 <p>GIG CYMRU NHS WALES</p> <p>Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 18 April 2023</p> <p>Agenda item: 3.1.1a</p>
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Our People Promise

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Approval/Scrutiny route:	Neil Lewis, Director of People and Organisational Development.

Purpose
<p>The purpose of this paper is to update the People and OD Committee on work being undertaken on the development of a compelling Employee Value Proposition and to provide assurance that this work is being delivered on time and to plan.</p>

Recommendation:				
APPROVE <input type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
<p>The People and OD Committee is asked to:</p> <ul style="list-style-type: none"> Consider the content of the report and take assurance that this work is being delivered on time and to plan. 				

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities.

This report contributes to the following:

Strategic Priority	Sustainable Health and Care System
Strategic Priority	Building and Mobilising Knowledge and Skills

Summary impact analysis

Equality and Health Impact Assessment	Staff Network Chairs have been involved in the data gathering phase and will continue to be consulted with as this work progresses, so that the needs of different groups could be factored in.
Risk and Assurance	This paper relates to strategic risk 4. There is a risk that we are unable to attract and retain the required professional workforce caused by skill shortages and increased pressures on staff, which has been exacerbated by the Covid-19 pandemic, resulting in there being insufficient capability and capacity to deliver our plans
Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes Governance, Leadership and Accountability Theme 7 - Staff and Resources
Financial implications	A bid of £60k has been submitted to support the rollout and embedding phase in 2023/24, which will be critical to value realisation.
More People implications	Engagement undertaken with colleagues indicates there would be significant benefits if the actions in this paper are implemented. These include a positive impact on employee engagement, wellbeing, sickness absence, motivation, ability to attract and retain a more diverse workforce.

1. Purpose / situation

The purpose of this paper is to update the People and OD Committee on the work being undertaken on the development of a compelling Employee Value Proposition and to provide assurance that this work is being delivered on time and to plan.

The draft People Promise was presented to Leadership Team on the 16th of March 2023, following which minor changes have been applied and are included in the latest version attached. Leadership Team provided positive feedback on work undertaken and look forward receiving further detail on the implementation plan in due course.

Background

Taking action to ensure we can attract and retain a skilled and motivated workforce, able to deliver against today's challenges and the longer-term ambition contained within our strategic plan, is a strategic imperative and is identified as a risk on our strategic risk register.

One of the actions we are prioritising is that of creating a compelling Employee Value Proposition, which sets out 'our promise' to current and future colleagues. This is essentially a promise of what colleagues can expect from us, in return for their sustained effort and commitment to delivering our purpose.

Why now?

The current UK labour market is a tight one, with high vacancy rates of circa 1.19 million, which is double the number of those in 2022. There is also fierce demand for talent, according to an Institute of Employment Report, published in late 2022. Additionally, the same report identifies that the UK now has the lowest unemployment rates since the late 70's, along with a number of other key challenges as set out below:

- Weak employment recovery (still 1% below pre pandemic levels).
- Fewer people in the labour market / decline in economic activity (1 million fewer than pre pandemic)
- Significant labour and skills shortages, particularly pronounced in health and social care, which accounts for about a fifth of all UK vacancies.
- Lower levels of migration
- Cost of living crisis / amplified dissatisfaction with pay

To summarise, we have an acute set of challenges around labour supply and levels of participation in work, alongside changing attitudes (post covid) in terms of what people want from work.

Developing a compelling employee value proposition is key to us attracting and retaining a diverse and competent workforce, which is skilled and motivated to deliver our strategic plan. Our aim, as identified in our IMTP was to develop our People promise by the 31st of March 2023.

2. Description

In October 2022, we engaged with a consultancy called Dragonfish, who are experts in creating Employee Value Propositions.

We recognise that to fully leverage the full potential of our EVP, it needs to be aligned to our purpose and values, to our vision, business strategy and goals, to our employee experience and to our people plan. It is important to recognise that whilst an EVP isn't an entity in its own right, it is a critical underpinning element of our culture.

Work to date has concentrated on the following:

- Desk Top review of over 40 different documents which provide insight into 'as is' culture and existing EVP
- Engagement in conversations with key stakeholders to understand what attracted them to PWH and what retains them
- Conversations with leaders/board members, key stakeholders (OD&E team) and TU representatives to share methodology, test ambition of the project and generate feedback
- 8 focus group sessions with colleagues across the organisation
- Two joint BET and Leadership Team workshops which aligned leaders and key stakeholders on the ambition and objectives for our EVP, connecting this to strategy, goals, culture, brand and other workstreams and shared emerging themes
- Alignment session with representatives from POD, Communications Team and Strategic Planning
- Presentation to the People and OD Committee, sharing the ambition and scope of project

Our Draft People Promise

The draft people promise (appendix 1) has been developed with input from colleagues across the organisation and from conversations and input from external stakeholders. It acts as a strategic lens through which we will shape the employee experience, through pillars which have been identified as being important to our people.

Our People Promise sums up the things that are valuable and important to colleagues, a set of attributes that will motivate prospective candidates to join us and inspire existing colleagues to stay.

We recognise that to derive any value and impact, the People Promise needs to be authentic and real. and the next phase of the project will involve the creation of a roadmap which identifies all the key activities which will need to be delivered over the next 12/18 months to ensure the promise becomes an everyday experience for our colleagues.

How will the People Promise be used?

- To support differentiated messaging in recruitment campaigns
- As a set of criteria against which we can benchmark actual employee experience v aspirational experience
- As 'a promise' to be embedded through all stages of the employee lifecycle
- To shape Leadership and Management interventions (e.g. targeted learning and development, resources etc)
- To use as an anchor which enables us to deliver consistent experiences, despite any turbulent times which may be ahead

Next Steps

- In collaboration with key stakeholders, develop and deliver a comprehensive implementation road map, which will cover a 12-18-month period. The road map will ensure alignment with our purpose and values, our vision, our Long-Term Strategy and our Strategic People Plan.
- Develop a set of Key Performance Indicators which will enable us to track and measure impact

3. Recommendation

The People and OD Committee are asked to:

- Consider the content of the report and take **assurance** that this work is being delivered on time and to plan.

3.1 Well-being of Future Generations (Wales) Act 2015

This report contributes /will contribute to the following Public Health Wales well-being objectives

Goal 3 - Support the NHS to deliver high quality, equitable and sustainable services

Goal 5 - Influence policy, planning and design

Goal 1 - Build capacity and support system change



This paper sets out immediate and longer-term actions to take to alleviate the pressure caused by the cost of living



By undertaking action as suggested in this paper, it prevents a rise in sickness absence, attrition and the risk that we cannot deliver on our commitments



The work focuses on all of the Well-being goals, in particular, a more equal Wales.



By collaborating with other NHS organisations, we can identify better solutions to help staff




By discussing with staff and understanding their needs, we will be able to put in place the correct interventions to help

Appendix 1 Draft People Promise

Our People Promise V1.2
Values centric

Building healthier futures.



Working together with trust and respect, Public Health Wales makes a difference.

We strive to help the people of Wales live longer, healthier lives. This aim is reflected in our own culture. We care about each other, recognising that we may need different things to feel good and work at our best. In appreciation of the deep commitment that our colleagues show to the health and wellbeing of the people of Wales, we aspire to: **support you to work flexibly, take time to nurture your wellbeing and offer opportunities to develop.**

We are a community of incredibly talented people, from diverse backgrounds, delivering many different roles. We hope for every member of that community to feel valued for their contribution to our mission.

Working with others, we will secure a healthier future for the people of Wales.

Exploring possibilities. (Aligns with 'working together')	Forging connections. (Aligns with 'trust and respect')	Transforming lives. (Aligns with 'make a difference')
<p>We WORK TOGETHER to unlock the potential in ourselves, each other and our organisation. We combine expertise from many fields, driving change.</p> <p>Therefore, we aspire to support you in your career journey, providing the opportunity to experience variety and intellectual challenge in many different ways.</p> <p>We aim to empower you in seeking development, not only in your chosen role but across the entire organisation, inspiring unique collaboration and learning.</p> <p>Together, we will explore possibilities for ourselves, as well as for our communities.</p>	<p>We TRUST AND RESPECT each other in all that we do. Valuing diverse perspectives and recognising that we all thrive in different ways.</p> <p>Therefore, we seek to connect you with colleagues from across the organisation. Promoting internal networks and external partnerships.</p> <p>We work hard to create an inclusive and welcoming environment where everyone can interact, collaborate and grow safely, enabling you to build meaningful relationships.</p> <p>Together, we will forge connections that help us to succeed, as a team and a nation.</p>	<p>We MAKE A DIFFERENCE locally, nationally and globally. Delivering successful outcomes throughout the healthcare system.</p> <p>Therefore, we make sure to help you to understand how our organisation works, what we are aiming to achieve and the part that you play in our success.</p> <p>We aim to inspire you with our purpose and drive change through our shared values. Using our organisation's reputation to enable you to make a real difference.</p> <p>Together, we will transform lives within Public Health Wales and beyond.</p>

