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Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

**Name of Meeting**  
People and Organisational  
Development Committee

**Date of Meeting**  
18 April 2023

**Agenda item:**  
3.1.2

## Workforce Planning

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**Approval/Scrutiny route:** This paper is for the People & OD Committee for noting

### Purpose

The purpose of this paper is to outline the approach Public Health Wales is taking to Workforce Planning.

### Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

NOTE

The People and OD Committee is asked to:

- **Note** the approach Public Health Wales is taking to Workforce Planning.

**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:

<b>Strategic Priority</b>	Sustainable Health and Care System
<b>Strategic Priority</b>	Building and Mobilising Knowledge and Skills

**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	An EHIA is not required for this paper.
<b>Risk and Assurance</b>	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
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes  Governance, Leadership and Accountability  Theme 7 - Staff and Resources
<b>Financial implications</b>	For workforce planning to be effective, there will need to be a strong alignment with adequate financial provisions in place.
<b>More People implications</b>	Having the right level of resource in place at the right time with the right skills is likely to have a positive impact on employee experience, increased levels of wellbeing and increased productivity. We are also likely to see a reduction in sickness absence levels as people will be less inclined to become burnt out.

## 1. Purpose / situation

The purpose of this paper (and accompanying presentation) is to outline the approach Public Health Wales is taking to Workforce Planning. The presentation accompanying this paper will provide deeper insights into the following:

- Current context and workforce challenges
- Key pieces of work which will support delivery
- High level overview of our approach to Workforce planning
- Initial data share
- Next Steps

## Background

The aim of Workforce Planning is to ensure we have the right people, with the right skills and attributes, ready willing and able to deliver our ambitious long-term strategy. Much focus is placed on these aspects in our People Strategy, alongside the need to ensure we have a flexible and agile workforce, fit to deliver today and in the future. People and OD are leading on a number of interrelated initiatives which will support these aims, for example our work around culture, behaviours, career pathways, onboarding and our people promise.

Effective workforce planning is also cited in our strategic risk register as a key process to mitigate against the risk of us being unable to attract and retain the required professional workforce, caused by skill shortages and increased pressures on staff.

## 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.

## 2. Methodology being adopted

Our approach to workforce planning, which commenced in Public Health Wales in August 2022, has been adapted from Health Education Improvement Wales (HEIW) model.

Our approach involves working with key stakeholders across the following 6 key steps:

1. **Understanding PHW in the context of the operating environment:** Reflecting on current structures and what they are likely to look like in future. This includes consideration of any changes we may face in terms of changes to services required, including changes to organisation structure and processes. Consideration is also given to plans to introduce or update technology.
2. **Analysing the workforce:** Identifying and analysing knowledge, skills, abilities and talent profiles, as well as turnover rates. Assessing the level of agility we have and how we build this further.
3. **Determining future workforce needs:** Identifying future skills and capabilities required, and predicting the timeframes involved.
4. **Identifying gaps in workforce skills and knowledge:** Future roles are likely to need greater technological and digital awareness. Where recruitment, retention, or both, present a challenge, skills will need to be built via staff development or borrowed via outsourcing.
5. **Development of Directorate action plans** which have functional, numerical and adaptational flexibility: An agile workforce who can adapt to change will help us create a change-ready organisation which can proactively restructure as needed.
6. **Monitoring and evaluation of action plans and solutions:** In partnership with directorates, development and agreement of a set of actions with appropriate support and information for managers and regular reviews of outcomes.

## **2.1 Other work which links into workforce planning**

Whilst workforce planning is a critical activity, establishing Public Health Wales as a great place to work is essential if we are to attract, enthuse and retain talent. Our work around culture and our ability to consistently deliver the experience set out in our people promise, will set us apart as an employer of choice for both current and future workforce.

## **2.2 Next Steps**

We will continue to work in accordance with process outlined above and will seek to refine the process as we move through the various stages.

We will work with directorates to ensure approaches are embedded and that the process delivers value. Ultimately workforce planning will enable us to provide the required assurance that we have the right size and shape of workforce to deliver our strategic plan.

## **3 Recommendation**

The People and OD Committee are asked to:

- Note approach Public Health Wales is taking to Workforce Planning.

### 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