

# IMTP Deliverables for 2026/27

## Deep Dive

April 2026

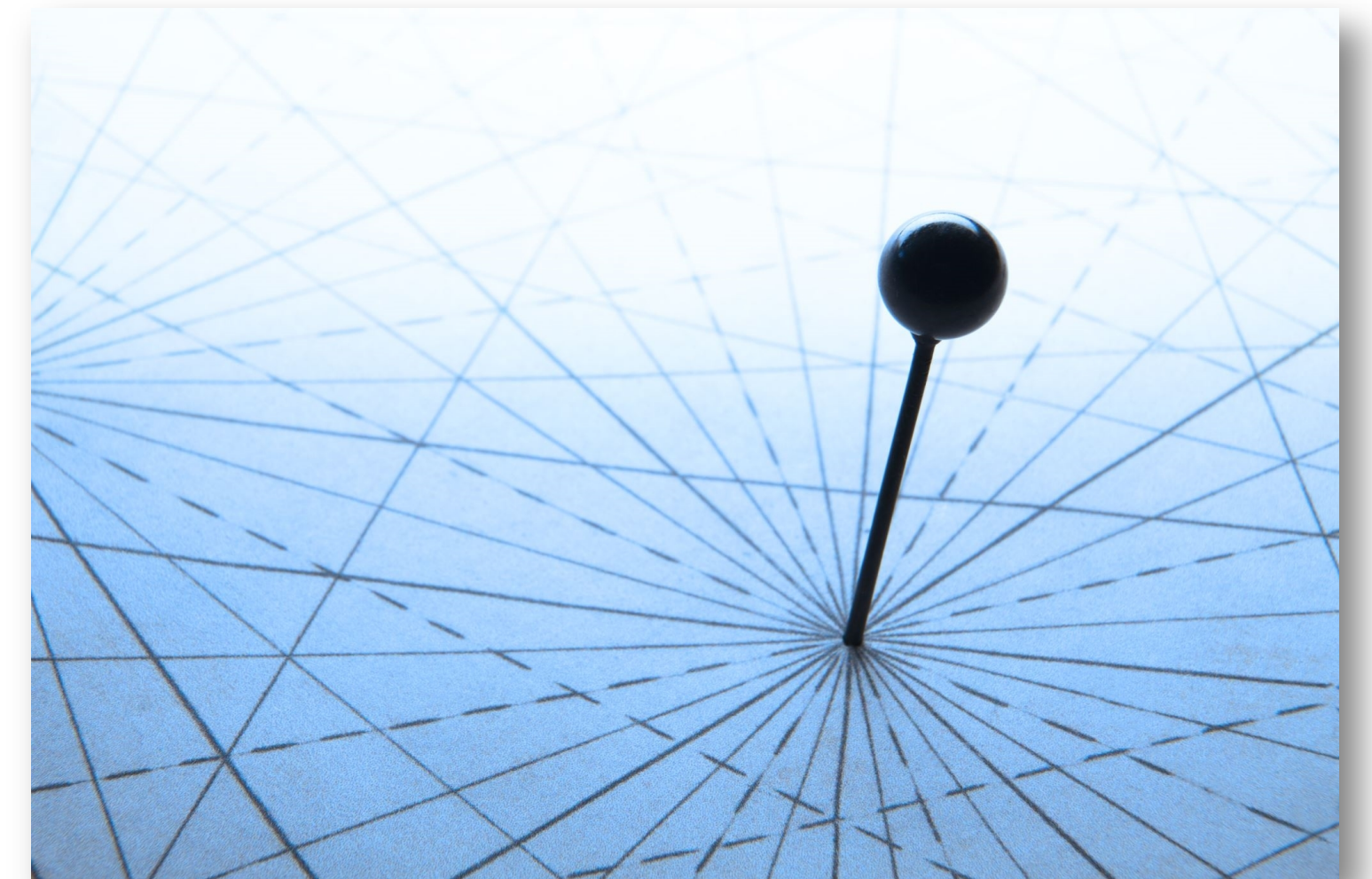
People and OD Committee

# People and OD

Key deliverables within the IMTP for 2026/27

## Purpose

To provide assurance to the Committee on the planning for the implementation of the key People and OD deliverables within the IMTP for 2026/27.



# People and OD

Key areas of focus for 3-year IMTP period (2026 - 2029)

By 2029....

An organisational structure that supports the delivery of our strategic priorities

A diverse workforce, representative of the communities of Wales

A sustainable development programme, informed by workforce planning

Compassionate and inclusive leadership, shaping a positive organisational culture through everyday behaviours and actions

Staff experience that makes Public Health Wales an employer of choice

# People and OD

## Key deliverables for 2026/27

- People Manager Fundamentals Q2
- Preparing for the future workforce solution Q2
- Integrated planning Q3
- Learning and development to address core skills Q4
- Integrated engagement plan refresh Q4



# People Manager Fundamentals

Cultivating Future-Ready Skills / Leading with Compassion / Designed to Deliver

- By Quarter 2 we will have:
- Developed and commenced delivery of our People Managers Fundamentals programme
- Designed to increase leadership and management skills, capability, and confidence.



# People Manager Fundamentals

Cultivating Future-Ready Skills / Leading with Compassion / Designed to Deliver

- Effective and confident management is essential to delivering high-quality services, supporting staff wellbeing, and ensuring the organisation fulfils its responsibilities to the public and to its workforce
- We need all leaders and managers to create a consistent environment and culture where people thrive, develop and deliver.
- What we are doing:
  - Clarifying management responsibilities
  - Reviewing, consolidating and repackaging existing learning and development offer alongside the development of new learning materials
  - Alignment, enhancement and expansion of the offer



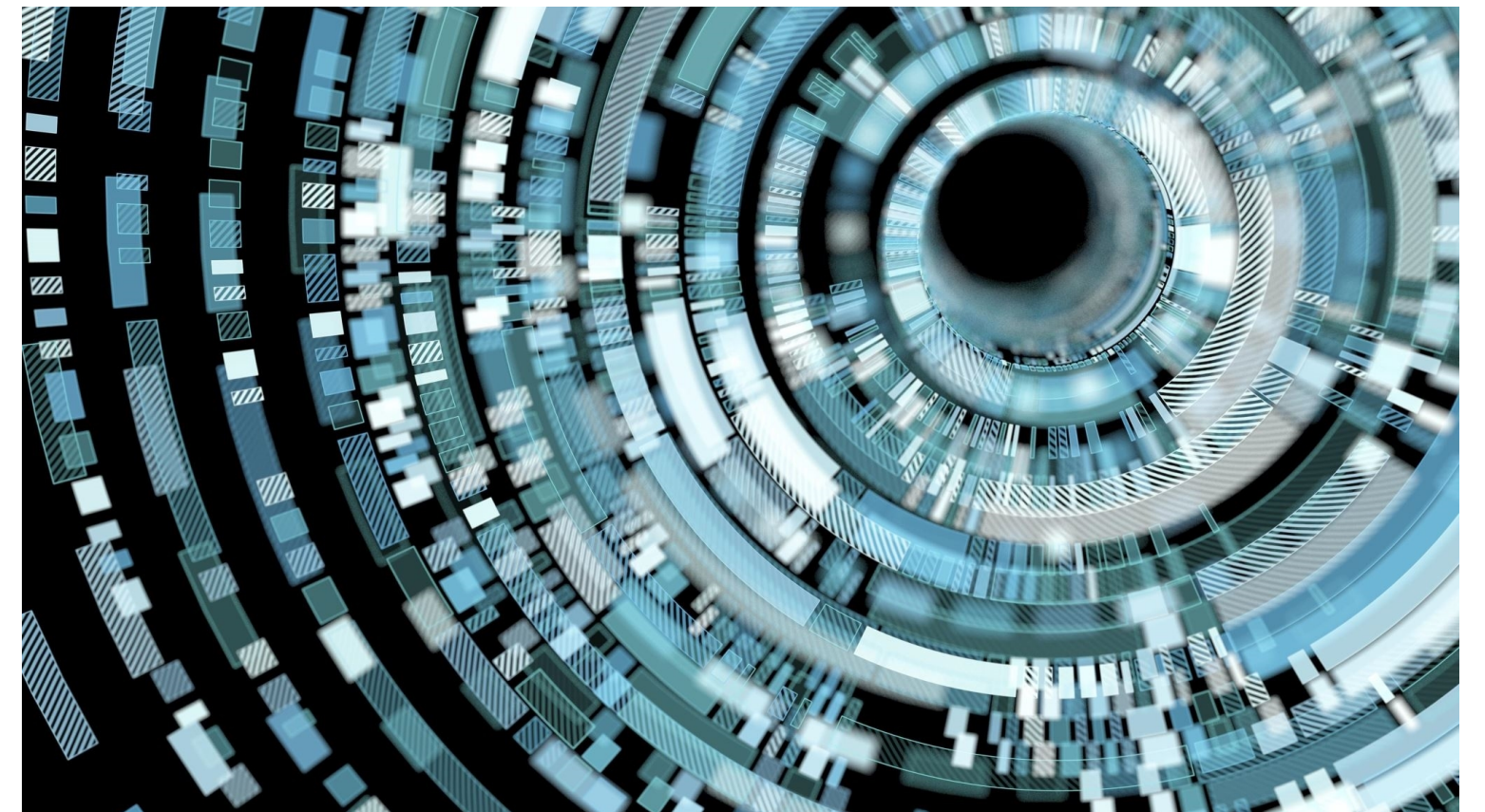
# Future-ready skills for the changing workplace



# Preparing for the future workforce solution

Designed to Deliver / Transformation:

- By Quarter 2 we will:
- Establish the plan and commence preparatory work in readiness for implementation of the new NHS Wales workforce information system (ESR transformation).



# Integrated planning

## Designed to Deliver

- By Quarter 3 we will have:
- Established a fully integrated planning approach including long-term workforce planning, ensuring future alignment with Strategic Priorities and informing a sustainable skills development programme.

### We will:

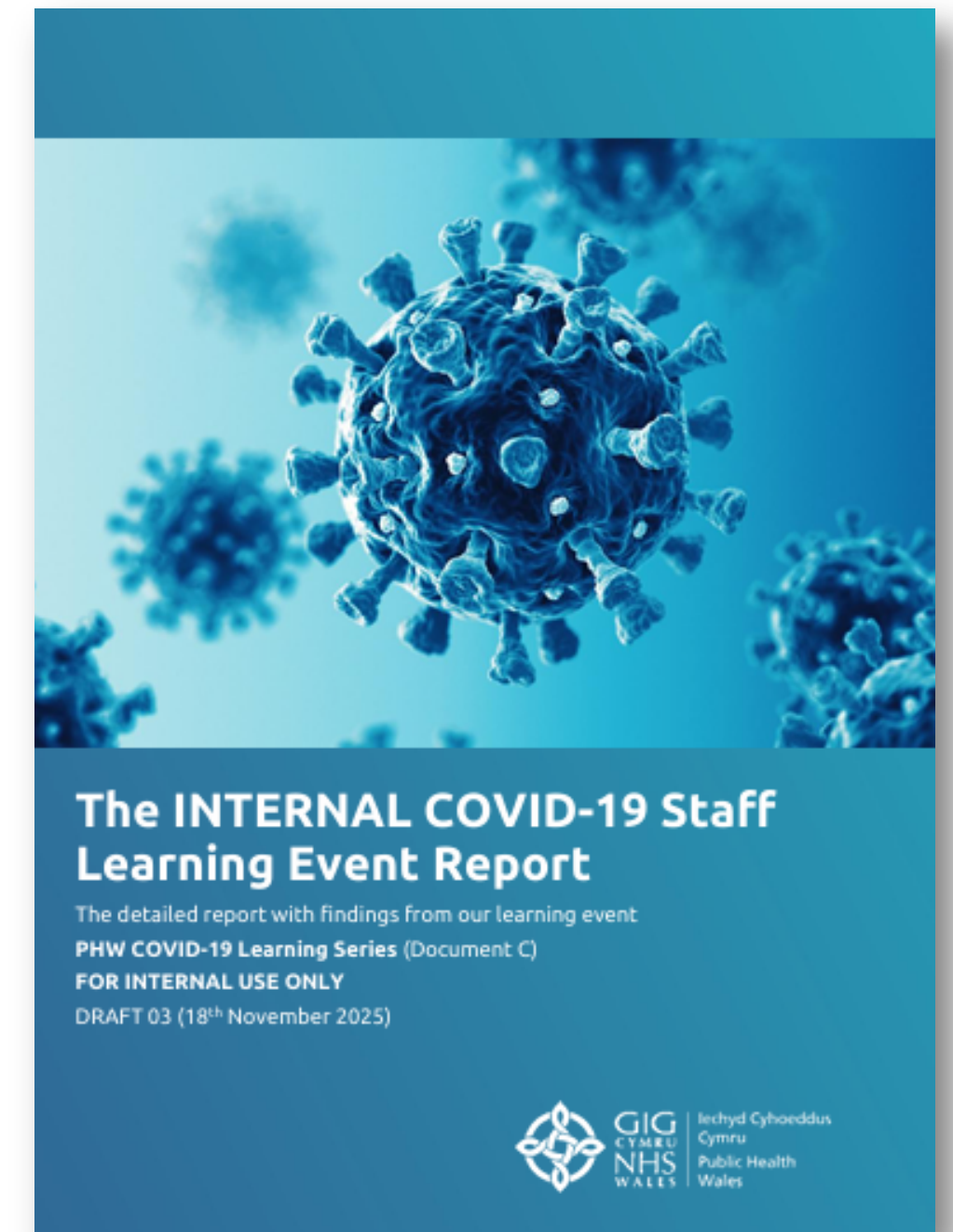
- Work with the Integrated Planning group to further improve integration of organisational plans
- Ensure planning is long-term and aligned to Strategic Priorities
- Ensure an understanding of skills needed (long-term), to inform to learning and development planning



# Learning and development to address core skills

## Cultivating Future-Ready Skills

- By Quarter 4 we will have:
- Used organisational learning from the enhanced response and workforce planning outputs, to inform a sustained, organisation-wide approach to core skills and mobilisation capability for incident response.



# Learning and development to address core skills

## Cultivating Future-Ready Skills

- Use organisational learning from our enhanced COVID response – alongside workforce planning outputs – to build a sustained, organisation-wide approach to core skills and mobilisation capability.
- Incident response capability cannot sit within one part of the organisation. It needs to be a shared, baseline competency across Public Health Wales.
- What we are doing
  - defining core emergency response skills for all staff
  - building a systematic and strategic mobilisation model
  - creating the supporting learning and infrastructure required to make this sustainable

# Integrated engagement plan refresh

## Leading with Compassion/ Exceptional Staff Experience

- By Quarter 4 we will have
- Refreshed the high-level integrated engagement plan - using insights from the 2025 NHS Wales Staff Survey and Culture Pulse – to identify cultural priorities, strengthen flexible, equitable ways of working and foster a psychologically safe workplace where every colleague can thrive.



# Integrated engagement plan refresh

## Leading with Compassion/ Exceptional Staff Experience

- Build on survey results through discussions with the Executive, Leadership Forum, Leadership Team and Cultural Advocates to identify top priorities.
- What we are focusing on:
  - Embedding our cultural narrative
  - Developing a culture and engagement dashboard
  - Enhancing support for psychological safety and resilience
  - Developing a cultural impact assessment on policies and processes
  - Evaluating WHIWB and exploring workload and burnout
  - Improving change leadership and staff involvement

# People and OD

Key deliverables within the IMTP for 2026/27

## Recommendation

The Committee is asked to receive assurance and provide any input on the planning for the implementation of the key People and OD deliverables within the IMTP for 2026/27.

