

Strategic Workforce Planning - Deep Dive

People and OD Committee

The purpose of this item is to provide the People and Organisational Development Committee with assurance of the progress made with Strategic Workforce Planning in 2025/26.

The item also highlights the key achievements, lessons learnt, risks and planned activity for 2026/27.

Overview

1. Update on Progress
2. Key Achievements, Outcomes and Impact
3. Learning & Risks
4. Planned Activity for 2026/27

1. Update on Progress

Built on the
bespoke toolkit
with new
questions and
prompts

Several
development
sessions with
teams and
planning leads

Sought to
integrate with
service planning,
financial planning
and education
commissioning

One org-wide
workforce plan,
supported by 8
Directorate-level
plans

Agreed the
org-wide
actions and
next steps with
Execs

All plans
reference
Strategic
Priorities

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

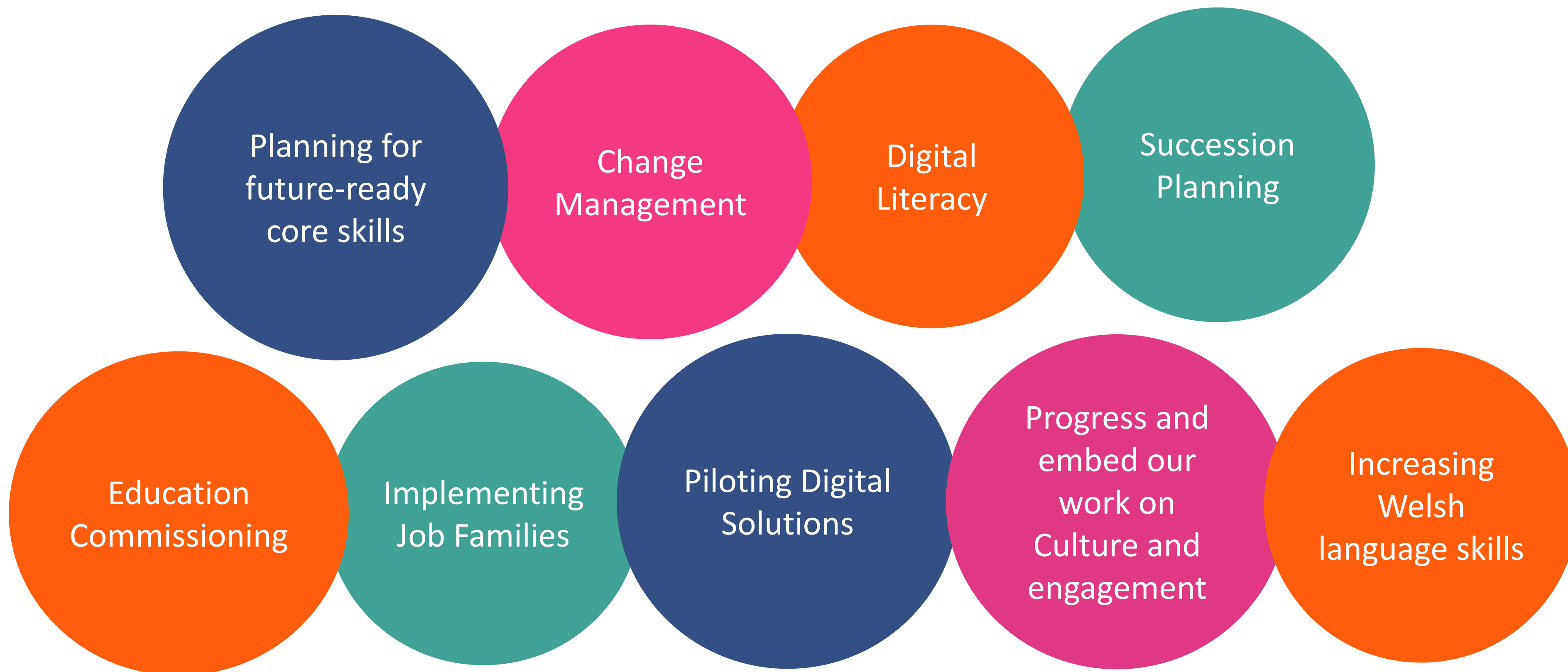
Plans owned by
the respective
Exec Director, with
a new 'sign-off'
section added to
the toolkit

Output of
process –
report, slide
deck and action
plan

2. Key Achievements, Outcomes and Impact

- Improved integration with planning and finance
- Better understanding of future workforce requirements
- One 'PHW Strategic Workforce Plan' and supporting materials
- Visible SMART workforce actions across all Directorate teams
- Increased capability and confidence in workforce planning
- List of recommendations put forward to the Board

Recommendations



3. Learning and Risks

Learning:

- Challenges around long-term forecasting
- Developing a more interactive and intuitive toolkit
- Reviewing the annual cycle timeline
- The need to strengthen communication amongst the integrated planning group
- Organisation-wide quarterly reporting process

Risks:

- Financial resource to support implementation
- Current risk of silo-planning within Directorates, no collaboration across teams/professions
- Potentially new Welsh Government priorities

4. Planned activity for 2026/27

By Q3 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:

- Deepen integration across organisational planning by working with the Integrated Planning Group to further align planning, finance, governance and workforce activity.
- Embed a long-term, forward-looking planning approach to ensure alignment with PHW's Strategic Priorities.
- Clarify future skills and workforce needs to inform a sustainable learning and development strategy for leaders and teams.

The committee is asked to receive assurance in relation to the progress made with Strategic Workforce Planning, provide any comments and raise any questions for discussion.