GIG CYMRU NHS WALES
Iechyd Cyhoeddus Cymru
Public Health Wales

People Strategy Implementation Plan Deep Dive for assurance

September/October 2026

Business Executive Team
People and OD Committee

People Strategy Implementation Plan

Update – September/October 2026

Purpose

To provide assurance on the development and management of the People Strategy Implementation Plan, including how it will support delivery while remaining responsive to changing government and organisational priorities.



The Committee is asked to:

Take **assurance** on the proposed governance, ownership and review arrangements; note the delivery risks, dependencies and mitigating controls; and provide input on prioritisation, deliverability, agility and the evidence required for future assurance.

People Strategy Implementation Plan

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 of focus:

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



People Strategy Implementation Plan

From strategy to delivery

People Strategy 2025–2035 › **Five areas of focus** › **Implementation plan** › **IMTP and POD team workplans** › **Regular review and adaptation**

- Short-term actions (2026/27 – 2028/29)
- Medium-term actions (2029/30 – 2031/32)
- Long-term actions (2032/33 – 2034/35)

People Strategy Implementation Plan

Years 1-3

- Strengthen workforce planning and prepare for workforce system transformation
- Improve recruitment, employer brand and future talent pipelines
- Build leadership, management and future workforce capability
- Align performance and leadership approaches with our cultural narrative
- Improve colleague experience through engagement, wellbeing, and inclusion



People Strategy Implementation Plan

How the plan is managed

1

Define

Milestone, output, outcome and measure

2

Own

Responsible and accountable lead confirmed

3

Sequence

Dependencies, capacity and timing tested

4

Review

Quarterly progress review and annual refresh

5

Escalate

Material risks to delivery, significant cross-organisational dependencies

Assurance:

- **Plan owned by People and OD SMT**
- **IMTP objectives and IMTP reporting**
- **Business Executive Team**
- **People and OD Committee**

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Delivery confidence

Areas providing confidence	Areas requiring continued management
✓ Clear implementation framework established	! Capacity and competing priorities
✓ Alignment with IMTP planning	! Cross-organisational dependencies
✓ Defined milestones	! National programme dependencies
✓ Clarity regarding ownership and accountability	! Baseline and outcome measures
✓ Established governance arrangements	

Delivery confidence is conditional on active prioritisation, realistic sequencing and management of dependencies.

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Main risks and controls

Theme	Risk	Control
Capacity, agility and competing priorities	The scale of the portfolio exceeds available capacity.	A single view of commitments; agreed approach to accelerate, pause, stop, defer or re-sequence work.
Ownership and accountability	Gaps, duplication or unclear accountability across connected workstreams.	Confirmed responsible and accountable leads, intended outputs and contributors for each milestone.
Cross-organisational and national dependencies	Delivery is delayed by e.g. national ESR developments or contributions required to other priorities (organisational or national).	Mapped dependencies; clear owners; escalate unresolved dependencies.
Measures and evidence	Progress is described through activity without demonstrating improved outcomes.	Agreed proportionate success measures and baselines; combining workforce data and colleague insight.
Colleague experience, equality and Welsh language	Implementation activity does not adequately reflect colleague experience or differential impacts.	Colleague experience, Trade Union, staff network, equality considerations embedded in design, implementation and review.

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Delivery and emerging impact

Deliverable	Emerging impact
• Apprenticeships, Recruitment Toolkit, Careers Discovery event and Recruitment and Selection learning. • Leadership and Management Academy and Community of Practice. • Cultural assessment and narrative, engagement priorities and Culture Advocates. • Strategic workforce planning integrated more closely with service and financial planning. • Staff diversity networks and wider inclusion activity.	• Widening access to public health careers and strengthening diverse talent pipelines • Developing a sustainable, diverse leadership pipeline equipped to lead with compassion • Building local ownership of culture and engagement, with a stronger colleague voice • Improving workforce decisions through robust data and integrated workforce, service and financial planning • Supporting a more inclusive and representative workforce where people feel valued, respected and able to thrive

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What success looks like

Baseline

- Designed to Deliver: Stable foundations for role clarity and workforce planning.
- Talent Attraction & Inclusive Hiring: Diversity is improving, but representation gaps and declining early-career workforce numbers remain challenges.
- Cultivating Future-Ready Skills: Self-reported development and career progression measures have declined.
- Leading with Compassion: Leadership measures remain positive but have largely plateaued.
- Exceptional Staff Experience: Staff experience is broadly stable, with opportunities to strengthen participation, wellbeing and influence.

What success looks like

- Integrated, data-led workforce and financial planning aligns resources to Strategic Priorities
- Wider, more inclusive talent pipelines improve access to careers and representation at all levels
- Workforce plans address scarce and emerging skills through Job Families, career pathways and succession
- Skills and resources deploy flexibly across boundaries, reducing silos and strengthening collaboration
- Compassionate managers create psychological safety to raise ideas and concerns
- Staff feel valued and supported through flexible work, career growth and better wellbeing

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Your input

Welcome views on:

- Proposed governance arrangements
- Any risks or gaps not yet addressed
- Assurance for future reports
- Any additional equality, Welsh language or colleague experience considerations



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Recommendation

The Committee is asked to:

Take **assurance** on the proposed governance, ownership and review arrangements; note the delivery risks, dependencies and mitigating controls; and provide input on prioritisation, deliverability and the evidence required for future assurance.



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Gweithio gyda'n gilydd i greu Cymru iachach

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