

# Workforce Planning

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People and Organisational Development Committee

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GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Overview

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

# Some of the challenges we face

## Business challenges

- The past few years have demonstrated how changeable the world can be and business priorities need to be agile to keep up
- Budgets have been reduced across the board and yet organisations need to overhaul their strategy, culture and systems to keep up with the flexible working offer
- The impact of socio-economic issues nationally and globally is causing uncertainty about business sustainability and priorities
- Technology is evolving so quickly and businesses need to be agile, innovative and responsive in order to capitalise on this

## Public Health Wales challenges

- Rapid change of priorities in 2020- meaning the need for fast growth and upskilling
- Covid 19 shutdowns widened the employment and income inequalities in Wales
- Public Health Wales is redefining itself after the Pandemic and is working to develop a clear articulation of who we are and what we do
- The British health care system is perceived to be overstretched, with an uncertain future [Ipsos Mori, 2021].
- More young people are leaving Wales to find work than are staying
- Many areas of Wales are remote with limited public transport

## Attraction of talent

- The recent pandemic enabled individuals to assess their priorities
- The workforce is much more mobile
- Employers need to offer a lot more in order to attract talent
- An organisation's culture, EX and EVP are growing priorities for workers
- Socio-economic issues are putting a strain on the attraction of foreign talent as well as creating a much more competitive salary market within the UK
- The media coverage of NHS and Public Sector organisations makes them look unattractive

## Retention of talent

- People are burned out
- People are moving jobs based on their priorities and the employee experience
- Workload across all industries has increased due to the talent challenge
- Inflation and increase in the cost of living means that salary is very important to workers
- The mental health crisis is only getting worse following Covid
- Reward and recognition are becoming increasingly important to workers

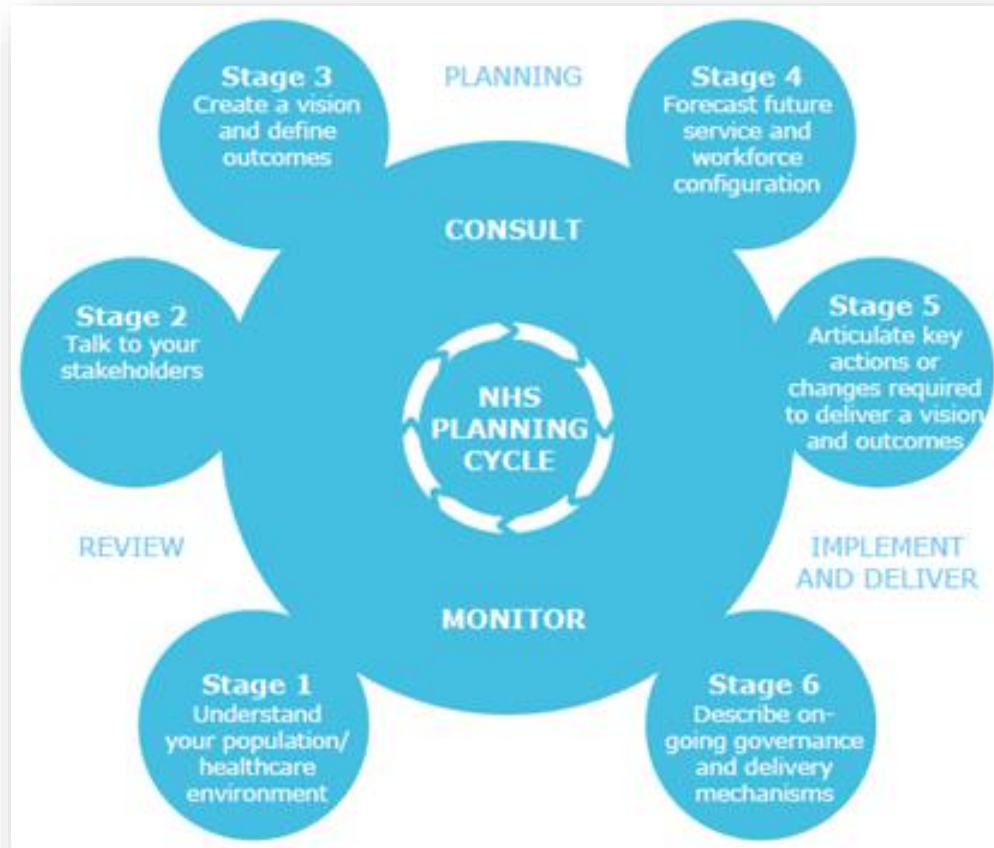
# Different Pieces of the jigsaw



- Culture narrative and lived experience
- Being our Best Framework
- Leadership and Management Framework
- Career Pathways
- Our People Promise
- **Workforce Planning**

# Workforce Planning

## Two 6-step models



# Data Share – Dashboard (work in progress)

[WP Dashboard: Workforce Dashboard - Tableau Server \(cymru.nhs.uk\)](https://cymru.nhs.uk)



# Next Steps



Review organisational wide data, to establish opportunities for greater agility of resource and pooling of talent

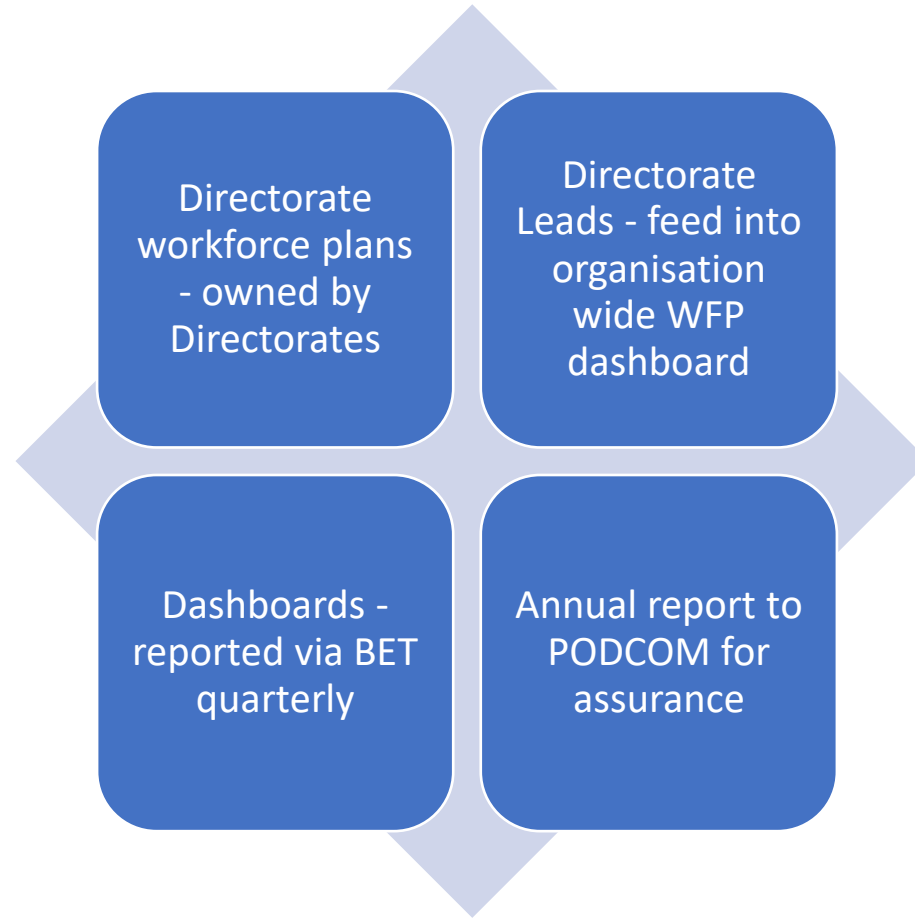


Directorate Leads work in partnership with Resourcing Lead, POD Partners develop targeted plans to address any short, medium and long term gaps. Consider acceleration.



POD Partners to engage with Organisation Development and Engagement Team to develop effective interventions to close identified gaps

# Proposed Governance Routes



# Questions

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