

# IMTP Deliverables for 2025/26 – People and Organisational Development Deep Dive

April 2025

People and OD Committee

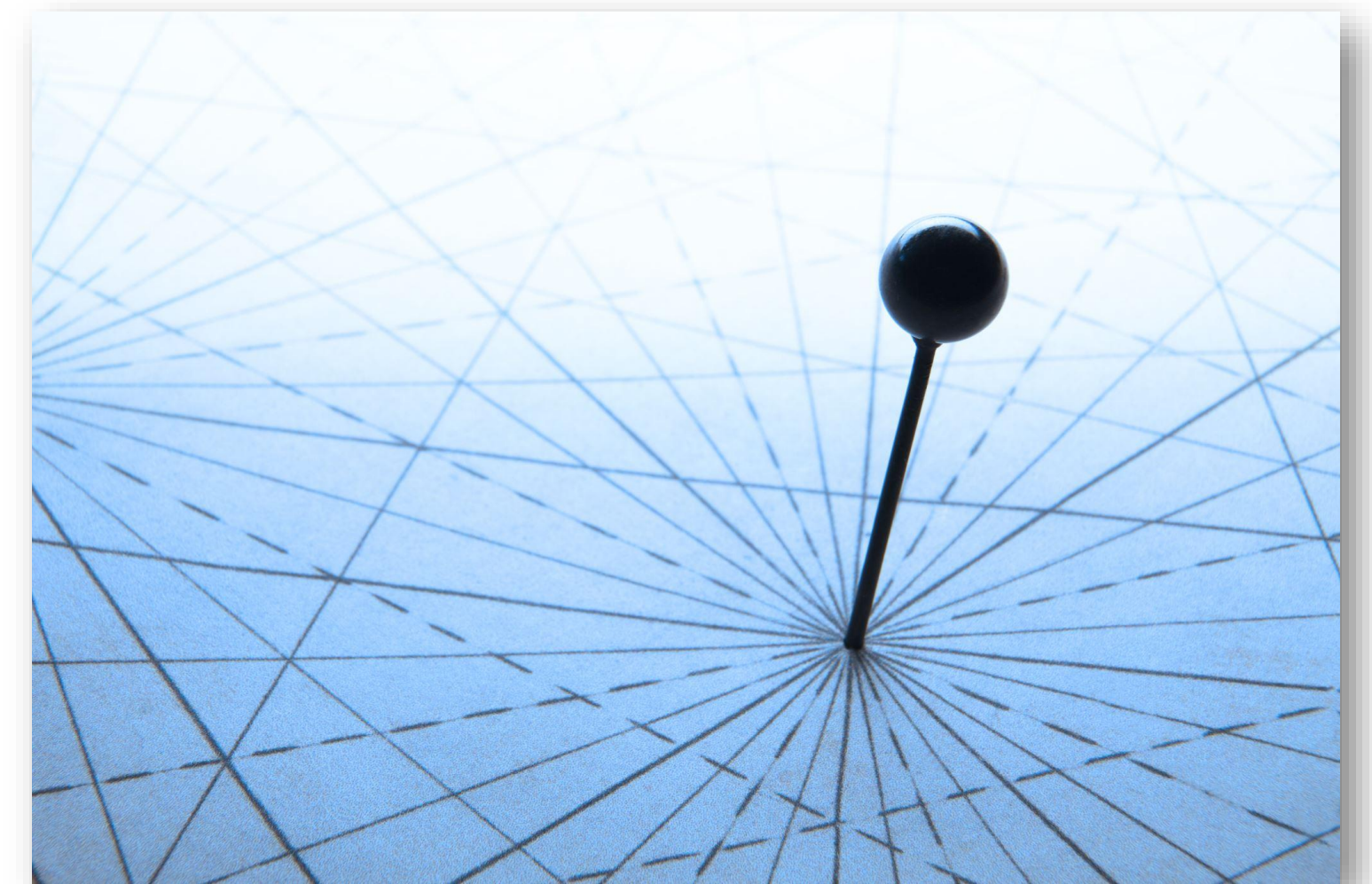
---

# People and OD

## Key deliverables within the IMTP for 2025/26

### Purpose

To provide assurance to the Committee on the planning for the implementation of the key People and OD deliverables within the IMTP for 2025/26.



# People and OD

## Key areas of focus for 3-year IMTP period (2025/26 – 2027/28)

By 2028...

A diverse workforce, representative of the communities of Wales, with the skills and values to achieve the organisation's vision for a healthier Wales.

A sustainable development programme, informed by workforce planning, that equips the workforce with essential skills and knowledge.

Compassionate and inclusive leadership, evident in everyday behaviours and actions, at all levels of the organisation.

Staff experience that prioritises well-being, flexible working, opportunities for career progression, and makes Public Health Wales an employer of choice.

... an organisational structure that supports the delivery of our strategic priorities, with consistent roles and responsibilities, optimised workforce planning, and the ability to deploy resources where needed, reducing silos and building collaboration and cross boundary working.

# People and OD

## Key deliverables for 2025/26

- Employee experience plan
- People Strategy implementation plan
- Performance management
- Leadership and management
- Talent and succession
- Job families
- Strategic workforce plan



# People and OD

## Employee Experience

- By Q2, we will have:
- **Developed the road map for how we will create a staff experience that prioritises well-being, flexible working, opportunities for career progression and makes Public Health Wales an employer of choice.**
- A structured and strategic approach - leading to a positive workplace culture; improved employee satisfaction, engagement and performance; an enhanced reputation as a great place to work
- What we're doing – gathering insights, identifying best practice, engaging with stakeholders, defining success indicators and identifying initiatives for priority areas



# People and OD

## People Strategy

- By Q3, we will have:
- **Developed the People Strategy 2035 implementation plan, mapped delivery to years 2 and 3 of the Strategic Plan, established a baseline for future evaluation.**
- This will enable effective monitoring and evaluation and facilitate ownership and accountability
- The output will be a documented People Strategy 2035 Implementation Plan with clear actions, timelines, responsibilities, and identified success measures and baseline data.



# People and OD

## Performance management

- By Q3, we will have:
- **Developed a performance management approach that focuses on delivery, growth, development, and recognition, a plan for implementation and established a baseline for future evaluation.**
- A more effective and meaningful approach to performance reviews will, better meet the needs of PHW staff (across all teams, divisions and directorates) and contribute to increased staff engagement and contribute to closing the culture gap.
- What we're doing - gathering insights, identifying best practice, engaging with stakeholders, defining success indicators and identifying key products/outputs.



# People and OD

## Leadership and Management

- By Q4, we will have:
- **Developed and established a systemic programme of work which will increase leadership and management skills, capacity and confidence including formal learning.**
- To support the delivery of our Long-Term Strategy we require leaders and managers who will create an environment and culture where all our people can thrive, develop and deliver.
- The baseline of our systemic approach will be to embed a Leadership and Management Framework from which, we will connect the entire development journey which will be mapped around the employee lifecycle.



# People and OD

## Talent and succession

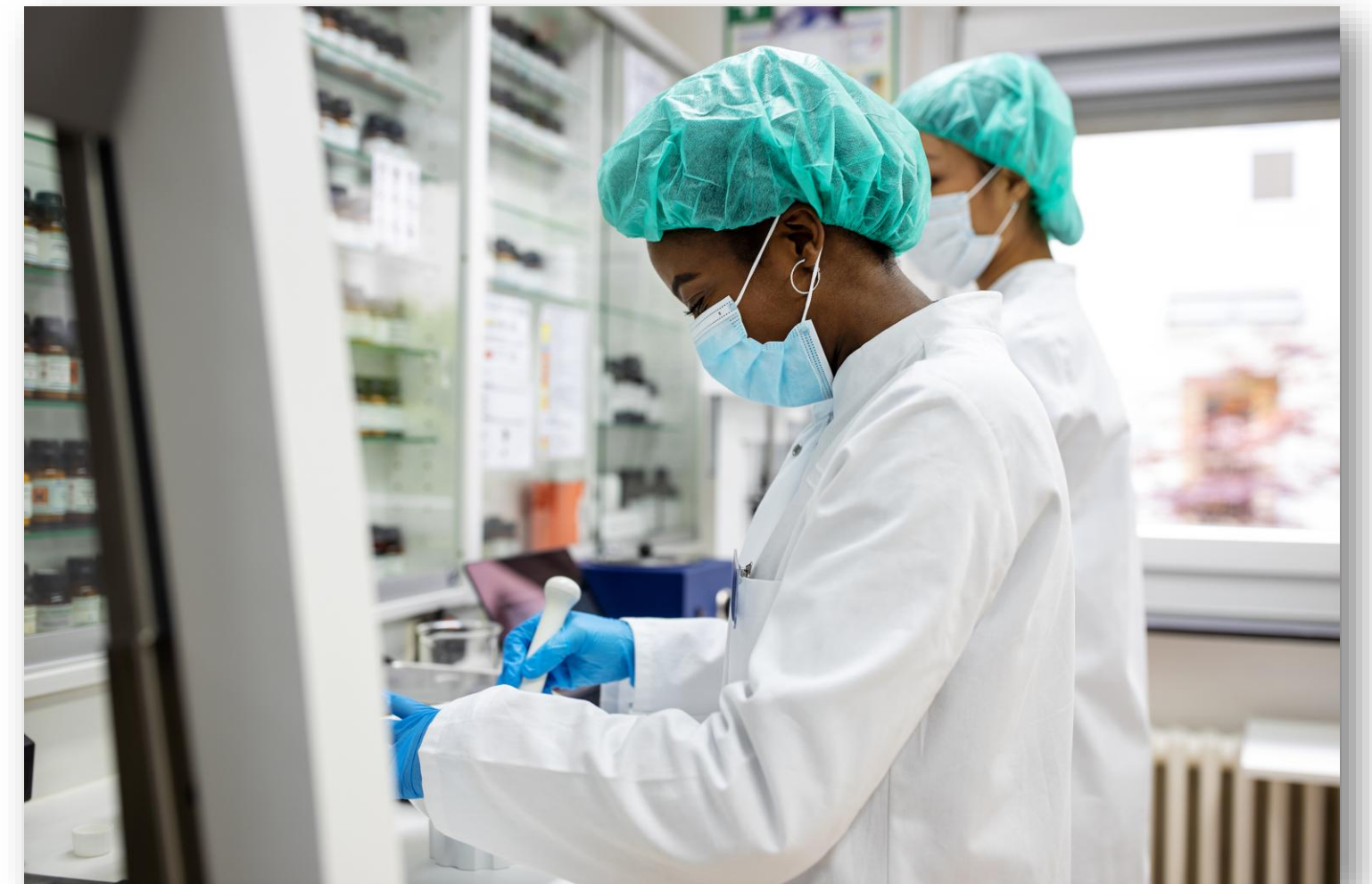
- By Q4, we will have:
- **Established a clear vision for succession planning and talent management within Public Health Wales.**
- Succession Planning - identifying what knowledge, skills and behaviours are required and who might be able to fulfil roles to ensure we deliver our LTS.
- Talent Management - the process of developing pipelines to meet future needs, focusing on individuals who evidence (i) high performance, (ii) high potential, and (iii) display the right behaviours.
- Utilising the Leadership and Management Framework, alongside professional competencies, map out our workforce and develop people accordingly.



# People and OD

## Job Families

- By Q4, we will have:
- **Implemented the vision to establish Job Families within Public Health Wales.**
- To support the delivery of our Long-Term Strategy we must invest in professional and career development and ensure we attract and retain talented people for the future.
- What we're doing – socialising the vision for embedding job families, agreeing job families, Heads of Job Families/Job Family Leads and governance arrangements, identifying priority job families and progress in a phased way in line with capacity.



# People and OD

## Strategic Workforce Plan

- By Q4, we will have:
- **Developed a strategic and operational workforce plan as an embedded element of the integrated planning process.**
- This will ensure our workforce planning is directly aligned with our Strategic Priorities and IMTP objectives, providing an understanding of our capacity and informing effective resource allocation to ensure the successful delivery of our Strategic Priorities.
- The key output will be a workforce plan for the medium- and long-term, that is embedded within the integrated planning process.



# People and OD

## Key deliverables within the IMTP for 2025/26

### Recommendation

The Committee is asked to receive assurance on the planning for the implementation of the key People and OD deliverables within the IMTP for 2025/26.

