



 <p data-bbox="411 398 550 577">GIG CYMRU NHS WALES</p> <p data-bbox="592 398 874 577">Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p data-bbox="1129 383 1401 416">Name of Meeting</p> <p data-bbox="1182 421 1401 562">People and Organisational Development Committee</p> <p data-bbox="1145 566 1401 600">Date of Meeting</p> <p data-bbox="1150 604 1401 638">21 October 2024</p> <p data-bbox="1193 642 1401 676">Agenda item:</p> <p data-bbox="1378 680 1401 714">3</p>
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Refreshing the People Strategy for 2025-2035	
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Author:	Karen Fitzgibbon, Head of People and Organisational Development Operations

Approval/Scrutiny route:	Business Executive Team People and Organisational Development Committee
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Purpose
<p>The purpose of this paper is to provide an update on work underway to refresh the organisation’s People Strategy, first published in 2020.</p>

Recommendation:				
<p style="text-align: center;">APPROVE</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">CONSIDER</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">RECOMMEND</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">ADOPT</p> <p style="text-align: center;"><input type="checkbox"/></p>	<p style="text-align: center;">ASSURANCE</p> <p style="text-align: center;"><input checked="" type="checkbox"/></p>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Receive the update for information. 				



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

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	Choose an item.
Strategic Priority/Well-being Objective	Choose an item.

Summary impact analysis

Equality and Health Impact Assessment	An Equality and Health Impact Assessment (EqHIA) is not required for this paper. An EqHIA will be completed to understand the people implications of the refreshed People Strategy and the impact on people on the basis of their protected characteristics.
Risk and Assurance	This links to Strategic Risk 4 on our risk register: Risk of: Worsening organisational health Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees. Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing.
Health and Social Care (Quality and Engagement) (Wales) Act	The People Strategy emphasises partnership working across the wider system, to enhance the coordination of services and improve patient engagement, as required by the Act.
Financial implications	Financial implications and costs arising from the refreshed People Strategy will be understood through the route map for delivery, and integrated medium planning.
People implications	Delivering against the ambition laid out in the People Strategy will create a more engaged, motivated, and high-performing workforce, all of which are essential for delivering the Long-Term Strategy and a Wales where people live longer, healthier lives and have fair and equal access to the things that lead to good health and well-being. Detailed people implications will be understood



	through the route map for delivery, integrated planning, and completion of an EqHIA.
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1. Purpose/Situation

The purpose of this paper is to provide an update on work underway to refresh the organisation's People Strategy, first published in 2020.

The Business Executive Team/ People and OD Committee is asked to receive the update for information.

2. Background

The health outcomes gap in Wales continues to widen, with care systems facing significant workforce and financial challenges. To address these issues, we will need to leverage the diverse talents and expertise within Public Health Wales. Offering a great employee experience, with relevant, attractive, and developmental career paths will be key to ensuring we can attract, retain, develop and enable the people we need to achieve a healthier future for Wales.

Our People Strategy (2020 to 2030) sets out our ambition to develop a flexible, sustainable and thriving Public Health Wales workforce with the capacity, capability and desire to successfully deliver our Long-Term Strategy.

Following the publication of the refreshed Long-Term Strategy in 2023/24, there is an opportunity to refresh the existing People Strategy, to build on the actions taken since 2020, and to recognise how the world has changed over the last 4 years. We will bring the Strategy up to date, to align with 10-year horizon of the refreshed Long-Term Strategy, and to take account of the key challenges facing organisations and the likely workforce implications over this period (2025 to 2035). We are also keen to develop an implementation plan to enable the delivery of the ambition through a route map, reflecting the approach to the delivery of the Long-Term Strategy.

3. Description/Assessment

Our People Strategy sets out our philosophy about the organisation's relationship with our employees - how we will treat people to ensure they feel engaged and motivated and are enabled to function at their full potential - and gives some broad direction to the structure and shape of the workforce we need for the future, including our approaches to ensuring we have the various skillsets needed.

People are at the centre of achieving the organisation's vision. They will thrive when they are set up for success with the tools they need and a favourable environment. When people feel empowered and supported, they are also more likely to be agile and innovative in finding solutions for new or unexpected circumstances.



Setting out our People Strategy makes a pledge to our employees and demonstrates how they will benefit. Focusing on our People Strategy in this way and knowing how we want to elevate our workforce, will equip us to more easily navigate growth or change within the organisation, or in the external context.

3.1 Progress to date

We have undertaken an environmental analysis, assessed our strengths and weakness and identified a number of threats and opportunities to be addressed through the refreshed People Strategy. We have completed a strategy mapping exercise to understand the links to national workforce strategies and ensure alignment with organisational strategies led by other enabling functions. We have re-visited extensive feedback from our colleagues over the past few years, e.g. through the development of the original People Strategy, Our Conversation and more recently, the engagement to develop our Employee Value Proposition, and the conversations we've had across the organisation through the Leading With Impact workshops.

We have reviewed relevant literature on emerging trends and challenges including reports from leading HR consultancies like Deloitte, McKinsey, and PwC; and considered population data and projections from the Office for National Statistics (ONS) and the Organisation for Economic Co-operation and Development (OECD).

We have examined the impact of AI, automation, and digital transformation and considered the implications of an ageing workforce, generational diversity and expectations; increased talent mobility; support for wellbeing and a good work-life balance; and the importance of up-skilling, re-skilling, and ensuring a positive employee experience.

This literature has been reviewed in the context of recent recommendations from the Royal Society for Public Health for the wider public health workforce, as well as the draft Strategy for Developing the UK Specialist Public Health Workforce from the Faculty of Public Health to ensure any updates to the People Strategy reflect the latest thinking from the wider public health system. For example, there is a growing concern about the capacity of public health specialists in all four countries of the UK; and we know that there are some consistent issues including a lack of clear routes into public health careers; a lack of clear pathways beyond the specialist public health workforce; challenges retaining the workforce; and ensuring that opportunities for development and progression are equitable.

Alongside our research into the internal and external context, and the future of work, we have begun to engage with our Executive Directors and their leadership teams through our People and OD Partners, and this engagement will continue into October to help us further contextualise the likely impact of key challenges and opportunities on the horizon. There are some key issues on which we will ask colleagues to reflect. For example, how does agile working help/ hinder us to attract and retain the talent and skills we need? How does an ageing population impact the



workforce and the population demand for our services? Are certain job families or Strategic Priorities affected more than others?

3.2 Next Steps

As we enter the autumn, in line with our integrated planning approach, Integrated Medium-Term Plans will be developed to outline our plans for the next 3 years. This year, Directorates will be supported to develop long-term Strategic Workforce Plans which will describe the key actions to be taken to address any gaps identified between future workforce supply and demand, considering the requirements for our various job families and strategic priorities throughout, e.g. strategies around building/ buying/ borrowing the talent needed, and how to build teams that are equipped to meet the future needs of the organisation.

The emerging Strategic Priority Route Maps will also be reviewed to inform the content of the refreshed People Strategy, and to ensure we make the links to our long-term strategic ambitions for our workforce and identify any overarching actions required.

Over the coming months, there will be engagement with key stakeholders including the Board and we will refine the draft of the refreshed People Strategy and submit to the Business Executive Team for initial comments in January 2025. This will enable us to present a final draft to Business Executive Team and Board in March 2025 for approval.

4. Recommendation

The Committee is asked to:

- **Receive** the update for information.