

# People Strategy Implementation Plan Update for assurance

**September/October 2025**

**People and OD SMT  
Business Executive Team  
People and OD Committee**

# People Strategy Implementation Plan

Update – September/October 2025

## Purpose

To provide an update to the People and OD SMT, the Business Executive Team and the People and OD Committee on progress of the following People and OD IMTP deliverable - By Q3, we will have developed the People Strategy 2035 implementation plan, mapped delivery to the Strategic Plan, and established a baseline for evaluation.

The Business Executive Team and the People and OD Committee are asked to receive assurance and provide any input on this matter.



# People Strategy Implementation Plan

Key deliverable within the IMTP for 2025/26

By Q3, we will have:

Developed the People Strategy 2035 implementation plan, mapped delivery to the Strategic Plan, and established a baseline for evaluation.

- Enabling effective monitoring and evaluation
- Facilitating ownership and accountability

A documented implementation plan with clear actions, timelines, responsibilities, and success measures.



# Refreshing our People Strategy

Working together for a healthier Wales

The refreshed People Strategy charts a course for building a flexible, sustainable, and thriving Public Health Wales workforce for 2025-2035.

Five key areas:

1. Designed to Deliver
2. Talent Attraction and Inclusive Hiring
3. Cultivating Future-Ready Skills
4. Leading with Compassion
5. Exceptional Staff Experience

Implementation Plan will enable tracking, evaluation, and adaptation over the 10-year period.



# People Strategy 2025-2035

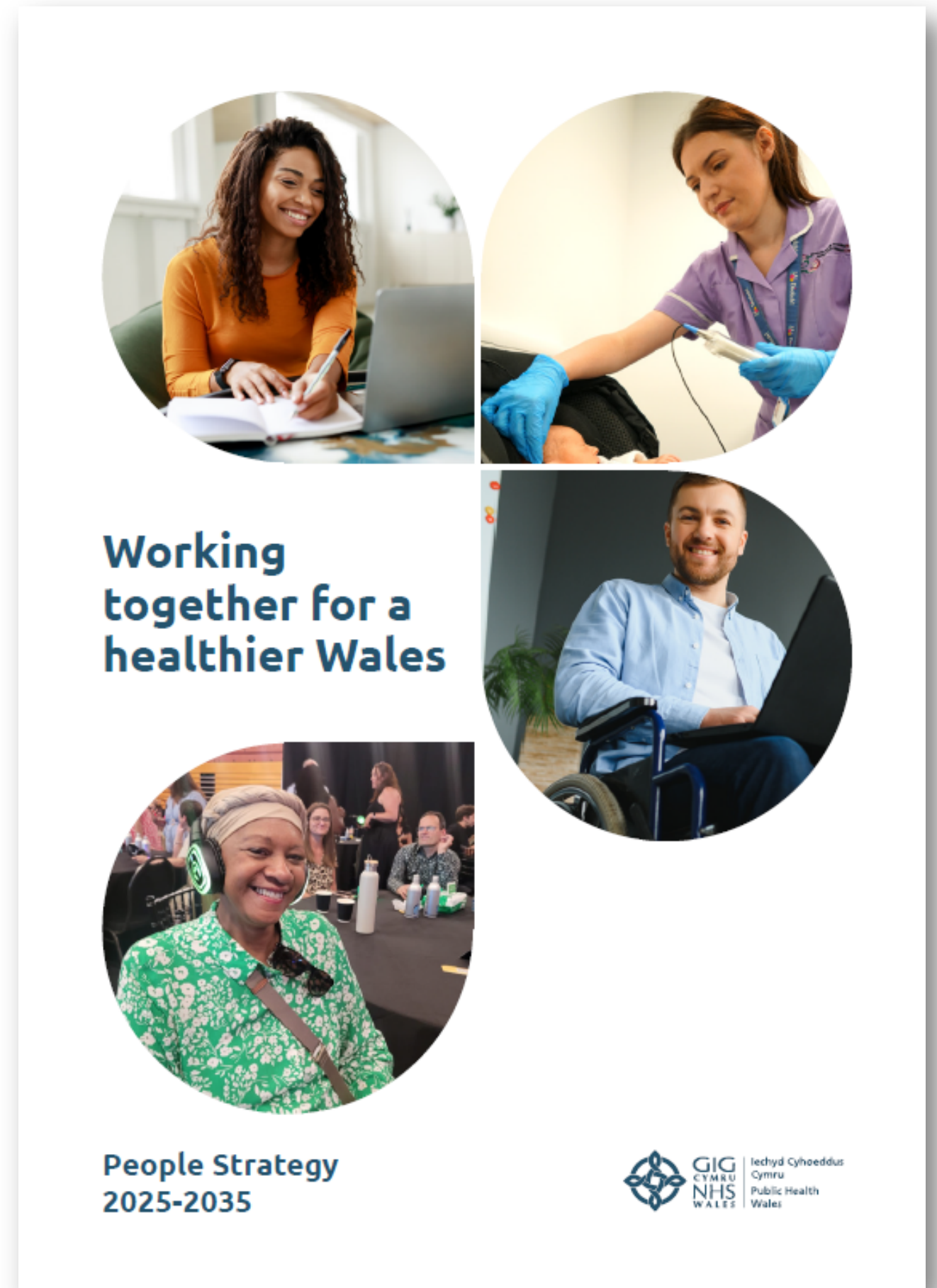
## The journey so far

### Completed:

- ✓ Engagement with colleagues, e.g. Time with Tracey and Drop in sessions (April)
- ✓ Strategy approved by BET and Board (May)
- ✓ Professional typesetting with design agency (June-July)
- ✓ Strategy published and communicated to staff (August)

### In progress:

- First full draft of Implementation Plan
- Initial engagement with subject matter experts and key stakeholders



# Implementation Plan

## Key features

- Structured into short-term (Years 1-3), medium-term (Years 4-6), and long-term (Years 7-10) actions
- Years 1-3 will become our 2026/27- 2028/29 IMTP actions
- Format similar to Strategic Priority Route Maps
- Clear ownership, timelines, and success measures
- Regular reporting to People and OD SMT

## Implementation Plan/ Route Map

Working together  
for a healthier Wales  
Route Map to 2035

### Short-term

Embed employee value proposition and launch employer brand  
Understand our skills gaps  
Address gaps between the current and desired organisational culture  
Review organisational design and continue to improve workforce planning

### Medium-term

Promote career development and workforce diversity  
Pilot innovative learning approaches  
Embed compassionate leadership into policies and processes  
Processes to enable internal mobility and cross-functional working

### Long-term

Ensure long-term talent pipelines in place  
Continuous, life-long approach to learning  
Best practices for compassionate leadership and a humanistic, encouraging organisational culture



Read more:  
[Implementation Plan](#)

# Implementation Plan

## Enabling delivery

- Links to integrated planning
- Ongoing engagement with Trade Unions and staff networks
- Establish clear metrics and baseline to track progress
- Communicate progress to foster engagement and shared ownership
- Maintain flexibility to adapt to evolving workforce needs, external context, and organisational priorities
- Review and refine the plan regularly to ensure continued relevance



# People Strategy Implementation Plan

## Next steps

- Socialise with People and OD team and others (October)
- Feed into IMTP planning for 2026/27- 2028/29 (November)
- Finalise Implementation Plan (December)
- Share progress and continue engagement (2026)



# Implementation Plan

## Your input

Welcome views on:

- Prioritisation of actions for short-term (years 1-3)
- Success measures and evaluation approach
- Opportunities to strengthen alignment with Strategic Priority Route Maps
- Any risks or gaps not yet addressed



# People Strategy Implementation Plan

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## Recommendation

The Business Executive Team and the People and OD Committee are asked to receive assurance and provide any input on this matter.





GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

Gweithio gyda'n gilydd  
i greu Cymru iachach

Working together  
for a healthier Wales