

# People Strategy and links to enabling strategies

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GIG  
CYMRU  
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WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Background

## Making The Links

- The People Strategy was approved end of January 2020. At the time of writing a number of enabling strategies existed and are referenced under the relevant People Strategy themes.
- Since then several more enabling strategies and plans have been produced with many aspects aligning to the people strategy themes and actions.
- In addition, there are clear links emerging between Our Conversation findings and the people strategy themes.
- The aim is to show how all the parts of the jigsaw should fit together demonstrating congruence and not duplication nor contradiction. The main challenges will be around how best to organise activity and ensure collaboration and reporting.

# People Strategy 2020-30

Our workforce to achieve  
a healthier future for Wales

To develop a flexible  
sustainable and thriving  
Public Health Wales workforce  
with the capacity,  
capability and desire and to  
Successfully deliver our  
long term strategy



# Strategic Equality Plan

## SEP

- SEP is referenced in People Strategy
- SEP has internal and external elements – the People Strategy focuses on potential and current employees not communities or services
- Sep aims are about an inclusive, safe and workplace. Fairness. Realising potential. Recruiting and retaining. Use of networks



## People Strategy

- Parity of esteem
  - Psychologically safe organisation, can raise ideas and concerns, free from discrimination and abuse
  - Supportive and bilingual workplace where people can be their authentic self
  - Equitable access to learning, careers and opportunities
- SEP embedded into workforce plans  
Networks key part of implementation
- External recognition



# Quality and Improvement Strategy

## QIS

- Making quality and improvement an integral part of our organisation culture.
- Creating Conditions
- Learning Organisation
- High Performing Organisation
- People strategy does not specifically talk to quality and improvement under culture

## People Strategy

- Consulting widely to create compelling narrative so that everyone can translate our culture and values into their everyday actions and behaviours
- Embedding values in policies, processes and behaviours,
- Strong leadership and line management
- Development growth mind-set and supporting life-long learning
- More need to be done to align/integrate and simplify into **one culture**



# Our Approach to Engagement Plan

## OAE Plan

- “Public Health Wales aims to be a high performing organisation with quality and improvement rooted at our core and a persistent focus on the needs of our communities”
- Employing people who appreciate the benefits of engagement, have the right skills and appropriate training
- Maintaining strong relationships (external focus)



## People Strategy

- We want a workforce with excellent relationship building skills capable of maximising our impact and influence at local, national and international level
- The focus is on recruiting and developing the workforce with the skills to deliver the plan
- There is no organisation owner for this theme



# Digital Strategy

## Digital Strategy

- Provide fully inclusive services that engage and empower staff with services staff love
- Service that allow work to take place securely from anywhere whilst allowing collaboration and partnership working across sector.



## People Strategy

- We want a digitally confident workforce maximising current technology and identifying new opportunities for technology to enhance our service
- Align digital strategy and people strategy and workforce plans.
- HEIW - ensure all digital change programmes have an OD component to support engagement, mindset and digital acceptance
- Integrate into professional curricula



# Research and Evaluation Strategy

## RES Strategy

- Build a research and evaluation culture through investment in staff
- Setting the agenda
- Working together
- Affecting change through communication



## People Strategy

- Referenced in Harnessing Data and acknowledges many of the actions will be delivered through the strategic priority of *Building and mobilising knowledge and skills to improve health and wellbeing across Wales*
- The PS focus is on recruiting and developing the workforce with the skills to deliver the priority and associated strategies





# Vision for Knowledge Mobilisation

## KM vision

- Building and mobilising knowledge and skills to improve health and well-being across Wales
- Vision talks to working with stakeholders and co-production of knowledge
- Skills and mind-sets (culture of sharing information and curiosity)
- Communication



## People Strategy

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# International Strategy (2017)

## International Strategy

- Strengthen and develop existing and new international networks and reciprocal partnerships
- Establish a reputation as a world leading public health agency and increase our national and organisational visibility
- Support capacity and capability building through training and resource optimisation



## People Strategy

- Referenced in the future workforce section along with NPHI
- Not specifically integrated but will need to be
- Main links attracting and recruiting global talent (especially post Covid)
- Building reputation into our EVP
- Equipping people with the skills, experience, opportunities and confidence to operate on a global stage



# Reflection

## High Level thoughts

- ~~Could~~ argue all strategies will have implications for our culture
- ...and the skills of leaders/managers to implement and of staff to deliver
- People and OD probably 'lead' five themes, is a key partner in *designed to deliver* and supports *harnessing data, optimising relationships, exploiting technology*.
- The People Strategy not only links to other strategies but also to the myriad of change programmes (*designed to deliver*) as well as FWOW
- We need to consider how best to join up the strategies, collaborate on action plans and measure and report progress.
- The People Strategy does not specifically talk to quality and improvement under culture nor does it reflect the recent Strategic BET debate on balancing empowerment, performance and accountability. Given what you will now hear on the FWOW, Culture is an important and recurring theme.