Domian	Status	Key Finding	Current/Planned Activity
Leadership & Progression	Amber	Ethnic minority candidates are less likely to be appointed following shortlisting and progression into senior roles remains uneven	As part of the implementation of our People Strategy, we are currently undertaking an Inclusive Recruitment Review to help ensure our recruitment approach is inclusive, accessible and reflects the experience we want people to have of us as an employer. As part of this review, focus groups will help us explore what is working well, where there may be opportunities to improve, and how we can create the best possible experience for people considering, applying for and joining Public Health Wales. We will review; The recruitment and onboarding experience, Accessibility and inclusivity within our processes, Communication and candidate engagement, Opportunities to enhance the experience for hiring managers, candidates, and new employees, How effectively we communicate what Public Health Wales is like as a place to work, What attracts people to join and stay with us and How our employer brand and employee value proposition could be strengthened. Alongside this work, we will relaunch our Diverse Recruitment Panel Programme to increase diversity and promote inclusion by maximising the impact on hiring decisions. This will provide benefits to interview panel members, candidates and us as an organisation.
Professional Development	Green	High appraisal compliance and equitable access across protected groups	Work is underway to strengthen foundational leadership and management learning and development, with the aim of increasing leadership capability, confidence, and capacity. Delivery of the new People Manager Essentials programme will commence shortly, providing a comprehensive development offer to support managers in leading people effectively and equitably. The programme includes a People Manager Learning Needs Assessment and targeted learning and development across key people management topics, including Respect and Resolution, Recruitment and Selection, Managing Attendance at Work, Disciplinary, Improving Performance at Work, Effective Fact-Finding, Honest Conversations, and Managing Change. The new NHS Wales Disciplinary and Improving Performance at Work policies, published in April 2026, alongside the associated learning being developed through People Manager Essentials, place a greater emphasis on early resolution, supportive intervention, and a do no harm approach. The policies also reinforce the importance of managers recognising and challenging potential bias, assumptions, and misunderstandings of difference when addressing workplace issues, including concerns relating to performance. This aims to support fair, consistent, and inclusive decision-making and contribute to more equitable employee experiences and outcomes. Alongside the development of the People Manager Essentials programme, work continues through the Leadership and Management Academy to strengthen leadership capability across all levels of the organisation. The Academy provides a structured development pathway that supports leaders and managers to lead inclusively, foster psychologically safe and compassionate working environments, and build the skills required to support a diverse workforce. This contributes to the organisation's ambition to create equitable employee experiences and outcomes for all staff. The Leadership Community of Practice provides a forum for leaders to share experiences, discuss challenges, and exchange good practice in people leadership. Through peer learning and reflective discussion, the community supports the consistent application of inclusive leadership approaches and contributes to the development of positive workplace cultures across Public Health Wales.
Disciplinary & Capability	Amber	Low-volume data but directional disparities require ongoing oversight and assurance	We will maintain ongoing oversight of disciplinary data through workforce reporting and continue to enhance governance processes. We have adopted the new Disciplinary policy and are developing additional training and resources to support our People Managers to undertake fair and robust fact finding assessments, enuring that they consider and apply the policy with a person-centerd approach and that all decisions are informed by cultual understading and free from bias.
Workplace Behaviours	Green	Low levels of harassment, bullying and discrimination compared with national benchmarks	We will continue to monitor workplace behaviour, including harassment, bullying, discrimination indicators, through regular workforce reporting to identify any emerging trends or areas of concern. Work is underway to strengthen our network of facilitators to support early resolution of workplace conflict.
Wellbeing & Safety	Green	Very low exposure to workplace harm and generally strong confidence in speaking up	A cross-functional People and Organisational Development working group is leading the development of a Psychological Safety Toolkit, drawing on expert advice from Jim McManus. This work supports our priority of creating opportunities for open, honest and meaningful dialogue. Recognising that Psychological Safety is everyone's responsibility, the toolkit will support leaders, managers, teams and individuals to build trusting relationships, encourage constructive challenge, value diverse perspectives and create environments where people feel safe to speak up, raise concerns and contribute ideas. By embedding these practices across the organisation, the toolkit will help foster a culture of belonging, fairness and wellbeing for all colleagues.
Workplace Conditions	Amber	Burnout and presenteeism remain high despite good access to flexible working and adjustments	We will monitor burnout, wellbeing and presenteeism indicators through workforce reporting to identify emerging trends and areas requiring intervention and continue to promote a culture that encourages rest, recovery and healthy working practices, including the appropriate use of annual leave and wellbeing resources. We will encourage and support managers to have regular wellbeing and workload conversations with staff, enabling the early identification of pressure points and support needs, and continue to provide resources to support conversations. We'll continue to analyse workforce data by protected characteristic to identify any emerging inequalities in workload, wellbeing or access to support.