



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting Board Date of Meeting 29 May 2025 Agenda item: 5.2</p>
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Refreshing the People Strategy for 2025-2035	
Executive lead:	Neil Lewis, Director of People and Organisational Development
Author:	Karen Fitzgibbon, Head of People and Organisational Development Operations

Approval/Scrutiny route:	Business Executive Team Board
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Purpose
The purpose of this paper is to provide background explanation to accompany the organisation's updated People Strategy.

Recommendation:				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
<p>The Board is asked to:</p> <ul style="list-style-type: none"> Approve the updated People Strategy 2025 – 2035. 				

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

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Strategic Priority/Well-being Objective	Choose an item.
Strategic Priority/Well-being Objective	Choose an item.

Summary impact analysis

Equality and Health Impact Assessment	<p>An Equality and Health Impact Assessment (EqHIA) is not required for this paper.</p> <p>An EqHIA will be part of the implementation plan which will support delivery of the refreshed People Strategy.</p>
Risk and Assurance	<p>This links to Strategic Risk 4 on our risk register:</p> <p>Risk of: Worsening organisational health</p> <p>Due to: Lack of effective organisational leadership and governance, progress towards ideal culture, ability to engage employees.</p> <p>Impact: Inability to recruit and retain high calibre staff, performance manage accountable officers in pursuit of strategic priorities, low staff morale and wellbeing.</p>
Health and Social Care (Quality and Engagement) (Wales) Act	<p>The People Strategy emphasises partnership working across the wider system, to enhance the coordination of services and improve patient engagement, as required by the Act.</p>
Financial implications	<p>Financial implications and costs arising from the refreshed People Strategy will be addressed through the route map for delivery, and integrated medium planning.</p>
People implications	<p>Delivering against the ambition laid out in the People Strategy will create a more engaged, motivated, and high-performing workforce, all of which are essential for delivering the Long-Term Strategy and a Wales where people live longer, healthier lives and have fair and equal access to the things that lead to good health and well-being.</p> <p>Detailed people implications will be addressed</p>



	through the route map for delivery, integrated planning, and completion of an EqHIA.
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1. Purpose / Situation

The purpose of this paper is to provide background explanation to accompany the attached updated People Strategy.

The Board is asked to approve the attached updated People Strategy, 2025-2035.

2. Background

Our People Strategy sets out our philosophy about the organisation's relationship with our staff - how we will treat people to ensure they feel engaged and motivated and are enabled to function at their full potential. It also provides direction on the structure and shape of the workforce we need for the future, including approaches to ensure we have the required skillsets.

Our people are at the centre of us achieving our vision, they will thrive when they are set up for success with the tools they need and a favourable environment. When people feel empowered and supported, they are more likely to be agile and innovative in finding solutions for new or unexpected circumstances.

Following the publication of the refreshed Long-Term Strategy in 2023/24, we have updated the existing People Strategy, to build on the actions taken since 2020, and to recognise how the world has changed over the last four years. We have aligned with the 10-year horizon of the refreshed Long-Term Strategy, and taken account of the key challenges we face and the likely workforce implications over this period (2025 to 2035). In 2025/26 we will develop an implementation plan/ route map, reflecting the approach to the delivery of the Long-Term Strategy.

3. Description / Assessment

We face a future of increasing demands and evolving challenges. To deliver our Long-Term Strategy, we must develop an engaged and high-performing workforce. The evolving expectations of individuals demand a workplace that prioritises well-being, flexibility, and inclusion. We need to adapt to attract and retain top talent. This People Strategy outlines our plans to ensure we are designed and organised appropriately and that we attract, develop and retain a diverse, flexible, sustainable, and thriving workforce.

The updated People Strategy sets out five key focus areas to meet these challenges:



- **Talent Attraction and Inclusive Hiring:** We will become an ‘employer of choice’, attracting diverse talent which reflects the communities we serve.
- **Cultivating Future-Ready Skills:** We will equip our people with essential skills for current demands and emerging challenges.
- **Leading with Compassion:** We will nurture a psychologically safe workplace, where compassionate leadership is fostered at all levels.
- **Exceptional Staff Experience:** We will prioritise well-being, flexible working options, and opportunities for career growth and progression.
- **Designed to Deliver:** We will ensure we are designed to deliver our strategic objectives and plan for sustainable growth.

The People Strategy sets out our vision for our people, it charts a path for Public Health Wales to build a high-performing work environment where individuals and teams thrive. By investing in our people and ensuring we are designed appropriately, we will be well-positioned to meet the challenges of the future, deliver our Long-Term Strategy, and achieve our vision of a healthier Wales for all; now and for future generations.

We have engaged with colleagues, Trade Unions and Staff Networks, and re-visited extensive feedback from our colleagues over the past few years, this includes staff surveys, through the development of the original People Strategy, Our Conversation, our Employee Value Proposition, Nursing Retention Survey, new starter and exit interview data, recent research into communication and engagement with colleagues in Health Protection and Screening Services, as well as the conversations we’ve had across the organisation through the Leading With Impact workshops.

The emerging Strategic Priority Route Maps, and Strategic Workforce Plans for 2025-2028 have been reviewed in depth, to ensure we make the links to our long-term strategic ambitions for our workforce and identify any overarching/ strategic people implications. For example, the Route Maps highlight the importance of integrated systems, adoption of innovative technology, and use of digital platforms, reinforcing the need for a workforce skilled in utilising and adapting to evolving digital technology.

Engagement with and feedback from the Business Executive Team and the Board during Q3 of 2024/25 has also informed the attached refreshed People Strategy. This includes the importance of the development of apprenticeships and other entry-level roles to attract younger people; the desire to be an exemplar employer in areas such as inclusion, fair work and health and well-being; and the relationship between a compassionate and inclusive workplace, and improved individual, team, and organisational performance. It was also acknowledged that leaders and managers will be critical to this, through role modelling values and behaviours, and creating an environment in which people are able to contribute their best.



This rich feedback has been incorporated into the attached refreshed People Strategy and was approved by the Business Executive Team on 07 May 2025.

3.1 Well-being of Future Generations (Wales) Act 2015

- Hirdymor**  **Long Term** *The implementation of the People Strategy and Workforce Plans will support longer-term aspirations and ensure a sustainable workforce for the future.*
- Atal**  **Prevention** *The actions will contribute to attracting, building and mobilising a workforce that will contribute to the prevention of ill health and disease.*
- Integreiddio**  **Integration** *Our integrated approach to strategic, financial and workforce planning and partnership working with staff side representatives support our organisational values and the achievement of our Strategic Priorities.*
- Cydweithio**  **Collaboration** *Collaboration and optimising relationships across the organisation and with partners in industry, academia and the wider health and social care system will support the achievement of the Strategic Priorities and ensure representation of diverse perspectives.*
- Cynnwys**  **Involvement** *We will continue to involve our staff, stakeholders and partners in the implementation and future development of all aspects of the People Strategy.*

4. Recommendation

The Board is asked to approve the updated People Strategy 2025 – 2035.