

Network Requests to Board 2023 - 24

Number	Network	Date to Board	Request	Deadline	RAG	Lead	Exec Lead	Progress
1	REACH	28/09/2023	Diversity on Recruitment Panels	Ongoing		Resourcing Team	Tracey Cooper	In 2025, we recruited 9 diverse employees to the Diverse Recruitment Panel and they attended training sessions such as Strengthening ED&I in Our Recruitment Practices, The Importance of Reducing Bias, How to Shortlist, Conducting Effective Interviews and Mock Interview Sessions. In April 2025, the Resourcing Team communicated the Diverse Recruitment Panels via email to anyone with a Trac manager account, with details on how they can access panel members. In 2026, we will advertise for a new cohort to support staff development and create diverse interview panels to support.
2	REACH	28/09/2023	Paid ethnic minority work placements	Completed		Resourcing Team	Tracey Cooper	It was decided that we would offer apprenticeships and we would promote with ethnic minority communities. At the end of 2025, we recruited 7 apprentices which includes 1 for NQIG, 4 for Ops and Finance, 1 for PGD and 1 for RDO and we have reoccurring funding for 2 years. As part of the recruitment process, we worked with Ethnic Minorities and Youth Support Team (EYST) to promote the programme with their 3,000 stakeholders and 62% of applicants were from ethnic minority communities. Unfortunately, we did not recruit anyone from an ethnic minority background. RDO have two interns joining in June for an 8 week internship from the HDR UK Black Internship Programme that will be funded by LEAP.
3	REACH	28/09/2023	Racial Awareness training for Senior Managers /All Staff online / All Staff on panels classroom session (June 2022)/All staff Classroom (2022-23)	Ongoing		L&D Team	Tracey Cooper	VinciWorks video-based training is designed to address meaningful workplace challenges in areas such as wellbeing, equality, diversity and inclusion and leadership and teamwork. It is regularly promoted across the organisation through news articles and staff updates. 91% of staff have completed the Statutory and Mandatory Anti-racist training. Our REACH network news stories, initiatives and awareness raising sessions are regularly promoted across the organisation and with the Board Unit and PAs to encourage Execs and Board to attend and learn more about diverse groups in our organisation. In Jan 2026, REACH invited Benji Kusi In to deliver an excellent session on Understanding and Tackling Racial Microaggressions. A Board comms calendar was launched in April 2025 so senior leaders in the organisation can access all details on network awareness raising events and network meetings however we haven't seen much of an uptake in attendance.
4	REACH	28/09/2023	Minority Ethnic Development Programme	Ongoing		L&D Team/Leadership and Org Development Team	Tracey Cooper	The Leadership and Management Academy began in Jan 2025 and the 3-year programme aims to empower line managers to create environments where people can thrive. There is a systematic approach to the Leadership and Management Framework and by connecting with engaged, optimistic, and reflective leaders, participants will experience stimulating and thought-provoking activities. The academy will provide a safe, supportive space to test new ways of working and contribute to positive change across Public Health Wales and HICO are facilitating the academy. There will be 4 cohorts of 25 people in year 1, 2 and 3 and total employees over the 3 years will be 300 staff. We have reviewed the diversity data of our leaders and managers, and we want to ringfence a minimum of 20% of each cohort to be diverse (disability, LGB, ethnic minority) In addition to 50% of each cohort to be female, per year. May 2026 update – cohorts 1 – 9, 16% of the cohort have had a diverse identity (4% below our target) and 70% of the cohort were female (exceeded target by 20%). We will continue to monitor the diversity of each cohort to support our objectives on the L&M Academy. In April 2026, we received feedback from REACH network members that they want support in developing their interview skills as many had been unsuccessful in progressing in the organisation. We are currently looking into a variety of options to support staff in developing their skills.
7	Enfys	28/09/2023	New Executive Sponsor	Completed		Jim McManus	Jim McManus	Appointed in the Board meeting on the 28/09
8	Enfys	28/09/2023	Board members to attend external LGBTQ+ events	Ongoing		Enfys	Jim McManus	Tracey regularly attends Pride marches.
9	Enfys	28/09/2023	Board members to support and attend internal LGBTQ+ events	Ongoing		Enfys	Jim McManus	Enfys host LGBTQ+ awareness raising sessions and meetings throughout the year and encourage all staff, including the Execs and Board to attend.
10	Enfys	28/09/2023	Reverse Mentoring Scheme	Completed		Enfys Leadership and Org Development	Jim McManus	Reverse Mentoring guidance created and promoted with Enfys network members and all employees through a news article in Sept 2024. One Exec and one LGBTQ+ employee were paired to support their understanding of the LGBTQ+ lived experience. Reverse mentoring is regularly promoted to members but we haven't had any additional people sign up to the programme.
11	We Care	30/11/2023	Carers Policy	Completed		We Care Network/POD	Paul Veysey	Carer's Policy launched Nov 2024
12	We Care	30/11/2023	Dedicated comms resource	Ongoing		Comms Team/EE Team	Paul Veysey	A comms process flow chart has been promoted to all co-chairs to support them with their activities. Network email addresses have been created for all co-chairs to ease traffic in personal emails. Weekly round up emails are sent to co-chairs with updates from throughout the week which are disseminated to network members regularly. We have received positive feedback about both of these. A Board comms calendar was launched in April 2025 so senior leaders in the organisation can access all details on network awareness raising events and network meetings however feedback from comms have feedback that not many people have accessed the calendar so it is currently paused to support EDI capacity.
13	We Care	30/11/2023	Promote Workplace Passport to all staff	Ongoing		All Networks	Paul Veysey	An updated Workplace Adjustment Passport was launched April 2026, which was developed alongside staff feedback. This includes a revised passport and updated guidance for staff and line managers and is inclusive of all staff who might have adjustments that relate to (but not limited to) an impairment, disability, long-term health condition, temporary health challenges visible difference, neurodivergence, pregnancy, menopause/perimenopause, caring responsibility or transitioning in the workplace. This has been promoted on the intranet and across all our networks.
14	We Care	30/11/2023	POD to investigate experiences of carers working in PHW and put in place remedies to the issues this uncovers	Completed		EE Team/network chairs/Research and Development Directorate	Paul Veysey	At the end of 2024, we launched an EDI Survey with specific questions on disability, caring responsibilities, and neurodiversity so we could understand the experiences of our staff and develop initiatives to support them in the workplace however a very low amount of people engaged. An action plan was created, and we've progressed on these actions which includes – •We regularly share staff stories as part of our intranet articles to support and educate our staff •We promote reasonable adjustments on the intranet and have recently updated our Workplace Adjustment Passport to support all staff. •On our job descriptions, we note that applicants can request interview questions in advance as part of their reasonable adjustments. We also promote this on our recruiting managers intranet pages so managers are aware that adjustments can be made in the interview process. •We continue to regularly promote the Carer's Policy across the organisation. Our ongoing work includes reviewing the data from WG's new 2026 Workforce Equality Standard (WES) which is being updated from the Workforce Race Equality Standard (WRES) and creating any necessary actions to support our ongoing work in creating an inclusive organisation. We will continue to encourage staff to update their diversity data on ESR and includes additional categories such as caring responsibility and socio-economic duty. This will be done twice a year through all staff comms.
15	PORFFOR	30/11/2023	Promote reasonable adjustments in PHW	Ongoing		EE Team/Portfolio	Iain Bell	Reasonable Adjustments page and news article launched in Feb 2024 which includes all relevant information for staff including promoting the newly relaunched Workplace Passport.
16	PORFFOR	30/11/2023	Accessibility - create best practice and roll out across PHW	Ongoing		Comms Team	Iain Bell	The Porffor and Neurodiversity sub-group co-chairs met with comms at the end of 2024 regarding accessibility for email signatures, our website, PowerPoint presentations and how to create guidance on how to make it inclusive, however a further meeting is needed to discuss it further and to see what can be implemented. The co-chairs weren't involved in further discussions relating to the 2026 website relaunch.
17	PORFFOR	30/11/2023	Recruitment process to become equitable	Ongoing		Resourcing Team	Iain Bell	We communicated the Diverse Recruitment Panels via email to anyone with a Trac manager account, with details on how they can access panel members. In 2026, we will advertise for a new cohort to support staff development and create diverse interview panels to support. There is Guidance on our Recruitment toolkit on SharePoint regarding reasonable adjustments and examples are given to support managers and interview panels to ensure the process is equitable for all. Reasonable Adjustments are also included in the Recruitment and Selection policy to support staff when recruiting. Following positive feedback from both applicants and recruiting managers, the NICE Person Specification style application form became the primary application format for Public Health Wales and NHS Wales Performance and Improvement on 12 June 2025. Since implementation, approximately 83% of vacancies (259 out of 314) have used the new application format. The revised application approach has significantly improved the candidate experience by providing applicants with clearer guidance on what information is required at application stage. Previously, applicants were often presented with the full person specification and attempted to address every criterion within a lengthy supporting statement. The new format enables applicants to focus specifically on the criteria selected for shortlisting, helping them provide more relevant and concise evidence. Recruiting managers have also provided excellent feedback regarding the new format, reporting that applications are more focused, easier to shortlist and contain more relevant evidence against the criteria being assessed. The structure also supports more consistent and equitable shortlisting practices, as each criterion can be individually assessed and scored. The application format is now available across NHS Wales for organisations wishing to adopt the approach locally, supporting wider collaboration and the sharing of inclusive recruitment best practice across Wales. Managers within Public Health Wales continue to retain the flexibility to use the previous application style where appropriate for specific recruitment needs. Alongside the implementation of the new application format, further work has been undertaken to strengthen equality, diversity and inclusion within recruitment practices across the organisation. Recruitment and selection guidance and training has increasingly focused on inclusive and skills-based recruitment approaches, encouraging managers to consider transferable skills, potential and values alignment rather than relying unnecessarily on prior experience or traditional career pathways. Additional guidance and support has been developed to help managers create more proportionate and inclusive person specifications, particularly for entry-level and Bands 2–5 roles, to reduce unnecessary barriers for younger applicants, career changers and individuals from underrepresented groups. The organisation has continued to strengthen inclusive recruitment training for recruiting managers and panel members, including reducing bias, conducting equitable shortlisting and interviews, understanding reasonable adjustments and supporting neurodivergent applicants throughout the recruitment process. Recruitment panels are reminded that assessment and scoring must be evidence-based and not influenced by communication style, accent, background or perceived 'fit'. Guidance regarding reasonable adjustments and inclusive recruitment practices continues to be available through the Recruitment Toolkit on SharePoint and within the Recruitment and Selection Policy. This includes practical examples to support managers and interview panels in ensuring recruitment processes remain accessible and equitable for all applicants.
19	YMLAEN	25/01/2024	Be supportive and lead by example. Help us normalise the language and embed a culture which embraces Welsh language and culture.	Ongoing		WL Team / Ymlaen	Meng Khaw	We have a buddy scheme which is being run by the Welsh language team. The buddy scheme allows people of similar levels to pair up with one another. The scheme is continuous, with pairs able to meet for however long that they see the benefits for. Welsh language week in March 2026 offered staff an in person opportunity to engage with the Welsh language. In February, the Welsh Language Team worked with the Learn Welsh Centre to launch the Cynllun Siarad Iechyd / Health Siarad Scheme. The scheme will pair confident Welsh speakers with less confident across each organization within the NHS, matching individuals based on location and roles and we look forwards to developing this work forwards during 2026 – 2027.

20	YMLAEN	25/01/2024	Promote our meetings and events, and attend 2 meetings a year (Board member), one guest speaker event (board member to attend) and one networking event.	Ongoing		Ymlaen	Meng Khaw	For 2025-26, the Ymlaen Network have hosted a variety of events with external speakers to promote the Welsh language and support staff with learning Welsh. All sessions have been promoted to all staff and senior leaders and Meng has attended several events including Welsh Week 2026 and the Senedd visit at the end of 2025.
21	YMLAEN	25/01/2024	Encourage staff and colleagues to improve their Welsh language skills, whether that be to level 1, 2 or above.	Ongoing		WL Team/Ymlaen	Meng Khaw	If a staff member is a beginner and wants to learn some Welsh, we have Croeso sessions available provided by Coleg Cambria. We encourage staff members who are beginners to the language (level 0 skills on ESR) to attend our Croeso sessions provided by Coleg Cambria. Welsh Government's More than Just Words (Mwy na Geiriau) strategy aims for all health and social care staff to be able to achieve courtesy level of Welsh by 2027 – attendance at one of these sessions helps us reach that goal. Regular sessions have been arranged to take place in 2026/27 If a staff member knows a little Welsh and would like to continue their learning, a wide variety of courses are available. The organisation will fund the opportunity for staff to attend course to further their learning. If staff members already have Welsh skills but have lost confidence of feel 'rusty' then we encourage staff to take part in the Magu Hyder / Confidence Building sessions offered by Coleg Cambria. Below is data on the numbers of staff which attended the variety of learn Welsh opportunities available during 2025 - 2026: 91 staff have attended - Croeso sessions, Coleg Cambria (with Powys THB & DHCW) 13 staff have attended - Magu Hyder / Confidence Building, Coleg Cambria (Welsh Government- funded) 34 staff have attended - National Centre for Learning Welsh (Work Welsh) (A variety of online taster courses by the Learn Welsh Centre) 3 staff have attended - Using Welsh at Work (Canolradd / Uwch / Gloyw) Nant Gwrtheyrn 31 staff have attended - Various other learn Welsh Providers - Mynediad to Uwch Using Welsh Effectively (Defnyddio'r Gymraeg yn Effeithiol) Delivered by HICO and facilitated in Welsh, the session explores how to support managers with using Welsh effectively in their roles – both incidental use and use in formal processes/settings. These sessions are available to all Welsh speaking staff to encourage the use of Welsh at work and explore the barriers to doing this currently. There are plenty of opportunities to use and practice your Cymraeg skills at work too. Here are some of these: - Join our Welsh language staff network, Ymlaen. Ymlaen (the Welsh Language network for Public Health Wales staff) has now been up and running for 3 years and continues to go on north i nerth (from strength to strength). Membership is now well over 130, with first-language speakers and learners of all levels from across the organisation coming together to promote the Welsh language and culture and demonstrate that the language belongs to us all. The network holds events all year round for PHW, NHS P&I and the wider NHS in Wales to attend. - Be a part of our Buddy or Mentoring schemes - Join our Cymraeg and Dysgu Cymraeg Teams channels and join the NHS Wales Dysgu Cymraeg Ymmer group - Join the 3 weekly Cafti Cymraeg
22	WOMEN'S	31/07/2024	Board to recommend/put in touch with inspirational women in the Board Members' networks, to support mentorship and be guest speakers at events	Completed		Women's	Claire Birchall	Some Executive Leaders and network members have made some helpful suggestions for guest speaker slots which the network chairs will review for 2026-27 network activity.
23	WOMEN'S	31/07/2024	Agree a small number of ring fenced places for leadership development for women leaders	Ongoing		Women's	Claire Birchall	The Leadership and Management Academy began in Jan 2025 and the 3-year programme aims to empower line managers to create environments where people can thrive. There is a systematic approach to the Leadership and Management Framework and by connecting with engaged, optimistic, and reflective leaders, participants will experience stimulating and thought-provoking activities. The academy will provide a safe, supportive space to test new ways of working and contribute to positive change across Public Health Wales and HICO are facilitating the academy. There will be 4 cohorts of 25 people in year 1, 2 and 3 and total employees over the 3 years will be 300 staff. We have reviewed the diversity data of our leaders and managers, and we want to ringfence a minimum of 20% of each cohort to be diverse (disability, LGB, ethnic minority) in addition to 50% of each cohort to be female, per year. May 2026 update – cohorts 1 – 9, 16% of the cohort have had a diverse identity (4% below our target) and 70% of the cohort were female (exceeded target by 20%). We will continue to monitor the diversity of each cohort to support our objectives on the L&M Academy.
24	WOMEN'S	31/07/2024	Involve the Women's Network in discussions to agree approach to tackling Gender Pay Gap	Ongoing		Women's	Claire Birchall	RDO have worked with POD on a deep dive into our pay gap data to understand the issues impacting our gender, ethnicity, disability and LGB pay gap. This paper will go to BET in Autumn 2026, and we will work on the recommendations after sign off. We will then present this to the women's network and continue with them on tackling issues that impact our gender pay gap. We will also continue to learn best practice from other NHS and public sector organisations. From Spring 2027, we are required by UK Gov to publish an action plan for our gender pay gap and how we support employees experiencing menopause. Our gender pay gap action plan will highlight the work we are doing to improve workplace gender equality.
25	WOMEN'S	31/07/2024	In Person Meeting	Ongoing		Women's	Claire Birchall	Co-chairs will arrange an in person meeting in the Summer
26	WOMEN'S	31/07/2024	Intersectional Events	Ongoing		Women's	Claire Birchall	In 2025-26, the Women's Network held several intersectional sessions with our other networks and included - 1. Women's / ND Network speaker session with Sara Robinson who spoke about her experiences of a late ADHD diagnosis during menopause. 2. Women's / Ymlaen Network speaker session with Sharon Morgan who translated the Vagina Monologues. 3. The Menopause Team delivered a session on Menopause and Mental Health Challenges. 3. Women's / REACH Network speaker session with BAWSO who presented information on domestic violence from a BME perspective. 4. Women's / ND Network speaker session with Adele Wimsatt on stress hormones and ND. We will continue to work intersectionally for 2026-27
27	WOMEN'S	31/07/2024	Pregnancy/Return to work	Completed		Women's	Claire Birchall	This was requested by the Board. PHW have comprehensive Family Leave guidance on the POD pages, which covers maternity, adoption, surrogacy and new parent support. In particular, the Board asked the network to look at new parents returning to work and the support on offer. The network ran a sub-group where members shared their stories and lived experience around pregnancy, baby loss and return to work. The sub-group identified the following themes: Baby loss and miscarriage: Dealing with multiple rounds of unsuccessful IVF Feelings and sensitivities from colleagues on return to work after baby loss and miscarriage Appropriate application of sickness absence and family leave policies Dealing with grief, in particular recognising difficulties surrounding anniversaries or other unexpected triggers Neonatal leave: Experiences with difficult pregnancies Impact on length and timing of maternity leave During and return after maternity leave: Recognising and coping with anxiety and depression and how neurodiversity influences this emotional support on return to work support around adjusting to new routine and responsibilities on return to work Partner experiences of all of the above All of the above was fed into the organisation's review of the family leave policies and the Co-Chair of the Women's Network advocated for additional guidance notes and support for line managers when supporting staff through pregnancy, baby loss and return to work. Additionally, in Dec 2025, we promoted an article for Grief Awareness Week which acknowledged baby loss and bereavement. We have also promoted an article on the intranet on supporting colleagues experiencing baby loss.
28	WOMEN'S	31/07/2024	Attend Women's Network events	Ongoing		Women's	Claire Birchall	A Board comms calendar was launched in April 2025 so senior leaders in the organisation can access all details on network awareness raising events and network meetings however feedback from comms have feedback that not many people have accessed the calendar so it is currently paused to support EDI capacity.
29	WOMEN'S	31/07/2024	Support to develop a Women's Mentoring scheme	Ongoing		Women's	Claire Birchall	The Women's Network Mentoring Scheme was launched in January 2026. 16 members of the Women's expressed an interest in being either a mentor or mentee resulting in 8 mentor/mentee relationships. An introduction email was shared with each mentor/mentee relationship requesting the mentee to make contact with the mentor and arrange the first meeting. Mentors and mentees were provided with a link the Mentoring toolkit pages and were asked to sign a mentoring agreement to ensure both parties were clear on their role in the relationship. A follow-up pulse survey will be circulated to mentors and mentees in June to seek feedback and inform the continuation of the scheme. Once the results of the pulse survey have been analysed, a further call for interest will be issued to Network Members with a view to increasing the number of members of the scheme.
30	WOMEN'S	31/07/2024	Consider an organisational presence (stand) at the Everywoman Festival 2025	Completed		Women's	Claire Birchall	This event has now moved to London and for 2026, the network have offered to pay for event tickets for individuals to attend but they would need to cover their own travel and accommodation costs.
31	WOMEN'S	31/07/2024	Enthusiase and encourage colleagues to join the Women's Network	Ongoing		Women's	Claire Birchall	Through regular news article we promote our networks and staff can join via a QR code. We also promote the networks at the new starter induction days which are held quarterly. In the past year, 70 people have joined the Women's Network and as of April 2026, they have 250 members. As well as network meetings and speaker sessions, we offer our staff a Menopause Cafe and launched the Moon Cafe in the past year to support our staff.