Public Health Wales - Strategic Equality Action Plan					
Strategic Equality Plan and Objectives 2024 - 2028 - Year 1					
Objective	Strateav/Policy	Actions	Indicators	RAG Status	Progress
Strategic Equality Objective 1 - Our Workforce, Board and Committees					
Our workforce will more closely reflect the make-up of the population of Wales in terms of protected characteristics and Welsh speakers in each pay band year on year throughout the period of the SEP. Our Board and Committees will also more closely reflect the make-up of the population and more Welsh speakers.					
Reach out to communities where our workforce, Board and Committees are under-represented when recruiting	People Strategy ARWAP	Attend community events such as Pride, Mela, Royal Welsh, Eisteddfod etc using recruitment flyers and screening engagement groups. 1. Use Social Media, specialist recruitment sites and staff stories to increase confidence in our recruitment campaigns 2. Create a rolling 12 month social media recruitment promotion programme 3. Create a pool of Diverse Recruitment Panel Members to be called on for recruitment exercises 4. Review existing recruitment practises and traditional interviews, with a view to adopting more inclusive assessment and selection methods 5. Review language and tone of Job applications 6. Use TTPH Panel to discover how and where people look for jobs	Number of flyers handed out and number of events attended List of interviewers from diverse backgrounds for Recruitment Pool Recruitment statistics on diversity profile of candidates		We attend Pride Cymru in Cardiff each year and hand out leaflets and flags to the community. In 2025, we joined other NHS organisations to promote ourselves as LGBTQ+ inclusive. In Cardiff. In August 2025, we will be attending the Eisteddfod Genedlaethol in Wrexham to promote the Welsh language and our organisation. 1. The social media/comms team have worked with the EDI Manager on a list of key dates throughout the year to celebrate inclusion activities and promote our organisation as inclusive. 3. After an initial recruitment drive we have 9 members of staff trained as Diverse Recruitment Panel Members. We are doing a second round of recruiting additional staff to be part of the programme and this was promoted in June 2025. Comms for managers was been added to Manager Hub on the recruitment pages. We want to ensure our diverse panel employees have the relevant skills to be on a panel and they are currently being trained. This includes training sessions on Strengthening ED&I in our recruitment practices and the importance of Reducing Bias, How to Shortlist, Conducting Effective Interviews, Mock Interview Session and they are required to also watch a 20 minute video on how to Shortlist on Trac. Once everyone is trained, the Recruitment and Selection Team will communicate the Diverse Recruitment Panels via email to anyone with a Trac manager account, with details on how they can access panel members. 4. We will be working with EYST to provide 3 workshops, one in Swansea, one in Cardiff and one in Newport on how to complete our applications, how shortlisting works, interview help, etc. They'll share our jobs on Whatsapp (they have about 10k and Helai is going to send us a proposal of other things they can offer - work to commence March/April
Ensure our workforce plans and development programmes include actions which will enable us to recruit diverse talent and Welsh Speakers	People Strategy WRES	Commitment to attend a minimum of 3 job/careers fairs per year in North, South, West Wales. Update recruitment pages & social media (link with Fair Work)	1. Recruitment Strategy in place 2. List of Careers Fairs attended 3. Schools visits in conjunction with labs attended 4. School events undertaken 5. Updated recruitment pages and social media posts		1. Recruitment and Selection Team will email all those with a Trac manager account with information on Recruitment Best Practice for shortlisting and interviews to promote and encourage managers to avoid scoring jointly as a group and to score separately when interviewing and shortlist. Before a Recruitment Strategy is developed, the team need the Workforce Planning work to be completed so we have a strategy that increases diversity - March 2026 (Yr 3). Training delivered (end 2024) and recorded on improving and modernising our job descriptions and person specifications, particularly in relation to supervisory, managerial, and leadership roles. The training included an emphasis on inclusive language and general inclusivity in JDs. The recording has been added to our intranet JE Toolkit pages. Currently many of our JDs and PSs are heavily focused on technical expertise and lack sufficient emphasis on people management. This gap affects our recruitment decisions - when the person specification doesn't include key people management criteria, assessment and selection processes tend to prioritise technical skills. As a result, we may continue bringing in individuals whose values don't fully align with Being Our Best or the culture we are aiming to foster. In 2025, we will be employing an EDI Consultant who will conduct a focused review of our recruitment and progression practices and provide recommendations to make our recruitment process equitable for diverse applicants. Year 2 - develop video guidance on how to complete job application for our Careers Page. 2. The team attended a careers day event at Cardiff University on 18th June 2024, where 750 sixth-form pupils from schools across Wales attended. Working alongside other NHS colleagues, we handed out 70 resources and spoke to upwards of 60 young people about the NHS and PHW being an inclusive organisation that embraces the Welsh language. Mike Olson, PHW's Welsh Language Learner of the Year, also presented at the event. Mike spoke of his Welsh learning journey, the importance of the language in his career, and the NHS's need for more Welsh speakers to join the institution. Additional job/career fairs will be completed in 2025/26 (year 2/3) 3. We know there are teams visiting schools and colleges to talk about PHW careers wider than Micro, but they are sporadic and we don't tend to be sighted on them. 4. In Feb 2025, we invited schools in Cardiff to come into CQ2 for the day and various teams supported by holding workshops and sessions on the work we do. 5. This is an 18 month plan, and pages will be updated on EDI, WL & Well-being.
Increase disclosure rates so we increase our understanding of the makeup of our workforce, Board and Committees and are able to measure progress against this objective	WRES	Workforce to understand importance of declaration data - twice yearly news story campaigns	Intranet/Yammer/Facebooks posts to encourage uptake. Increase in disclosure rates from current base line of between 84-89%		News story on importance of updating diversity data on ESR is published January and June each year as well as information on the ESR carousel asking staff to update their data. As part of L&M Academy call to action, the guidance encourages colleagues to update their EDI data on ESR. As of May 2025, 76% of all staff have completed their diversity data on ESR. Broken down by Directorates - Board and Corporate = 63% completed, Health & Wellbeing = 83% completed, Health Protection and Screening Services = 75%, Improvement Cymru = 82% completed, NHS Wales Performance & Improvement = 64% completed, Nursing, Quality & Integrated Governance (NQIG) = 79% completed, Ops and Finance = 84% completed, Other Directorates = 86% completed, POD = 85% completed, Policy and International Health = 75% completed, Research, Data and Digital (RDD) = 78% completed. News story on importance of updating diversity data on ESR published mid June 2025. There is also the same information on ESR carousel asking staff to update their data. As part of L&M Academy call to action, the guidance encourages colleagues to update their EDI data on ESR. We will employ and EDI Consultant (Summer 2025) who will work with our staff network groups to understand any barriers to disclosure.
Monitor and publish attraction, recruitment and exit data to ensure we are not disproportionately losing colleagues from minority groups	WRES	1. Work with Workforce Systems Team to understand current data and identify a monitoring system 2. Publish information in Annual Workforce Report	Recruitment and exit data		1. Working Group to review questions for new starters and leavers met in Oct 2024 to rework questions and process. Meeting monthly to review as current data shows a low number of staff engaging with the surveys. Louisa Nolan has been helping us to analyse the data which we have also published in the Annual Workforce Report. Training has been delivered on improving and modernising our job descriptions and person specifications, particularly in relation to supervisory, managerial, and leadership roles. Currently many of our JDs and PSs are heavily focused on technical expertise and lack sufficient emphasis on people management. This gap affects our recruitment decisions - when the person specification doesn't include key people management criteria, assessment and selection processes tend to prioritise technical skills. As a result, we may continue bringing in individuals whose values don't fully align with Being Our Best or the culture we are aiming to foster. Training has been delivered on how to write a JD and PS, which will be recorded and placed on the JE Toolkit. 2. We publish our Annual Workforce Report each year and promote it on our intranet as well as our external webpages.
Work placement schemes for Disabled people, Minority Ethnic and economically disadvantaged groups to address employment gaps	People Strategy WRES Network Reqs to Board	1. Create apprenticeship opportunities which will be restricted to minority ethnic people from economically disadvantaged groups 2. Explore virtual work experience platforms eg Springpod 3. Create a buddy/mentor group to support the apprentices	Scheme in place and number of placements arranged Number of mock interviews held		1. EYST partnership will begin in Summer 2025, and we will offer 3 workshop sessions in Newport, Swansea and Cardiff to support ethnic minority people on how to complete our applications, how shortlisting works and interview techniques. We will promote our apprenticeship opportunities directly with their service user WhatsApp groups consisting of approximately 10,000 individuals. Apprenticeship options paper sent to NL for sign off of next steps in June 2025. 1. Apprenticeship options paper has gone to NL in June 2025. 2. We invited SpringPOD in for a presentation in 2024 and will review if this would be of value to our organisation. 3. Once the apprenticeships programme is launched we will create a buddy/mentor group to support them. Several third sector organisations and known individuals contacted when the Exec Director of QNAHPS recruitment was live
Advertise and reach out to communities and the 3rd Sector to recruit for Board positions	ARWAP	Identify contacts in community and 3rd sector groups to ensure wider reach of job advertisements Target advertisements to community and 3rd sector groups	List of 3rd sector organisations and individuals contacted when a position is advertised, and response		
Strategic Equality Objective 2: listening to and understanding our people					
Public Health Wales will be an organisation which continually develops knowledge of equality, diversity and inclusion and the actions which impact positively upon it. We will enable effective employee voice and act upon the feedback we receive and welcome active challenge on our actions by staff, the public and other organisations.					
Continue to actively grow, engage with, promote and support our staff diversity networks	WRES Network reqs to Board	1. Networks/EDI survey to better understand what people want. 2. Diversity monitoring as part of MYC 3. Networks co-ordinator to be appointed to help support 4. Develop a Carer's Policy	1. Survey undertaken and results analysed 2. Updated MYC form to include information around disclosure rates 3. Networks Co-ordinator appointed 4. Carers Policy in place		1. Between November 2024 and January 2025, we launched an EDI Survey with specific questions on disability, reasonable adjustments, caring responsibilities and neurodiversity so we could understand the experiences of our staff and develop initiatives to support them in the workplace. Results will be analysed and an action plan created. Was promoted on the intranet via a news article, in network Teams channels and through the weely round up. During development, the survey was shared with the Disability and Carers networks in August 2024. 3. We appointed a Networks Co-ordinator to support the networks. 4. The Carers Policy was launched in Nov 2024. In addition, Re-launch Men's Network news article published in June 2025 and first meeting will take place in July 2025. A Board and Senior Leaders calendar has been created to promote network meetings and events.
Implement an informal reverse mentoring pilot programme that builds and develops in pairings each year	Network Reqs to Board	Create a reverse mentoring programme - include in new colleague networking event	Scheme in place and number of pairings		An LGBTQ+ Reverse Mentoring pilot was launched in Sept 2024 and two execs have been paired with LGBTQ+ people.
Continue to work in partnership with our trade unions communities and 3 rd sector organisations to support the Equality, Diversity and Inclusion agenda	People Strategy	1. Set up a schedule of organisations to liaise with/visit throughout the year 2. Regular updates to the LPF	LPF meetings Interactions with 3rd Sector organisations		Meetings have taken place with: Public Sector Equality Network Diverse Cymru Race Council Cymru Project Search/LD Wales

Continuously improve understanding and knowledge of equality, diversity and inclusion by undertaking external assessments and learning from others	ARWAP Cultural Competence	Continue to submit to Cultural Competence Assessment	Cultural Competence assessment undertaken and renewed position/result communicated		In June 2024, PHW were ranked 31st most inclusive LGBTQ+ employer by the charity Stonewall in its annual Workplace Equality Index (WEI). In Oct 2024, POD were awarded Gold with Distinction award in the Diverse Cymru Cultural Competency Framework.
Prioritise the development of awareness and knowledge of neurodiversity in our staff and managers by developing and implementing a range of resources and guidance on Neurodiversity for staff and Managers	Long Term Strategy Network Reqs to Board	1. Neurodiversity Network to be launched 2. Minimum of 5% of PHW to undertake neurodiversity Skills Booster course 3. Explore options for capturing Skill Boosters Uptake with supplier to get accurate measures	1. Neurodiversity Network in place 2. number of people accessing and completing the Neurodiversity course 3. Comms to encourage participation		1. neurodiversity sub-group (as part of mentor) was launched end April 2024 and monthly meetings have been held and attendance has been high which demonstrates the demand. Neurodiversity information has been shared on the Porfor SP pages and links to external orgs who can offer support. Awareness raising session have been organised to educate staff. 2. Vinci Works/Asstute only launched mid Feb 2025 and promotion of ND courses promoted with our staff networks and on intranet pages in mid Feb 2025. As of end March 2025, 0.5% completed the 2 x ND courses on VinciWorks. ADHD Awareness Month session to be delivered in Oct 2024. All Staff Conference to showcase ND through a lightning talk in Oct 2024. ND resources created and promoted on the intranet with a news article and to the network mid Jan 2025. Also shared with NHSe and the labs.
Strategic Equality Objective 3: -Fair Pay Public Health Wales will be a fair pay employer and will identify and publish pay gaps for Gender, Ethnicity and Disability.					
Publicly report our Gender, Ethnicity and Disability Pay Gaps, the progress made and plans to address them each year	Gender Pay Gap Reporting Reqs 2017	1. Obtain GPG data from Workforce Systems Team 2. Seek approval for report & Publish	Published report on Pay Gaps		GPG report 2023/24 published in March 2025 and paper went to Board in April 2025 to propose actions to address our gender, ethnicity and disability pay gap which include 1. Establish transparent aspirational goals, monitor progress and report openly, 2. Know your numbers and act on them. 3. Commit financial investment for 25-26. Proposed actions signed off and we will updating the Board at the end of 2025 on progress
Investigate the reasons for any pay gaps and implement actions to address them	Gender Pay Gap Reporting Reqs 2018	Assess progress made with reducing the gender, ethnicity and disability pay gaps each year, identify any remedial actions required, the owners of those actions and due dates	Gender equality work undertaken to address gap Analysis of current report to identify areas to address		In 2025, we will be employing an EDI Consultant who will conduct a focused review of our recruitment and progression practices and provide recommendations to make our recruitment process equitable for diverse applicants.
Achieve Living Wage Employer accreditation and display on our recruitment pages	People Strategy	1. Complete online enquiry form to commence accreditation process with RLW Foundation. 2. Ensure all staff are paid in line with RLW and an agreed plan is in place for third party contracted staff to be paid RLW. 3. Complete and submit online licence form to confirm the organisation satisfies the requirements for RLW accreditation. Application process may take 6-9 months. 4. Once accreditation is confirmed, ensure RLW information is displayed across recruitment advertising and on website	Accreditation confirmed		Our Living Wage Accreditation has been confirmed in 2025. There is a plan to move flexible working requests onto ESR. This would mean that anyone wishing to apply would need to complete a form in ESR and their manager would need to action it. This will hopefully make it much easier for POD to monitor requests (at the moment we're reliant on them being sent into us) and also to report on these much more accurately.
Apply consistent flexible working practices across our structure	People Strategy WHIWB	1. Monitor flexible working to ensure consistent application across our workforce 2. Promote and highlight flexibility and reasonable adjustments and WHIWB. Raise confidence of people in the org of our processes and what to do if its rejected. Line managers being aware of this	Number of people working flexibly or hybrid		1. Between Jan – March 2025 we had 12 applications and between April – June 2025 we've had 3 applications. These are the paper forms we have received into People Support for filling so I am not sure how accurate the figures are. With the introduction of the staff records procedure and the responsibility of the Line Manager to add documents / forms directly to the individuals e-file, we will see less paper forms coming through People Support. 2. We continue to promote WHIWB across the organisations and where possible with leadership and management where we will promote the benefits of an empowered workforce and how both managers and team members can benefit from WHIWB. Reasonable Adjustments news story launched in Feb 2024 which includes all relevant information for staff including promoting the Workplace Passport. The EDI survey action plan will support staff and ensure we are as inclusive as possible regarding reasonable adjustments, disabilities, long term health conditions as well as caring
Ringfence at least 5 places for under-represented groups in our leadership and management development programmes	People Strategy ARWAP Network Reqs to Board	We will ringfence places, and build this into the procurement, on the PHW L&M Academy Programme. We will need POD Partnering support with this to ensure Diversity Dashboard information is considered in targeting uptake of places on the programme at Directorate level. •We will include EDI principles in the procurement of all learning and development through the use of Being our Best - Q1 we need to better understand the uptake of opportunities by under-represented groups and understand through the diversity dashboards and through the POD partners what the priority pipelines for development are •We will develop processes to monitor uptake in L&D opportunities by under-represented groups - Q1 to develop and Q2-4 to deploy	Number of people from under-represented groups attending Leading with Impact and LM Development courses		In June 2025, the first two cohorts of the Leadership and Management Academy completed the formal programme - a significant milestone in their leadership journey, and just the beginning of their continued development and growth. As part of the recruitment process we reviewed the diversity data of our leaders and managers to enable us to ringfence a minimum of 20% (5 people) of each cohort, per year to be diverse (Ethnicity, Sexual Orientation, Disability). In addition, we want to ensure Women are being prioritised and a minimum of 50% of the cohort should be Women. That would be around 70% of the cohort being diverse (inc. Women) as 76% of our workforce are women. Leading with Impact programme targeted ethnic minority managers and leaders and 5% ethnic minority managers and leaders attended the programme. Mentoring is separate – OD colleagues looking to develop an approach to mentoring in the next financial year (2024/25). The mentoring approach will align the Leadership and Management competencies and behaviours ensuring that anyone who coaches an individual is aligned to our culture and values
Introduce coaching schemes to enable staff from underrepresented groups to reach their full potential,	People Strategy ARWAP Network Reqs to Board	Target appropriate learning and development at under-represented groups in our workforce.	Coaching contract implemented Number of people registering		June 2025 update - the coaching call off contract is now live and accessible to everyone within the organisation. We will be offering team and individual coaching for staff
Strategic Equality Objective 4: - Culture and Leadership Public Health Wales will embed an inclusive environment in which equality, diversity and inclusion are prioritised and staff feel safe and are supported to develop, thrive and reach their full potential.					
Apply the learning from our 2023 culture assessment that will enable us to close the gap between current and ideal culture	People Strategy OCI	1. Analyse Culture results and identify areas to address 2. Develop action plan 3. Rerun survey and measure gap in 2026-27	Current and future OCI survey results Staff Survey results		We have identified measures to track our progress against the actions agreed to close the gap between our current and ideal culture and increase employee engagement. This includes a pulse survey, measuring our progress in dialling up behaviours within one of our constructive cultural styles and in dialling down behaviours within one of our defensive cultural styles (launching June 2025). We have designed a dashboard for organisational insight and assurance, together with a timeline for implementation. We have also developed an integrated action plan which responds to colleague feedback received via a number of sources (including the Culture Assessment and Staff Engagement Survey) and which identifies the key themes for action to address those areas where colleagues have told us we need to improve. Integrated action plans have also been developed at directorate level and divisional level within HPSS. We have accredited a further cohort of Cultural Advocates, to confidently and effectively support their senior team in the delivery of our culture change programme.
Embed our values and behavioural framework and measure progress, to ensure being valued and an inclusive environment is the lived experience of everybody at PHW	OCI Being our Best	1. EDI survey to be undertaken 2. Hear Staff Stories to understand lived experience 3. Revisit Labs to understand concerns 4. Introduce an anonymous reporting process 5. EDI question to be included in all interviews 6. Develop action plan from Staff Survey, Lab visits, and OCI work	Pulse survey results following interventions Number of reports via anonymous reporting tool		1. EDI survey results action plan created and will roll out actions in Summer 2025. 2. Staff stories being shared on news articles for awareness raising days/events and during staff conferences. We continue to work with comms to share staff stories to understand the lived experiences of employees. 3. As part of the NHS Staff survey promotion the Well-being lead travelled to our labs and offices across Wales to promote the survey and understand staff experiences.
Embed equality, diversion and inclusion in all our policy, process and systems and learning and development, including opportunities for shadowing leaders from other organisations that represent diverse groups	ARWAP	In embedding the leadership and management job family we will explore opportunities for broadening experience through informal shadowing and informal placements and will develop generic guidance on this. We need to better understand the uptake of opportunities by under-represented groups and understand through the diversity dashboards and through the POD partners what the priority pipelines for development are	Guidance on making shadowing and informal placements happen		The vision for embedding the job family approach was socialised across directorate throughout February-May 2025. Building on insight from across the organisation we have developed recommendations on how we implement the approach and these will be presented to Business Executive Team in 18 June 2025. We recommend a pan-organisational Job Family Steering Group is convened to work through the detail, make further recommendations to BET on the proposed list of job families, identifying Heads of Job Families and Job Family Leads, prioritisation and resourcing implications.

Celebrate equality, diversity and inclusion and increase awareness through our learning and development programmes and staff networks	Network Reqs to Board	1. Develop a schedule/programme for integrating Skill Booster courses with national events 2. Liaise with Networks 3. Exec Sponsors to attend at least one other Network event (not from PHW's network) if possible	Number of awareness raising events held number of attendees Number of staff undertaking Skill Boosters modules		1. EE Team working with L&D to highlight training content and link with awareness raising events/days. All news articles link with Vinci Works courses to raise the profile of the offer we have. Working with Vinci Works and L&D team to get stats on what courses have been accessed. 3. Awareness raising sessions have been promoted directly with Exec team and Board and some have committed to attend events. Planning events months in advance to ensure diary invites have been sent and senior leaders in the organisation can prioritise network activities. Working with comms to promote activities as wide as possible. Updating Exec PAs with upcoming events.
Strategic Equality Objective 5: Data and Systems We will consistently monitor who accesses our services and actively seek their feedback, so that we are responsive where improvements are needed.					
Embed Equality Impact Assessments so that they are being completed to a consistent, timely and high standard across Public Health Wales. This will require an appropriate level of structure, governance and support for staff	Equality Act 2010	Establish a PHW Duties Collaboration Group Explore options for providing assurance and guidance on EqIAs to sit as part of the structure of the PHW pilot Governance Hub and the PHW Duties Group PHW sit as part of the Wales-wide Equality Leadership Group where a sub-group has been established to develop consistency around Equality Impacts Assessments including the development of templates	Governance Hub assured that EQIAs are being meaningfully completed 2. EqIAs stored centrally		1. Duties collaboration group set up and several meeting held. Pilot Acts, duties and impact panel held in Feb 2025 to review what needs to be completed as part of this particular process. FAQs will be created to support staff.
Work with organisations across the NHS to identify and implement a consistent approach to Diversity Monitoring	Equality Act 2010	Lead the work with other NHS Wales organisations to ensure a set of consistent Diversity questions are included in the New People's Experience Framework which will be published during the summer of 2024 Once agreed upon these questions will be included in all PHW experience and feedback surveys across all national Screening programmes and Help Me Quit Working with the Knowledge Directorate and Policy, Research and International Development Directorate, build in equality/diversity questions into research projects	Inclusion of equality questions within the national framework Physical inclusion in PHW surveys and triangulation of data		
Put in place processes to report on Welsh Race Equality Standard Indicators	WRES	1. Continue to work in accordance with the NHS Wales Workforce Race Equality Standard (WRES) Technical Guidance 2. Run relevant ESR B.1. reports:- <input type="checkbox"/> WRES Indicator 1 & 2 - ESR Data - Sources of evidence and insight include <input type="checkbox"/> ESRBI - Workforce Profile Dashboard - Diversity Detail Tab <input type="checkbox"/> Data return to include: Staff Group, Role, Payscale, Gender, Ethnic Origin, AIC Pay Band and Ethnicity Group <input type="checkbox"/> WRES Indicator 6 - ESR Data - Sources of evidence and insight include: <input type="checkbox"/> ESRBI - National Returns Dashboard - WRES Tab - Employees Accessing Non-Mandatory Training Analysis <input type="checkbox"/> Data return to include: Staff Group, Gender and WRES Category <input type="checkbox"/> WRES Indicator 8 & 9 - Employee Relations Data - <input type="checkbox"/> Data return to include: Staff Group, Gender and Ethnicity. <input type="checkbox"/> Number of staff in the Workforce will be taken from WRES Indicator 1 & 2 3. BI development request was submitted in January 2024 for the National Reporting Dashboard - WRES tab. This effects reporting for Indicator 6, currently we are not able to report by Gender in addition to Staff Group. Once this development has been implemented guidance will be updated	•Test any templates with mapping tables for Non AIC, VSM, M&D & Exec Team Job Roles provided by NWSSP •Check ER system, does this hold Employee Number, so this can be cross referenced with ESR Equal Ops data		First year WRES report received in Summer 2024 and action plan created by Head of Employee Experience. Awaiting results for year 2 in June 2025
Scope an effective digital solution to bring together insights, feedback, complaints and compliments and for mapping contact with stakeholders, individuals and the third sector		1. Develop a bank of questions to be used across all surveys (events evaluation, engagement and business intelligence) 2. Analyse service user experience feedback to ensure aligning to national policy - for all national Screening programmes and Help Me Quit service - and identifying equality and diversity themes 3. Update our public facing website to enable people and stakeholders are able to leave compliments, feedback and complaints directly, including in Welsh 4. Further develop new website feedback pages to ensure surveys are available in the top 10 languages spoken in Wales according to the 2021 census 5. Progress the development of a 'CRM' or similar system to support teams with sharing external contacts and intelligence to aid joined up working across PHW. Interviews have been conducted by the Digital User Experience Team and Engagement Team during the discovery phase and we're now at the stage of analysing what people have told us, identifying key themes around user need and preparing to present those initial findings back to key stakeholders	Number of views Staff across PHW using questions		3. There is an opportunity for stakeholders and service users to leave feedback, compliments and complaints on our website, including in Welsh.
Strategic Equality Objective 6: Access to our services and environment Public Health Wales will ensure our services are accessible and capable of responding to the different and changing needs of the people who use them. This will include removing physical and other barriers to ensure our places and where we deliver services are accessible.					
• Refresh our Approach to Engagement, ensuring it is:		Agreed at Business Executive Team and Quality, Safety and Improvement Committee that Our Approach to Engagement needs refocus to ensure that the people and communities of Wales are central to the work that PHW deliver. Full-scale review of all engagement activities across PHW will be undertaken to ensure work is aligned, engagement is meaningful, we are sharing insight and acting upon feedback.			
- clearly aligned to the legal and policy landscape e.g. Quality and Engagement Act and Wellbeing of Future Generations Act					
- reflective of existing engagement structures and activity taking place across Public Health Wales					

- aligned to other related Public Health Wales strategies such as Digital				
Develop services which are based on best practice and are reflective of people's needs		Develop and establish the Quality Oversight Group (QuOG) to oversee and monitor arrangements around quality to ensure the achievement of safe and clinically effective outcomes for service users, maintaining positive service user and carer experience, equitable and inclusive services in line with the requirements for the Health and Social Care (Quality and Engagement) Act (Wales) 2020 Establish a shared learning group to ensure that services are aware of any issues experienced by users and so that this information can be used to make improvements going forwards Triangulation of people's experience - process by which service user experience feeds into planning and change - you said we did	Reduced complaints Shared actions	
Scope and develop a consistent approach to where Public Health Wales attend public and community events		To scope as part of the review of Our Approach to Engagement		
Ensure that public information is truly accessible through the development of an agreed organisational standard		Launch an Accessibility section of Public Health Wales's new Content Design Standards. This guidance is for everyone who creates content such as reports, guidance, news we share on our website, via newsletters, social media posts or pdfs etc. It explains the basics of web accessibility so that publications will be accessible for people who can't consume digital content in a traditional way because of permanent, temporary or situational disability.	Documents produced that are accessible to people with a range of disabilities	
Establish an agreed way of partnership working with the WCVA (the umbrella body for the third sector in Wales) and with Liais and other relevant bodies		Quality, Nursing and Allied Health Professional Directorate continue to build on existing relationships with Liais and share best practice as we implement the Duty of Quality. Regular meetings to be set up between the Engagement and Collaboration team and Liais, with a focus on understanding and responding to feedback Based on work the Board undertaking around partnerships, agree exec lead for WCVA MOU and agree next steps Develop relationship with Liais and arrange for a representative to attend Board meetings	Positive working relationships	
Work to ensure all existing and new premises meet the needs of the people who use them		Completed accessibility audits on six sites used by screening. Issues with access are being addressed where possible, e.g. by the installation of electric doors. Learning is being shared across sites. Shared with operational leads for the screening programme, actions being worked through	More Disabled Service Users	In Nov 2024, PHW Facilities team costed a multifunction space/mothers room for CQ2 and requested feedback from REACH network members regarding the room. Work is on going with Screening Services to improve accessibility and implement recommendations from access audits - check with screening and not estates for further updates