GIG CYMRU NHS WALES
Iechyd Cyhoeddus Cymru
Public Health Wales

Integrated Culture and Engagement Priorities and Action Plan

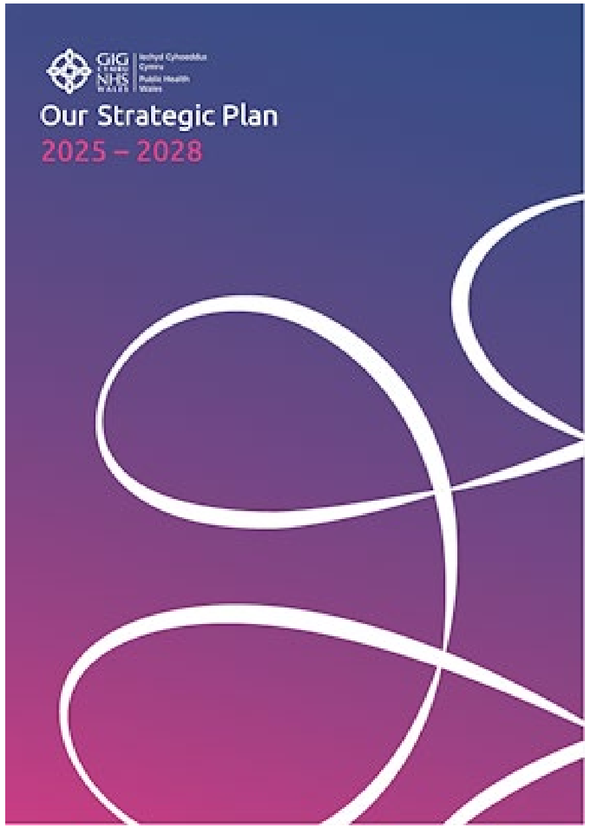
September/October 2026

Business Executive Team
People and OD Committee

Integrated Culture and Engagement Priorities

IMTP Commitment Q4 2026 /7

Refresh the high-level integrated engagement plan - using insights from the 2025 NHS Wales Staff Survey and Culture Pulse – to identify cultural priorities, strengthen flexible, equitable ways of working and foster a psychologically safe workplace where every colleague can thrive.



Integrated Culture & Engagement Action Plan

From Priorities to Action

2024 Integrated Engagement Action Plan

2024 Cultural Priorities

Analysis of new insights
2025 staff Survey
Culture Pulse Survey
Feedback
Learning

2026 Single Integrated Plan for Culture Engagement and Employee Experience

Five Organisation Priorities and one cross cutting enabler

Co-Created Action Plans building on existing work and each with an Executive Sponsor

Integrated Culture and Engagement Priorities

creating organisation conditions that support positive employee experience

Consistently identified as having the greatest influence on colleague experience, team effectiveness and organisational performance

1. Psychological Safety and Empowered Voice
2. Inclusive and Participative Decision Making
3. Culture in Action – Policy, Practice and Accountability
4. Careers and Growth
5. Sustainable Work and Wellbeing

- Embedding and Measuring our Cultural Narrative

Together provide a framework for aligning improvement activity, focusing resources and measuring progress. Collectively will strengthen our culture, employee experience and organisation effectiveness



Developing the Action Plans

Q4 2026/7

- Develop collaboratively with key stakeholders, including the Cultural Advocates Network
- Build on existing work and effective practice as well as new ideas
- Share learning, amplify success
- Reducing duplication
- Ensure activity remains evidence-informed and proportionate.



Psychological Safety & Empowered Voice

Create an environment where people feel safe to contribute and challenge in service of improvement and delivery

- Strengthening speaking-up opportunities
- Increasing visibility of action taken
- Building manager capability to create psychologically safe team environments including People Manager Essentials and supporting toolkits
- Embedding approaches that encourage constructive challenge and learning
- Promoting personal and team ownership, resilience and improvement



Inclusive & Participative Decision Making

Strengthen involvement, transparency and trust, where colleagues are empowered to contribute to decision-making and understand how and why decisions are made.

- Establishing consistent approaches to involving colleagues in change;
- Embedding engagement approaches for significant organisational changes;
- Roll out of Evaluation of Employee Experience of Change questionnaires;
- Improving clarity on decision-making processes – how and where decisions are made and transparency around trade-offs.
- Building Managing Change into the People Managers core programme and strengthening leadership visibility and opportunities for dialogue



Culture in Action – Policy, Practice & Accountability

Create an environment where systems, policies and behaviours align to and support cultural ambitions

- Reviewing key policies and process through a cultural lens
- Introducing proportionate cultural impact assessments within organisational policy process
- Developing a clear operating framework and reducing unnecessary bureaucracy and duplication
- Clarifying accountability for cultural outcomes
- Improving consistency in leadership and management practice.



Careers and Growth

Enable equitable development, career progression and growth opportunities for all colleagues

- Developing clearer career pathways and job family frameworks;
- Improving equity of access across staff groups through improving blended delivery approaches
- Strengthening talent and succession approaches;
- Embedding leadership and management development expectations, including People Management Fundamentals



Sustainable Work and Wellbeing

Create conditions for sustainable performance balancing wellbeing and performance in a way that supports both people and organisational outcomes

Indicative areas of action:

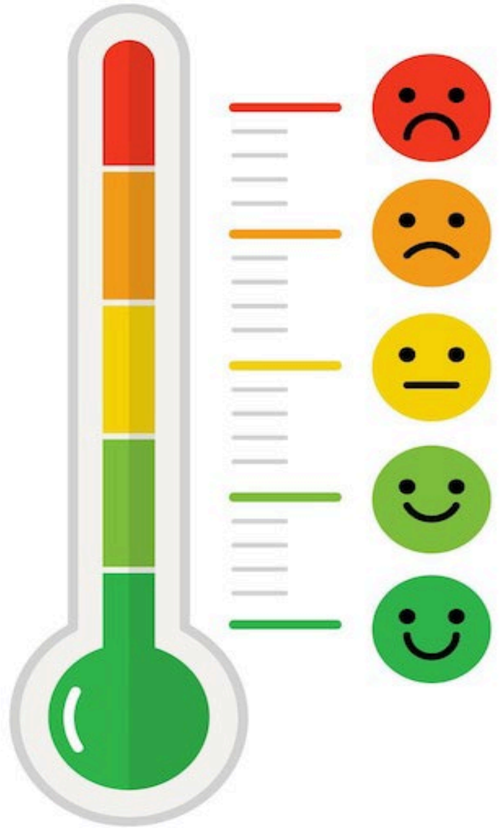
- Improving organisational understanding of workload pressures, capacity and work design to support more sustainable performance;
- Strengthening approaches to preventing burnout;
- Refreshing My Contribution to support performance, development and wellbeing;
- Ensuring wellbeing considerations are embedded within management practice.



Embedding and Measuring our Cultural Narrative

Cross cutting enabler

- Using the Cultural Narrative as our ‘primary language’ and embedding its use in informing leadership expectations and organisational decisions;
- Establishing a core culture measurement framework, aligned with the Cultural Narrative;
- Developing integrated organisational and local dashboards that triangulate culture, people measures and performance measures
- Supporting teams to use culture data for improvement.
- Identifying and sharing examples of positive cultural practice



Outcomes and Measures

Together across the actions

Anticipated outcomes:

- Support colleagues to have a voice and contribute to improvement;
- Strengthen trust, transparency and involvement in organisational decision making;
- Align organisational systems, policies and behaviours with our cultural ambitions;
- Build workforce capability through equitable opportunities for growth and development;
- Create the conditions for sustainable performance, wellbeing and retention

Potential measures:

- Organisation and Local Culture Pulse findings (using narrative language and indicators)
- Staff Survey indicators triangulated with People and Performance measures
- Organisational and local dashboard utilisation
- Workforce data sources
- Increased participation in engagement and development opportunities
- Improvement actions informed by cultural insights

Implementation and Management

Requires visible and sustained leadership

- Priorities reflect organisational rather than departmental issues therefore the Executive Team collectively owns delivery of the Plan
- Progress will be monitored through Leadership Team
- Assurance provided to the People and Organisational Development Committee
- The People and OD function will lead the development and delivery of many of the actions
- To strengthen accountability and leadership focus, each priority area will have an assigned is Executive sponsor



Culture and Engagement Action Plan

Your input

- We would welcome your views on the proposed actions.
- Do these actions provide sufficient confidence that we will deliver the required anticipated outcomes?
- Are there any gaps, risks, dependencies or opportunities that you feel we should address to strengthen the plan?



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Gweithio gyda'n gilydd i greu Cymru iachach

Working together for a healthier Wales