

Develop and establish a systemic programme of work which will increase leadership and management skills, capacity and confidence including formal learning.

Update for assurance

January 2026

People and OD Committee

Leadership and Management

Update – January 2026

Purpose

To provide an update to the People and OD Committee on progress of the following People and OD IMTP deliverable - By Q4, ***developed and established a systemic programme of work which will increase leadership and management skills, capacity and confidence including formal learning.***

The People and OD Committee are asked to receive assurance and provide any input on this matter.

Our ambition is to have a flexible, sustainable and thriving workforce with the capability, capacity and desire to successfully deliver our Long-Term Strategy.

The Iceberg – addressing the underlying problem

Managing Attendance at Work

Conflict Resolution

Performance Concerns

Grievances

Burnout

Miscommunication

Lack of Self-Awareness

Absence of a Coaching Mindset

Lacks Confidence

Lack of Empowerment

Does Not Foster Psychological Safety

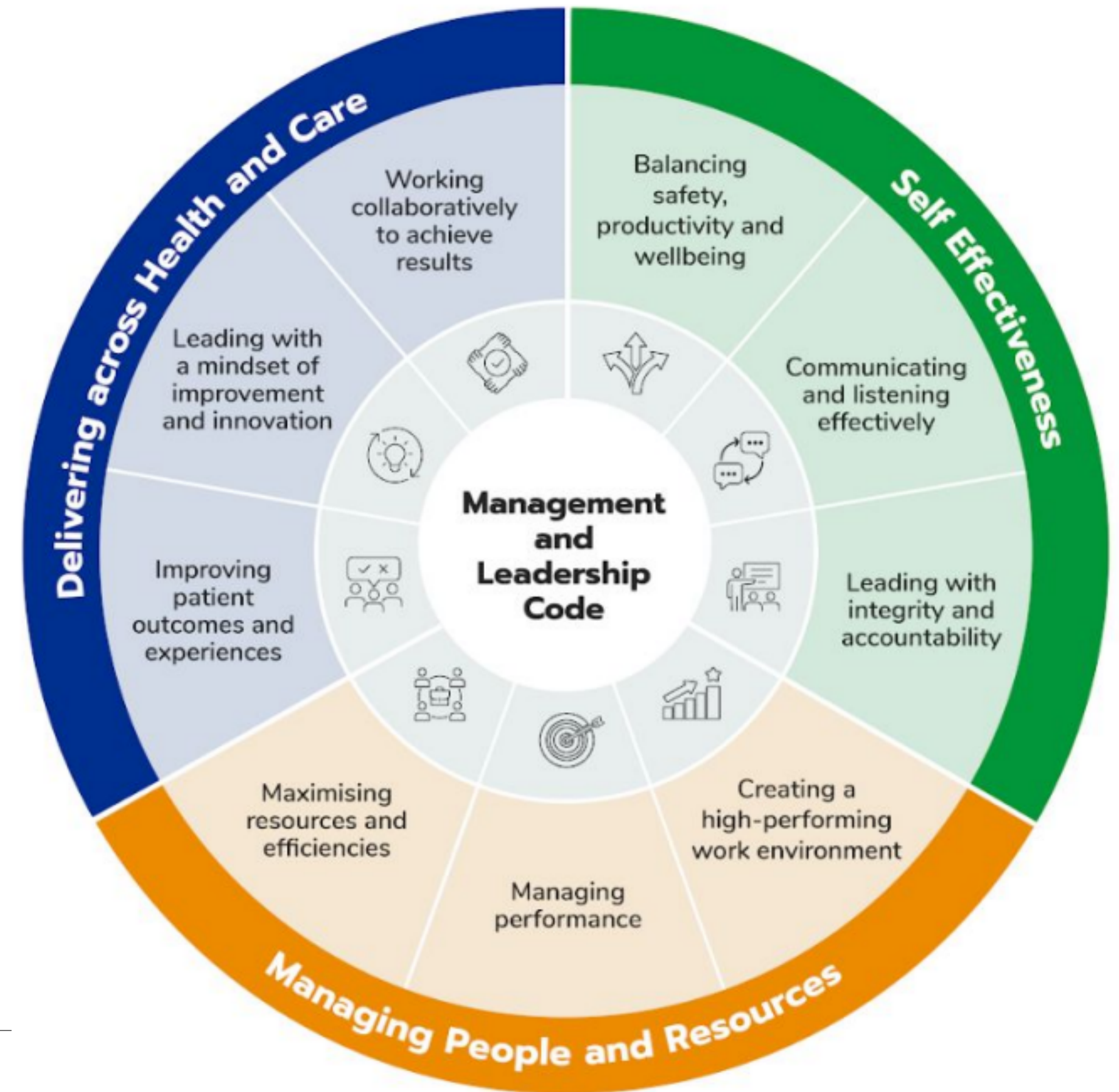
Lack of Compassionate Leadership skills

Systemic Approach to Leadership and Management



Epic 1 - Establishing a Clear and Compelling Leadership Offer

- At the heart of our systemic approach to leadership and management will be the *National Leadership and Management Framework*.
- The framework defines the core standards and competencies required by our leaders and managers, now and in the future.
- Put simply, these are the skills and competencies we must ensure our managers either have or develop through this deliverable.



Epic 2 - Embedding Leadership and Management

Through the lens of the Employee Lifecycle



- The employee life cycle (ELC) is a model that outlines the journey an employee takes within an organisation, from their initial awareness of the organisation to their eventual departure.
- The ELC is a framework used to understand and optimise the employee experience at each stage; improving engagement, productivity, and retention.

Epic 3 - Shift from Training to Continuous Development

Click **Staff Hub** on the PHW Staff SharePoint, then you can access **Leadership & Management** under *Learning & Development*.

Bookmark this page for reference, and **ringfence time** each week to explore the resources in more detail to help shape your development journey.

The screenshot shows the SharePoint interface for the Public Health Wales Staff Intranet. At the top, there is a search bar and navigation links for 'Public Health Wales Staff', 'Quick links', 'Services & Teams', 'Office 365 Hub', and 'Staff Directory'. The main content area features a grid of tiles for various services: 'New starter induction guide', 'Book a meeting room', 'Consultation Responses - Home', 'Rapid Overview Dashboard', 'Our Long-Term Strategy', 'Flu vaccine self-reporting form', 'ESR Portal', 'Staff Hub', 'Policies and Procedures', 'Job Vacancies', 'Request IT Equipment', and 'DATIX'. Below the grid, there is a banner for 'Read more: Important changes to Surface Hub first Gen Surface Hub Devices'. The bottom section contains a promotional graphic for 'Wales Survey of Hydration 2025! Launching 6 October 2025!' and a video thumbnail titled 'Message from Tracey: 2024/25 achievements - celebrating another year of innovation and commitment'.

Epic 4 - Deepen Leadership Impact Through Senior Leadership, Culture & Wellbeing

Connecting the dots

- As an organisation we will continuously deepen leadership impact overtime by:
- Developing **self-aware, values-driven leaders and managers**
- Embedding leadership behaviours into **culture and systems**
- Prioritising **wellbeing as a performance enabler**

When leadership, culture, and wellbeing are aligned, leadership impact becomes **scalable, sustainable, and deeply felt across the organisation.**

Input / Advice from the Committee

- ‘Leadership Impact Summary Statement’ in policies and papers?
- Eagerness to learn, but no time – encouragement of protected time?



Risks / concern identified that may impact delivery

- We don't like to provide feedback vs we don't have the time, equals limited evaluation/evidence
- Financial implications - striking a balance to ensure that essential development is not the first to go





GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Gweithio gyda'n gilydd
i greu Cymru iachach

Working together
for a healthier Wales