

# Strategic Workforce Planning

## Deep Dive for People and OD Committee

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# Strategic Workforce Planning

## Deep Dive for People and OD Committee

- IMTP Commitment 2024-25
- Our approach to Strategic Workforce Planning
- High level outputs of the 2025 Directorate plans
  - Recruitment and retention
  - Learning and development
  - Planning for change
  - Links to Strategic Priorities
- Summary
- Achievements
- Next steps

# IMTP Commitment 2024-25

Establish a workforce planning process and framework including clear roles and responsibilities

# Our approach to Strategic Workforce Planning

Directorate-level plans (largest directorates planning by division) plus “birds eye view” of org-wide themes and actions

A 10-year view, to align to the Long-Term Strategy and People Strategy timescales

Integrated approach with service planning, financial planning and education commissioning through the IMTP planning process

Reference to Strategic Priorities and job families throughout

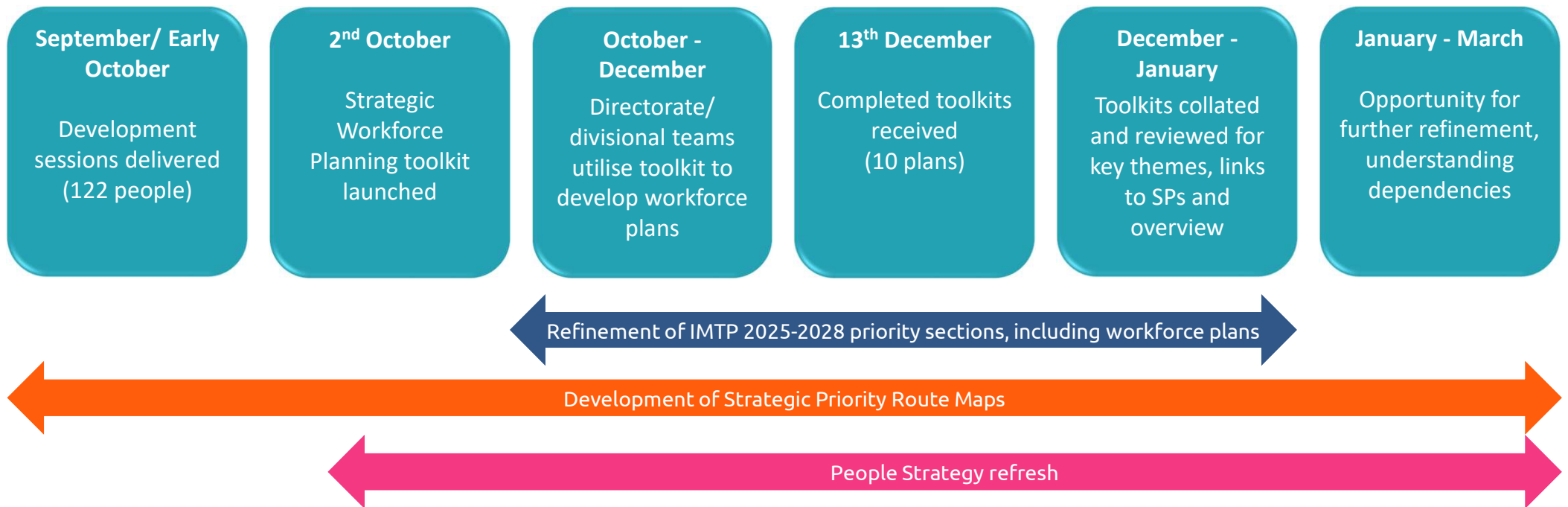
Each plan will be owned by the respective Executive Director and POD Director will have oversight of any org-wide actions

Bespoke toolkit developed for PHW, based on the HEIW All-Wales template

14 development sessions, with 122 attendees across all directorates

# Strategic Workforce Planning Process

September 2024 – March 2025



# Returns from Directorates/Divisions

## Recruitment and Retention

- Recruitment challenges – identified priority areas
- Developing career pathways
- Improved succession planning for senior roles and hard-to-fill roles
- Increasing trend for flexible/ agile working requests
- Building a bank worker pool
- Predicted workforce expansion in various areas

# Returns from Directorates/Divisions

## Learning and Development

- Invest in Apprenticeships
- Maximise use of the Education Commissioning process
- Develop links with HEIs, training providers and other academic institutions
- Key skills required:
  - Data analysis, research and evaluation, business intelligence
  - Leadership and management
  - Welsh language
  - Partnership, influencing, negotiation, building relationships
- Skills for the future

# Returns from Directorates/Divisions

## Planning for change

- Adoption of new technology in many areas
- Changes to structures and/or roles to improve efficiency
- Potential need to extend 'normal working hours' to meet service demand
- Explore/ expand the use of Assistant, Trainee, and Advanced Practice roles to further enable a 'Top of license' approach
- Predicted changes to Screening services



# Strategic Priority Route Maps

## Potential people implications

1: Influencing the wider determinants of health	2: Promoting mental and social well-being	3: Promoting healthy behaviours
<ul style="list-style-type: none"> <li>• Policy analysis and advocacy</li> <li>• Engagement and partnership</li> <li>• Data analysis, research and evaluation</li> <li>• Systems thinking and practice</li> <li>• Applied behavioural science</li> <li>• Planning systems</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health promotion and intervention</li> <li>• Trauma-informed approaches</li> <li>• Potential overlap with SP3 in required skills and expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Behavioural science and health promotion</li> <li>• Policy analysis and advocacy</li> </ul>

# Strategic Priority Route Maps

## Potential people implications

4: Supporting a sustainable health and care system	5: Delivering excellent public health services	6: Tackling the public health effects of climate change
<ul style="list-style-type: none"> <li>• Data analysis, research and evaluation</li> <li>• Quality improvement</li> <li>• Policy analysis and advocacy</li> <li>• Digital skills</li> </ul>	<ul style="list-style-type: none"> <li>• Public health specialties, biomedical sciences, epidemiology, health protection, infectious diseases, environmental health</li> <li>• Digital quality management</li> <li>• Improvement/ User-centred service design</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis, research and evaluation</li> <li>• Climate science and health literacy</li> <li>• Sustainable practices</li> </ul>

# Summary

## Workforce Planning Actions

- Recruitment strategies for hard-to-fill roles and areas where future expansion is predicted
- Clear career pathways for all professions/ job families
- Build digital literacy skills, Leadership and Management skills, and Welsh language skills
- Succession planning approach for critical roles
- Invest in Apprenticeships
- Organisational approach to Education Commissioning
- Build links and collaboration with education and training providers
- Change management support where changes are anticipated

# Achievements

April 2024 - January 2025

- Great appetite and level of engagement in the Workforce Planning process
- An embedded element of the integrated planning process
- Skills development
- The ability to assess current skills and identify critical skills gaps
- We have built a solid platform for Workforce Planning
- Clear connections made between Directorate plans and POD work

# Next steps

January 2025 onwards

- Support Directorates to refine Workforce Plans
- Build understanding of dependencies and links to Strategic Priorities and IMTP
- Ensure clear links between Directorate plans and work led and planned by People and OD
- Support Directorates to monitor progress and evaluate impact of plans
- Reinforce the integrated approach to workforce planning



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i greu Cymru iachach

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for a healthier Wales

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