

Our Conversation – Future Ways of Working

The story so far..

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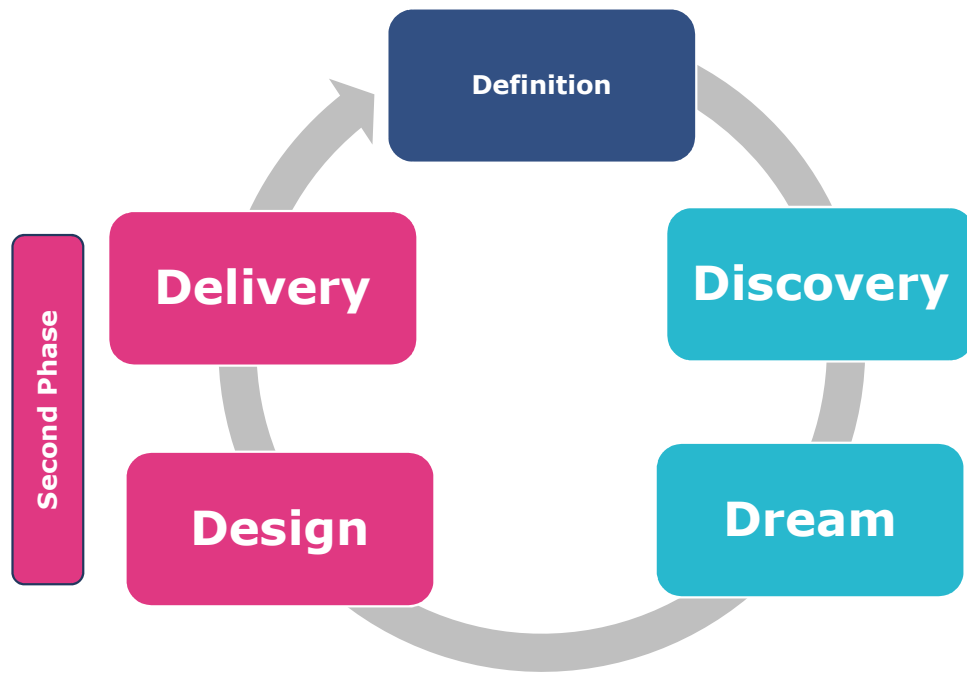
Our Conversation

The Background

- Agreed in February 2021 that we would bring forward our People Strategy intent to engage with staff on shaping work around life and enabling choice
- This activity, and what will follow, is core to the Operational Plan's Enabling Recovery alongside our Long Term Strategy review – panning both what we intend to do and how we will develop, support and lead our people to deliver it
- Facilitated discussions from mid-April until the end of May, open conversations across the organisation and specific sessions for colleagues in staff diversity networks, microbiology and screening
- Over 200 colleagues registered, with the majority attending and/or completing workbook reflections

Our Conversation

The Approach



Definition/Task

Determining our Future Ways of Working and How Work Can Be Shaped Around life

By understanding what matters most to our employees in where, when and how they work, so that can be at their best, we will develop new ways of working that embrace flexibility, career satisfaction, inclusivity and healthy lives.

Discover – our core strengths, our past and emerging best practices, determine what we want to keep, to celebrate and build on as we develop our future ways of working

Dream – and envision the shared future we want to create, increasing flexibility and choice in shaping work around our lives

Design – determining 'what should be', designing initiatives that will help take the opportunities and ideas we have generated into the heart of our future ways of working

Delivery – set in motion a focused set of high priority actions that will take us in the direction of our shared aspirations and commitments to becoming a great place to work.

Discovery

Success factors

We've worked best when....

We can develop and grow

We're trusted and empowered

We're living our values

When we plan effectively and stick to it – seeing work through until the end

We collaborate and work together

When we are able to make decisions and just get on

We can flex work around life

We have supportive managers

We have shared goals and can see how we fit

When we're recognised and appreciated

We play to strengths and use our skills

What we've already got

...And need to keep/scale up

- The focus on wellbeing – regular dialogue is happening
- Socialising – taking time for catch ups and/or randomised coffee trials
- More frequent, informal communication from and with our leaders
- Using technology to meet and collaborate
- We've had Time to Move – and get healthy!
- Making decisions at pace (2020) and having fewer, shared and clear goals
- Staff social media – although we could do more - and daily briefs
- Use of other skills – we moved around!
- We worked across teams and in partnership
- We've been able to work differently and flexibly

I will be most proud of PHW when... (a sample)

We **are** proud of
Public Health Wales

- We are treated fairly and as individuals, with a consistent management experience
- This is a (psychologically) safe place – we speak up and we learn and we're not afraid to do either
- We feel like one coherent organisation with shared, lived values and we stop working in silos
- We properly invest time and money into developing and growing our people
- We have more 'entry' level roles in our job families and we stop asking people for qualifications our own data tells us they cannot afford to get
- When we focus on measuring outputs/delivery not presence in a workplace
- We truly care about our people and **"do not wait for the next global crisis to start being kind to each other"**

Dream

Dream

The themes

Wellbeing and Flexibility

Technology

Ways of working (design and collaboration)

Our People/Future Workforce

Management

Estate and Facilities

Skills and Progression

Communication

Culture and Behaviours

Dream

A sample of what our people saw, heard and felt in 2025

Wellbeing and Flexibility

- We are outputs focussed
- All contracts are flexible
- Time to Move is expected not just permitted
- We have treadmill desks in all office for staff to book
- We're trusted to be where we need to be and when, and choose the rest
- We have four day weeks and seven day weeks

Technology

- We've automated more – people are doing more meaningful work
- We use biotechnology to access systems – passwords are gone
- We have a wellbeing app which checks how we're doing
- Our technology supports outdoor working

Ways of Working

- We are part of Team Wales – population health is a priority across the whole public sector and we work that way
- Screening centres are walk-in and combined
- Local PHTs are closer to PHW
- Decision making is easier – the Exec don't get involved

Dream

A sample of what our people saw, heard and felt in 2025

The Workforce

- It is multi-generational but more younger people in apprenticeships/entry roles
- We have more people, but on fixed term contracts and secondments – within Team Wales
- We are based everywhere – including international
- ESR is gone and we have a fit for purpose, modern workforce system

Management

- It is a profession/job family in its own right
- Managers have proper capacity to manage: conductors not orchestra members
- They are different, and grounded in kindness and support not compliance and policy
- They coach and mentor
- They aren't a single person

Culture and Behaviour

- People and being kind are core to PHW
- It is safe, we can speak up (but rarely have to) and feedback is a gift which is given and received
- We do less and we do better – quality and innovation
- We recruit based on values
- D&I is core to leadership
- Trust and respect is felt

Dream

A sample of what our people saw, heard and felt in 2025

Skills and Progression

- Career pathways across the whole organisation
- SM training is not generic, it's meaningful
- We are equipped to be public health advocates
- Progression is merit-based and cross functional
- We are properly investing in learning through rotations, coaching, formal and informal opportunities

Communication

- We communicate more and it's less formal
- We have ongoing feedback loops – there is dialogue not just announcements
 - We have more staff networks and SIGs
- We have a fit for purpose, accessible intranet
- We engage with external stakeholders more frequently and successfully

Estates and Facilities

- We have Team Wales hubs/landing pads for when we choose/need to be on site
- We go to socialise/innovate – our space is set up for that
- We have a fund from which we can get fit for purpose home equipment
- All toilets are gender neutral
- Car parks are phased out for the bike pool
 - We have an M4 super-lab

What Next

Next Steps

A unique opportunity

- Finalise the review and summarise other evidence – all of which is emerging and representative of 'it depends'
- Present outputs to the Executive Team and our people – July 2021
- Let it percolate and images start being drawn, sounds heard
- Discuss and agree how we lead what happens next – and role model what people say is happening when we're working at our best

Collaboration > Cohesion > Transformation