

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 14 October 2025</p> <p>Agenda item: 9</p>
--	--

Audit Recommendations – Workforce Planning

Executive lead:	Paul Veysey, Board Secretary and Head of Board Business Unit
Author:	Liz Blayney, Deputy Board Secretary and Deputy Head of Board Business Unit
Approval/Scrutiny route:	Leadership Team Audit and Corporate Governance Committee

Purpose

The Leadership Team (LT) considered the Audit Tracker to track progress against agreed management actions in response to the recommendations of audit reviews.

The Audit and Corporate Governance Committee considered the report at its meeting on 30th September 2025 in order to take assurance on the management of Audit recommendations at Public Health Wales by the Leadership Team.

In considering the report, the Audit and Corporate Governance Committee raised concern about the delivery of the Audit Tracker and requested that the People and Organisational Development Committee consider the Audit Wales report into the Review of Workforce Planning Arrangements within Public Health Wales, specifically the update on progress with the implementation of management action 599 in greater detail.

Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	NOTE <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
-------------------------------------	---	---------------------------------------	----------------------------------	---------------------------------------

The Committee is asked to:

- **Consider** the progress with the implementation of action 599, resulting from the Audit Wales report into the Review of Workforce Planning Arrangements within Public Health Wales.

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities.

This report contributes to the following:

Strategic Priority	7 - Building and mobilising knowledge and skills to improve health and well-being across Wales
---------------------------	--

Summary impact analysis

Equality and Health Impact Assessment	An EHIA is not required for this report. It should be noted that many of the areas of work reported on are likely to have had EHIAs undertaken.
Risk and Assurance	A number of individual audit reviews and actions are referenced in the Board Assurance Framework and Risk Registers.
Health and Social Care Act (Wales)	This report supports and/or takes into account the Quality Themes
Financial implications	The report has no direct financial implications, although individual updates may include details of impacts.
People implications	The report has no direct people implications, although individual updates may include details of impacts.



1. Purpose / Situation

The Audit and Corporate Governance Committee considered the management of Audit recommendations at Public Health Wales at its meeting on 30 September 2025.

The Committee expressed concern with regards to one of the outstanding management actions (action 599) from the [Review of Workforce Planning Arrangements in Public Health Wales](#) report which was first received in January 2024. The request to extend the deadline for this action to 31 December 2025 prompted discussion and the Committee requested that the People and Organisational Development Committee consider the update and progress in greater detail at its meeting on 14 October 2025.

2. Background

The Leadership Team is responsible for maintaining oversight of the planned activity and results of audit. The Leadership Team (LT) considers the Audit Action Tracker (the Tracker) on a quarterly basis which tracks progress against agreed management actions in response to the recommendations of both Internal and External audit reviews undertaken.

This includes scrutiny of the adequacy of executive and managements response to issues identified by audit, inspection and other assurance activity.

The Audit and Corporate Governance Committee considers the Audit Action Tracker in order to take assurance on the management of Audit recommendations at Public Health Wales by the Leadership Team.

3. Current Situation

A link to the original Audit Wales report into the Review of Workforce Planning Arrangements in Public Health Wales is available on the [website](#).

A full extract of the update against the management of Action into Workforce Planning Arrangements (action 559 is provided below:

Extract of Management Action into Workforce Planning Arrangements in Public Health Wales

Action 559: (Audit Wales)	<p>R2 The Trust is developing a comprehensive picture of current workforce capacity via its workforce toolkit but must ensure its workforce information is correct. In particular, the Trust needs accurate figures on its current establishment and vacancies. It also needs to understand future service demand and model the impact on future workforce requirements. The Trust should:</p> <p>2.1. Develop an approach to ensure the accuracy of data in the workforce toolkit and other internal workforce datasets by the end of quarter 1 2024-25. In particular, the Trust must have an accurate picture of its current establishment and vacancy levels.</p>						
Date reported to ACGC:	January 2024	Original deadline date:	30 June 2024	Current Date:	31 October 2025	Extension Requested to:	31 December 205
Summary of changes:	One, August 2024 change of date approved to 31 March 2025 and March 2025 to October 2025						
Previous Comments:	<p>March 2025 Update: Following a review of the IMTP dependencies on RDDD, significant investment money has been made available to support the recruitment of key technical specialist roles. These roles were identified in the workforce plan and this welcome investment is the beginning of bolstering these specialities. However, prioritisation, phasing and sequencing are still required to meet the significant demands on RDDD. Due to the identified dependencies, a request to review this action again in September 2025 to clearly identify progress, and highlight concerns. Request extension to 31 October 2025.</p>						
	<p>January 2025 Update: Scoping of these requirements by RDDD need to be progressed and aligned to the strategic route maps and IMTP milestones. It is noticed that there are significant dependencies on Research, Data and Digital Directorate and the work will require prioritisation, phasing and sequencing to optimise resource/financial constraints.</p>						

<p>Previous Comments:</p>	<p>November 2024 Update: This action is complete, with the Annual Impact Survey presented to, and approved, by the Business Executive Team, the stakeholder engagement toolkit published; and the Publication Standards agreed. However, rather than mandate the Publication Standards we believed they will be better adhered too through imbedding them within the Contend Design Standards that are being rolled out in line with the new Website, and also providing a suite of support and training. This will be delivered by March 2025.</p> <p>July 2024 Update: National model completed but data quality is limiting our ability to accurate model below that level. Need to assess what can be done to improve data quality and model.</p> <p>April 2024 update: In progress not yet due. We have worked in partnership with Simul8 to develop a demand and capacity model for Diabetic Eye Screening. This works on dummy data at present and in April 2024 will be tested with real data from the service and the model developed to provide a local picture. KY and AD on behalf of IB request extension to 31 March 2025.</p> <p>February 2024 Update: In Progress, not yet due</p>
<p>Lead Comments</p>	<p>August 2025 Update: Following significant investment from the organisation, recruitment for specialist technical roles is in progress. These roles include: Business Analysts, Data engineers, cyber specialists, infrastructure developers cloud architects, Delivery Managers, Scrum Master and Portfolio Leads. It is recognised that these roles will make an impact to the capacity within RDDD, their roles will not be fully realised until they are onboarded and embedded. The key dependencies on BAU work, Digital Health Protection, Lung Screening remain and sequencing and capacity remains a concern. There is progress but further work is required to develop our capacity estimations to support ongoing and future work. This will be a key remit of the Portfolio Lead.</p>



4. Recommendation

The Committee is asked to:

- **Consider** the progress with the implementation of action 599, resulting from the Audit Wales report into the Review of Workforce Planning Arrangements within Public Health Wales.