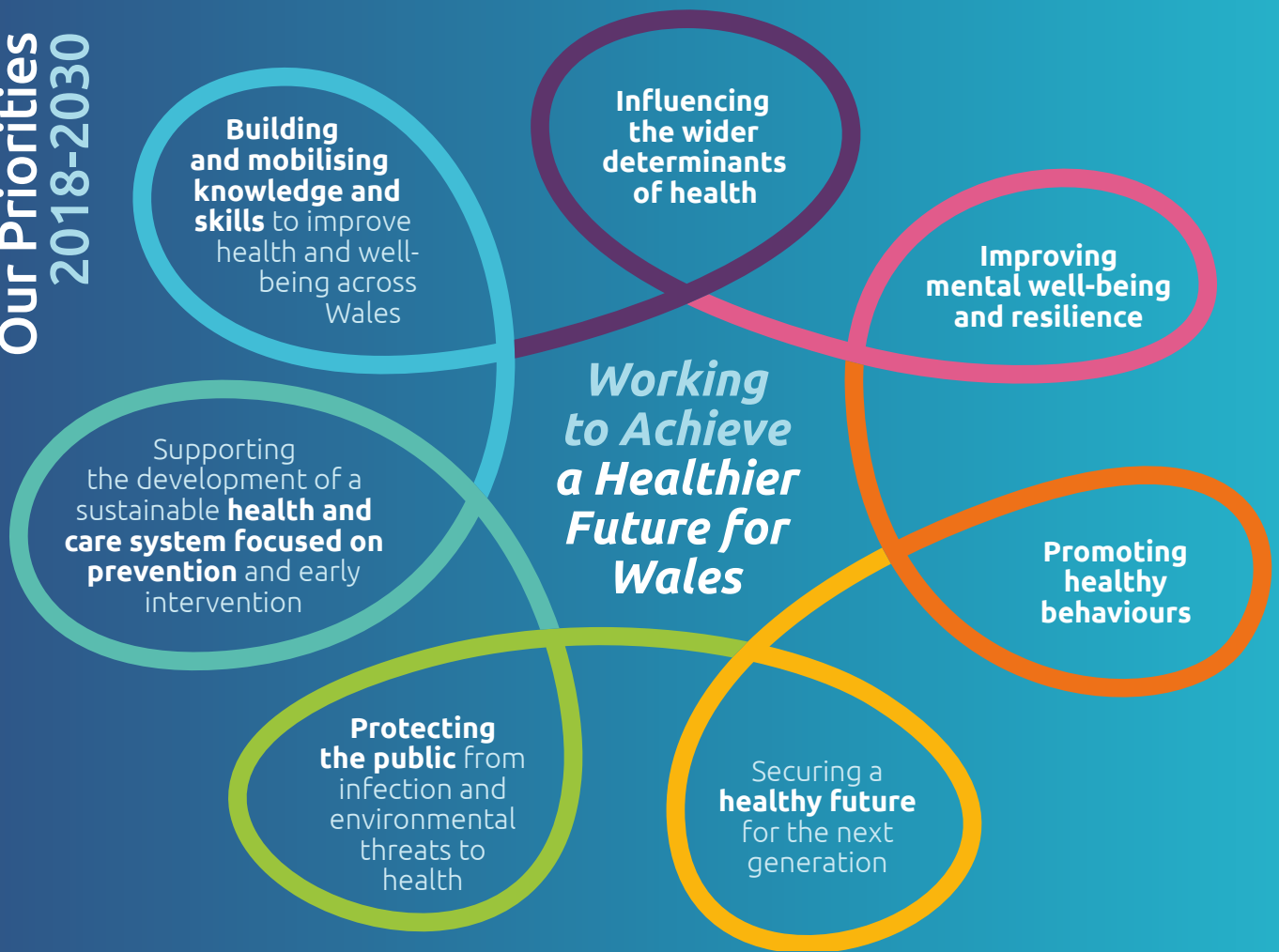Public Health Wales
People Strategy 2020-30

Our workforce to achieve a healthier future for Wales

GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales

Our Priorities 2018-2030

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

Influencing the wider determinants of health

Improving mental well-being and resilience

Supporting the development of a sustainable **health and care system focused on prevention** and early intervention

Working to Achieve a Healthier Future for Wales

Promoting healthy behaviours

Protecting the public from infection and environmental threats to health

Securing a **healthy future** for the next generation

Contents

1 Introduction

In 2018 Public Health Wales launched its Long-term Strategy: 'Working to Achieve a Healthier Future for Wales' setting out an ambitious journey to 2030 against a backdrop of unprecedented change and challenge. It represents a fundamental shift in how we do things, both in how we engage and collaborate and how we organise to utilise our resources to deliver the most we can for the people of Wales.

As the national Public Health Institute for Wales we must demonstrate the systems leadership and ambition needed to protect and improve the public's health, now and in the future. Prevention is critical to delivering our aspirations and through our strategy, more people could live longer and have a better quality of life while reducing the public services budget in the long term.

Our workforce is at the heart of our ability to deliver and we require talented people with the right capability, capacity and commitment to implement each of our seven strategic priorities.

This People Strategy sets out our vision for all those who work or aspire to work in Public Health Wales.

It gives direction to both the structure and shape of workforce we will need for the future and for our culture and ways of working, including collaboration with partners and stakeholders.

Our goals for the health of the people Wales must also be reflected in us as an employer. Improving mental well-being, promoting healthy behaviours, supporting the development of a motivated and sustainable workforce and mobilising knowledge and skills will be encompassed in all our people plans.

We have looked at 2030 through the lens of our people. We have drawn on a breadth of professional and academic research and evidence to inform what the workplace of the future is likely to look like. We have also consulted widely with Directors, staff and stakeholders to understand how they see the next decade impacting on their work and workforce.

We know the world will change and it is difficult to predict how, but by articulating our destiny we will have greater confidence to influence and plan for what we think the probable future will be. We believe that working on the themes in this strategy will ensure we can build our workforce to achieve a healthier Wales.

2 Trends and Challenges

Wales is facing challenging times which will impact not only on the work we do and the skills we require but on our workforce more widely in terms of availability, ways of working and employee expectation.

We have a unique **legislative and policy context** in Wales and a critical role to play in helping Welsh Government, and our partners, achieve our collective ambition for Wales. Our people need to understand the provisions of such a rich legislative, policy and collaborative environment and be ready to exploit these and also to respond and adapt to any changes in the political landscape that may arise during the period of this Strategy.

Globalisation and **climate change** will see emerging threats in infectious diseases, food safety and antimicrobial resistance as well as more extreme weather and heat related health problems. These require new responses such as embedding a 'One Health' approach to designing and implementing programmes, policies, legislation and research in which multiple sectors communicate and work together to achieve better public health outcomes. This is particularly important in areas such as food safety, diseases that can spread between animals and humans and combatting antibiotic resistance (when bacteria change after being exposed to antibiotics and become more difficult to treat).

Our transition from the **European Union** may have an adverse impact on health and well-being. Wales is more reliant on net migration so support and retention of our valued EU workforce is vital. New immigration systems may affect our ability to attract, recruit and retain talent.

Economic challenges and socio-economic inequalities impact on the health and well-being of the population. Our workforce and their families are part of the population facing these challenges too, so health and well-being will be an important consideration for employees.

Data, research and evaluation are key to our ability to influence policy. We have the opportunity to become world leading in harnessing the volume, complexity and speed of big data. Access to technology will be critical to collect, store and analyse data. Organisations will face significant competition for such skills.

Research and innovation are key to improving the health and well-being of people in Wales and towards building an ambitious and learning Wales. Investing in the research and evaluation capabilities and partnerships will help generate the evidence needed to support these actions.

Digital technologies are rapidly changing all aspects of work particularly predicting, preventing and treating ill health. This has also led to a focus on 'human skills' such as compassion and emotional intelligence, collaboration, innovation and critical reasoning, giving rise to a new 'universal skills framework' to develop the agile skillsets businesses are looking for.

Within 20 years, it is predicted that 90% of NHS jobs will require some form of digital literacy and the impact on roles and skills will be wide ranging. Employees expect the same level of digital enablement in the workplace as they experience in their life particularly around flexible working. Learning agility and investment in continuous development and reskilling will be essential for us to be ready to adopt and exploit new technology.

Wales has an ageing population with people over 65 now the largest group. As 'baby boomers head into retirement and young people spend longer in education there is a 'demographic crunch'. Organisations are struggling to recruit a young and 'work-ready' workforce and are increasingly looking to technology to fill the gaps.

As life expectancy rises, chronic and lifestyle diseases are increasing, presenting a challenge to both the NHS and other employers. Changes in pension provision and personal circumstances mean policies will need to be adapted to support all those working into later life.

Harnessing the power of a multigenerational workforce will become key as we see four generations working together. The traditional three stages of life i.e. education, work and retirement, no longer work so new approaches to careers need to be developed.

To best serve the needs of the people of Wales, we want a more **diverse** and representative workforce that can also provide insight into the needs of our service users, particularly as increasing Black, Asian and minority ethnic (BAME), Disabled and lesbian, gay, bisexual and transgender (LGBT) in healthcare is a priority.

Welsh is an official language in Wales and a valuable aspect of our culture. We have a responsibility and commitment to provide and strengthen our Welsh language services and to promote and facilitate its use between staff and service users. Welsh speakers are scarcer in the pool of the working-age population. Ensuring that we have sufficient numbers of Welsh speaking employees is important and will be a challenge.

Recent studies show **changing values** amongst employees entering the workplace with increasing importance placed on organisation purpose, ethics, social responsibility and sustainability. Our culture must reflect what people want and our business needs.

Changing work environments means **working flexibly** will be the norm. Technology and concerns for climate change open up a wide range of options that support where, when and how work is done with potential opportunities to reduce our estate and amount of travel.

We continue to face persistent long term **shortages** in a number of areas where demand outweighs supply and where we are less competitive than other industries. This includes a growing concern about the capacity of public health specialists in all four countries of the UK. The problem is likely to increase as converging technologies and **cross-disciplinary skills** dissolve boundaries between sectors and new roles emerge.

Organisations are embracing the concept of **build, buy, borrow or bot** (artificial intelligence (AI)) in workforce planning to differentiate the skills they will recruit and develop, where technology will replace or change skill needs and where they will borrow or commission skill sets from others sectors where it makes sense.

Leadership and management capability is critical to embedding our culture and delivering our strategy. By 2030, the generational balance will have shifted with many in managerial positions being 'millennials'. Investing now to develop our future leaders and managers must be a priority, ensuring they have sufficient support to do their jobs effectively.

More widely we are seeing the rise of 'networked organisations' with a focus on collaboration and working organisation boundaries. Organisation need to **optimise relationships** and develop an approach of mutuality when delivering with and through partners.
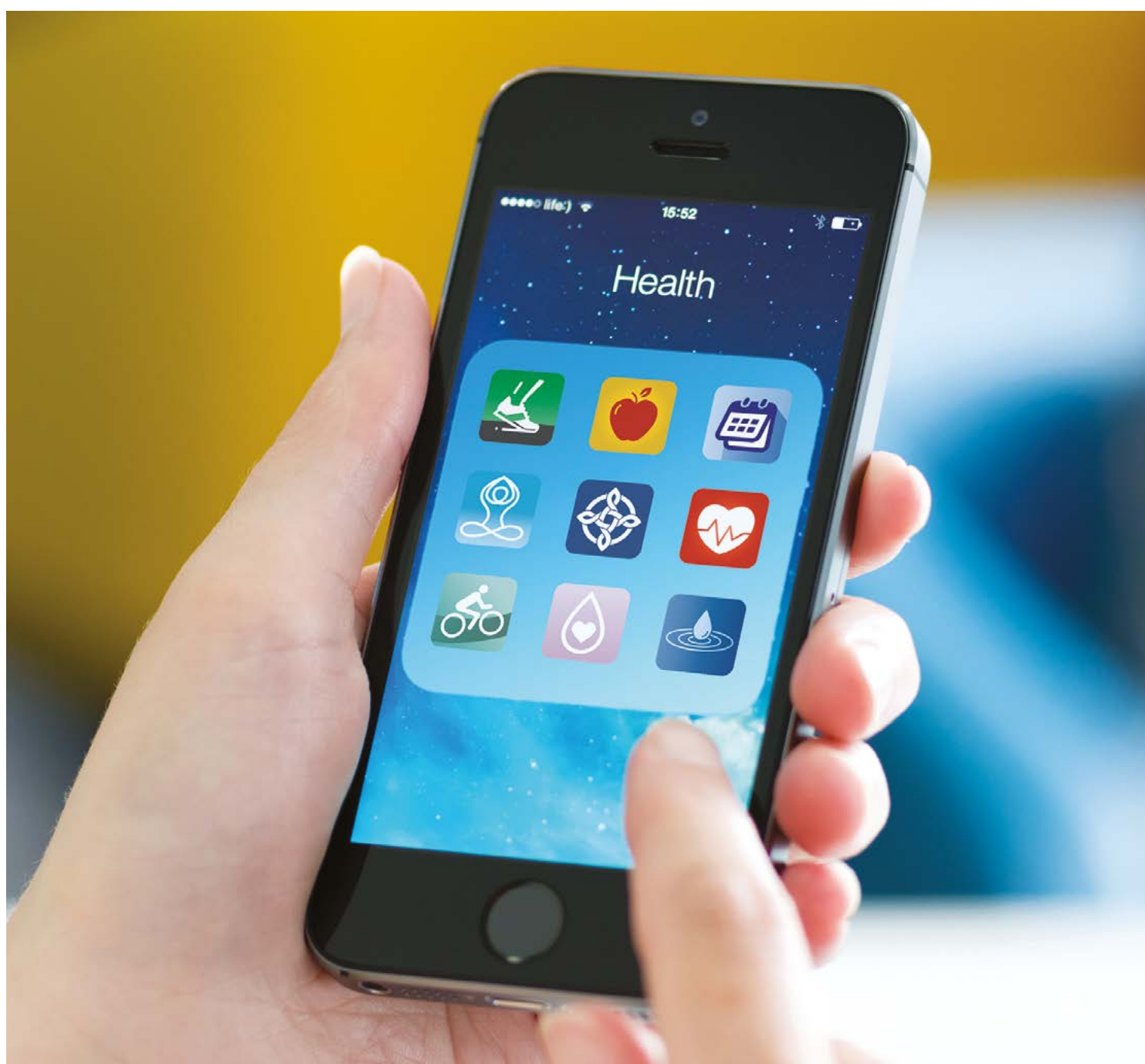
3 Our Future Workforce

Our Work

3.1 Influencing and advocacy

Given the legislative and policy context in Wales we expect to see increased investment in prevention including the full implementation of the priorities set out in Building a Healthier Wales – the prevention focus for Welsh Government's 'A Healthier Wales: our plan for health and social care'.

As a national Public Health Institute, we have a fundamental role in influencing and advocacy, effecting legislation and policy change that has the health and well-being of the public at its heart as well as delivering specialist advice and services. Our international reputation and influence will continue to grow as we provide capacity and support to both national and international policy requests as Wales becomes an Influencer nation for health equality in Europe.

3.2 Systems Leadership

The health and social care sector is broadening and public health is increasingly seen as everybody's business. As a systems leader we have a role and responsibilities at a societal level to both champion the unique value of public health specialists and harness skills from the public, private and third sectors in Wales.

We will develop broader and stronger relationships to help people across the system to understand public health and to influence investment and improve the social return on public health.

We will work with partners to agree a future vision for public health and longer term our role may extend to creating an overarching Public Health Academy to ensure there is sustained capability and capacity across the sector.

With the increasing focus on primary and community based care, there is a need for a strong local public health presence in order to lead and support local delivery against national standards. We will develop initiatives taking a 'Once for Wales' approach to minimise duplication and prioritise our collective efforts.

3.3 Partnership and Collaboration

Our strategy sees a fundamental shift to greater engagement, partnership working and collaboration to support the development of health and care system focused on prevention and early intervention and to work with our partners across all sectors to transform health and well-being in Wales. For some of our current activities, over the course of the Strategy, we envisage our people doing less service delivery and more to support partners drive forward the prevention agenda, working in collaboration with the public and partners across Wales and internationally.

Many of the determinants of health lie outside the health service such as housing, employment and the environment where we will accelerate our work with all parts of society and all sectors to strengthen delivery through our multi-agency approach including greater knowledge transfer and data sharing.

We will build greater reach into communities, particularly marginalised and vulnerable communities, through better engagement and developing meaningful networks and coalitions that focus on how we can help.

3.4 Expert Services and Advice

Centrally, we will provide timely access to specialist expertise, advice and approaches including a 'data warehouse service' for health intelligence and support for research and evaluation. We will relinquish control and work with the public and partners to empower them to use their information to make the best decisions for themselves.

We will adopt a progressive and innovative data science approach to our data, information and knowledge which fully exploits the full range of tools available to turn structured and unstructured (including social media) data into knowledge for us, our partners and the public. Data development and data management will continue to evolve as will the demand for strengthened research and evaluation. Together these are essential to informing better public health initiatives and underpinning our ability to influence policy, planning and decisions. In alignment with our Research and Evaluation Strategy, we will create a thriving research environment employing research talent from around the world.

3.5 National Screening Services

Our national screening service will continue to drive the take up of programmes by all members of our public who are eligible for them by working with communities and the third sector to understand and implement customised options for improving the availability of more community based services to suit the needs of all users. Building on the evidence, we will continue to review screening eligibility and testing intervals as well as introducing new screening programmes and patient pathways as they develop.

We will embrace new technology as it becomes available including Artificial Intelligence (AI) in diagnostic imaging and increased automation of laboratory testing.

3.6 National Health Protection Service

We will continue to strengthen and improve our National Health Protection Service for Wales to address the challenges faced now and in the next decade and will deliver for Wales the prevention, management and control of infection services required.

The new service will integrate all infection related services in Public Health Wales and where possible will co-locate services to promote collaboration. We will organise to introduce regional 'cold' laboratories supporting a network of 'hot' laboratories in acute settings and other sites as required. We will take a systems leadership role in the development of multidisciplinary leaders in infectious disease prevention and control.

We will be more clinically oriented and engage more directly with clinical services across health boards and in both primary and secondary care settings with skills based rather than just professional service delivery. Advances in genomics and personalised medicine will also have an impact on the types of screening and health protection services we will be able to offer in the future and we will continue to adapt and adopt these new technologies as they come to market.

3.7 Behaviour Change for Health and Well-being

We will have built a high impact Behaviour Change Unit for Health and Well-being in Wales. This will be enabling behavioural insights and identifying the behavioural interventions that will have the greatest impact in transforming population health outcomes across a rolling programme of areas. Its focus will be influencing behaviour change across policy, professional and public levels.

3.8 Corporate Functions

Our corporate functions will be critical in providing the tools, policies, support and infrastructure needed to enable the organisation to deliver. They will operate as true business partners, integral to management teams. There will be an increased focus on seamless working both across the corporate functions and with wider shared service providers to enable access to expertise and best practice.

We will see better organisation of data being linked to give insight and support to business decisions, helping improve prioritisation and planning. In doing so we will ensure the focus is always on outcomes rather than processes.

3.9 Sustainable Development

Our commitment and contribution to sustainable development and corporate social responsibility is reflected in our Long Term Strategy.

We have a vision to be a sustainable organisation which protects and enhances our environment. We will publish a Health Impact Assessment in 2020 exploring the public health implications of climate change for Wales. We have the opportunity to become an leading organisation in environmental sustainability, working with our staff, teams, other organisations and Welsh Government to take an integrated approach to protect biodiversity, promote sustainability and prevent mitigate and adapt for climate change. This work aligns to the Well-Being of Future Generations (Wales) Act 2015, particularly the goal of being a 'resilient' and 'globally responsible' Wales.

3.10 Quality and Safety

There is an increasing emphasis on the quality, safety, improvement and impact in everything we do. We will work with market leaders, seeking external validation and assurance of our work – both from a service and professional perspective. Our strive to continue our impact in improving population health will be enabled through our Improvement Hub providing support and harnessing impact, efficiency and effectiveness across our functions.

Agility

Our move to a more matrix approach will give us agility and responsiveness, reducing silo working and drawing on resources from across the organisation to enable us to focus on priorities and provide 'surge' capacity when needed. Working across organisation boundaries will become the norm with a range of partnerships enabling us to share skills, capacity and technology through both formal and informal reciprocal mechanisms. Longer term we envisage more career mobility across public sector organisations enabled in part by greater parity in terms and conditions alongside more joint workforce planning and talent development.

There will be greater collaboration and exchange between our local and central teams, demonstrating flexibility and adaptability in responding to both urgent needs and to developing longer term capability and capacity.

Multidisciplinary team-working will grow, enabling us to make best use of our Consultant expertise supported by increased capacity at advanced practitioner level, thus ensuring the sustainability of many programmes.

Work will be increasing designed around everyone's individual needs with greater flexible and remote working. A wider range of contract options will give people the employment deal that they want.

Where possible we will want our people to be able to work in whatever ways best suit them, never forgetting we are social beings and the importance of belonging and connection.

The impact of technology

Whilst much of what we do will stay the same, how we do it will change as work becomes increasingly digital. In many cases technology will augment our jobs although it will create new roles as well as reduce the need for others. This in turn will enable us to move capacity to where it will add most value e.g. automation will release Biomedical Scientist time which can be applied in primary and secondary care. Increasing our bioinformatics an data analytical roles will enable a more data-driven wisdom in our work.

Technology, in particular mobile devices, and social media are already having an impact on how we engage with the public and deliver services and this is set to increase significantly. In many cases there will be significant benefit in learning from the technology sector and we must align ourselves to market leaders.

Examples include:

- Social media campaigns to raise awareness for initiatives and screening informed by behavioural insights programmes and more services available on line.

- The introduction of home and self-testing kits and the potential for online diagnosis and advice.

- Opportunities to exploit mobile phone technology to improve advice and influence change through behavioural nudges whilst collecting surveillance data to assist in monitoring and future policy development and interventions.

- Technology will enable more services to be delivered closer to home or in community hubs.

- AI and machine learning has the potential to perform initial screening reads in breast and diabetic eye screening.

- Near patient testing will develop further enhancing speed and accuracy of diagnosis and rapid treatment.

- Automation will enhance both laboratory processes, information and corporate systems, potentially reducing resources needed in one area and increasing capacity in others.

- Diagnostics will increasingly incorporate genomic testing which will create the need for skills to mine and apply the data.

- AI and advanced analytics will enable the collection, storage and interpretation of big data in support of future decision making.

- Multi-agency data sharing which will shape interventions as well as support evaluation and establishing impact, value for money and effectiveness.

- Digital technology will increase access and enhance training delivery and on-line attraction and recruitment processes.

- Digital monitoring of service users to identify areas of low take up.

Technology will clearly have a major impact on our work and the workforce. We will need to address new issues such as understanding the wants and needs of service users and the inequality of access to some technologies. Just because something can be delivered in a different way may not always mean it should and we will need to consider how best we balance the needs and the interests of our service users.

To deliver our vision we will need greater inter-operability of our information technology systems and to invest in new hardware and software particularly to support communications and case management. In addition, we will also have to develop new approaches to privacy and protecting data, information governance and reporting as well as increasing our cyber security capability.

Future workforce skills

We will require an agile, flexible, multidisciplinary workforce for an increasingly digital workplace, able to develop the skills needed to adopt and exploit new technology. We will retain many of the current public health skills but develop new ones, such as Health Economics, bioinformatics, Big Data analytics, policy analysis, research and evaluation and modelling.

We will need greater capacity and capability in digital and social media skills and cyber security. As data analysis becomes automated we need to be better at framing the right questions and interpreting the information through a public health lens.

Role boundaries are changing and skill sets will alter e.g. roles in near patient testing in the community will be more about quality assurance and oversight of delivery than lab based skills. We will make better use of our medical and non-medical consultants enabling them to focus on their expertise. Multi-disciplinary teams and greater use of advanced practice will create opportunities for progression across all career pathways.

Evidence based decision making, futures thinking and improvement skills are key to influencing policy and if we are to effect real change, we will need to develop our behavioural science expertise and understanding of behavioural change approaches especially using new media.

Our roles in advocacy, leadership and partnership working require direct contact and building personal relationships with stakeholders. There will be an increased need for 'human' skills such as influencing, relationship building, emotional intelligence and the ability to engage communities.

There is also a requirement for subject specialists with high level Welsh language skills in frontline roles. As the demand for services increases we will require a greater capability and capacity to deliver services through the medium of Welsh.

Working across organisation boundaries will require greater understanding and sensitivity to our partner organisations' challenges and ways of working. We need to develop our expertise in the wider determinants of health, encompassing housing, employment, environment, economics and climate change.

Managers and leaders will be key to creating the culture and empowering a diverse workforce. Our leaders will be working across a range of current 'traditional boundaries' in public sector organisation and we need to be growing these leaders now through opportunities for placements and secondments.
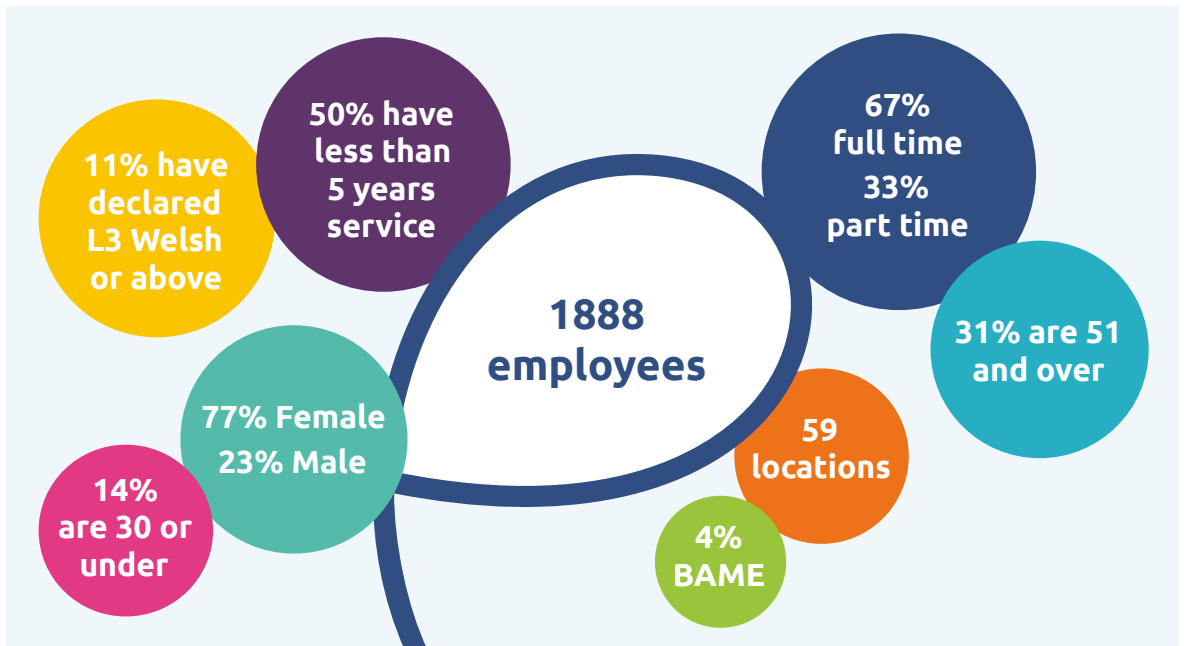
With regard to technical skills, we will have the right balance of people with breadth of expertise and those with more depth or specialist skills including clarifying where medical qualifications are required. A breadth of skillsets will enable flexibility in the workforce but there will always be a need for access to specialist expertise, particularly to deal with emergencies such as infection control.

Different areas of the organisation will require specific technical skills such as data science, systemic reviews, bioinformatics, genomics and digital imaging. Specific details will be set out in our workforce plans.

4 Our Current Workforce

To plan effectively for 2030 we need a good understanding of where we are now and a preparedness to address or influence the legacy issues that will otherwise constrain our ambitions.

- 11% have declared L3 Welsh or above
- 50% have less than 5 years service
- 67% full time 33% part time
- 1888 employees
- 31% are 51 and over
- 77% Female 23% Male
- 59 locations
- 14% are 30 or under
- 4% BAME

About a third of our people work part time, of these 92% are female, but we have limited information on the wider prevalence of flexible working patterns. Greater transparency would help create a culture and mind-set where this the norm, encouraged and not resisted. We also need to better understand how people want to work and manage their responsibilities and lifestyle.

We aspire to being an inclusive and fair employer of choice. Our diversity networks (BAME network, Women's network, Disability network, We Care – Carers network and Enfys LGBT network) continue to grow and are playing an active and important role in shaping our thinking and we have seen positive improvements in how some groups feel able to speak up.

We have a way to go to creating a fully inclusive workplace with disabled people being significantly underrepresented and inconsistent BAME representation at all levels.

Gender equality is important and we are working to address the gender pay gap which is currently 21% despite the fact 78% of the workforce is female. We will endeavour to halve pay gaps for gender, ethnicity and disability within four years. Actions will include ensuring all adverts have inclusive language, welcoming applications from part time workers and job shares and enabling more flexible working patterns from different locations.

well-being learn
contribute **exciting role**
development recognition
opportunity **make a difference**
career progression
inclusive **work life balance**
give something back skills
corporate values
gain experience

We have staff working out of 59 locations so it important that we ensure there is equity of opportunity regardless of where people work e.g. access to communications, training and development and career pathways.

We also have a way to go in terms of our ability to actively offer and provide comprehensive Welsh-medium services. Only 11% of our workforce has is able to speak Welsh at level 3 or above, however many are not in front line roles. In line with our Welsh Language Clinical Consultation Plan we will prioritise identification of skills gaps, recruitment and learning of Welsh to ensure that we have sufficient Welsh speakers in frontline roles. We must continue to build on bilingual workforce planning successes such as Help Me Quit.

We have seen a small increase in the number of staff aged 50+, from 29% in 2009 to 31% in 2019 although this is likely to increase as people expect to work longer. 4% of the workforce is 25 and under and 14% is 30 and under.

Surveys of our young ambassadors and new starters show career progression is top of their agenda along with a desire to see more non graduate routes of entry. A review of former colleagues has also shown that lack of perceived career progression is a reason for leaving.

Our young ambassadors and diversity networks also prioritised an inclusive and safe culture that was supportive of well-being and mental health. We must continue to build on successes such as achieving the Gold Corporate Health Standard which recognises the work we have done to create a positive and inclusive organisation.

The over 50s are forecast to be to be the fastest growing group within the workforce. Flexible employment processes and ways of working that support their needs are important to them. Those who have been in the same job for a long time would like opportunities to do something different, be this short term involvement in projects or secondments or support for a permanent move or portfolio career. This can be a particular issue for those in senior roles who feel 'stuck' in the current structure. Creating a more fluid approach to jobs and work – across our generational workforce span is important to us.

The older workforce has significant expertise and experience and we must use the opportunity to match their aspirations to share that wisdom with those of younger staff who want to learn, through coaching and mentoring approaches.

We are a professionally rich organisation with 20% of our staff in our highest bands, an increase from 15% ten years ago. We need to consider whether our profile gives us the right balance of depth and breadth as delivery models change.

Our staff engagement scores continue to show positive improvements with 83% of people agreeing we have a strong set of values and 96% happy to go the extra mile. However there are still areas we need to address particularly taking action on stress at work and helping people meet the conflicting demands on their time.

Whilst we are pleased that our scores on harassment, bullying and abuse have dropped they are still too high. Our Strategic Equality Objectives and action plan will help to create an inclusive workplace where everyone can be their authentic self, and give of their best.

We have made good progress implementing the skills framework for Health Care Support Workers enabling many screening staff to gain diplomas. Our investment in management and leadership development has seen people's views of their manager improve.

Our values are **working together - with trust and respect - to make a difference.** Developed by our people, they are being embedded in all people policies and in how we do business, supported by the Being my Best programme. Together our values and behaviours are our culture. The behaviours bring our values to life, describing what we expect to see and equally being clear about what we will not tolerate.

5 Our People Ambition

To have a flexible, sustainable and thriving Public Health Wales workforce with the capability, capacity and desire to successfully deliver our Long Term Strategy.

In developing the People Strategy, and shaping our ambition, we reviewed a wide range of evidence regarding the trends and challenges facing organisations and the likely workforce implications by 2030. Looking at our future work and people requirements both by directorates and strategic priorities it is clear that there is a need to:

- Understand and plan for the numbers and types of skills that we will require, developing clear build, buy, borrow and bot approaches alongside a more sustainable way of funding multiyear investments

- Develop innovative ways to attract and develop our talented people, addressing scare skills and critical roles. This will include a greater focus widening access to new and different labour markets, re-profiling roles and re-skilling people and contributing to a competitive and successful economy

- Embed succession planning and talent management to identify and grow internal talent for critical roles

- Focus on our culture and employee experience striving to create an inclusive, healthy and empowering environment that actively recognises what matters most to our diverse and multi-generational workforce and reflects the communities we serve.

- Further invest in our managers and leaders who are critical to creating the climate which their teams and colleagues can thrive

- Organise ourselves to maximise agility and personal contribution by reducing silos and increasing collaboration across boundaries, recognising this requires better people data, processes and a shift in mind-set

- Shape work to fit the lives of our people through greater use of flexible working in its widest sense, and rethinking how we manage careers to respond to the changing needs and expectations of our workforce.

- Clarify educational requirements and their equivalence as well agreeing the balance of breadth or generalist skills versus depth or specialism needed

- Influence the design, commissioning and sustainability of relevant education provision and embrace new and immersive ways of delivering education, training and development

- Recognise the key enablers to our people strategy, optimising the use of data, technology and relationships. Support staff to exploit these opportunities, including building access to the skills and expertise we may not have, through an external commissioning approach.

The People Outcomes – by 2030 we will see:

- Successful delivery of our strategic priorities through a sustainable workforce supply that meets current and anticipated needs

- Wider access to careers, credible candidates for all vacancies and strengthened talent pipelines for all scarce skills and critical roles

- A vibrant, inclusive and healthy culture where people of all generations and background want to join, stay and are supported to thrive

- A more diverse workforce that reflects the population and greater representation at all levels of the organisation

- Improved workforce planning with forward investment in recruitment and development

- Reduced silo working and increased multi-disciplinary and multi-organisation teams aligned around strategic priorities.

As Evidenced by:

- Our Business Assurance Framework, the right number of skilled applicants who match our values, fewer vacancies, and timely recruitment

- Career frameworks and succession plans in place, internal and external talent schemes producing great applicants. Increased diversity of applicants

- Culture and engagement scores increase, external recognition as an exemplar employer, invited to share case studies

- A more diverse pool of applicants and increased diversity of staff, representative of the population. Reduced pay gaps

- All managers trained in workforce planning, workforce planning embedded in our strategic planning processes. Plans in place for all identified scarce skills and critical roles

- Skills and competence database in place, mechanism for identifying and matching talent to strategic priorities requirements.

To achieve our ambition

We have identified nine key themes which form the basis of our People Strategy. Of these, Culture and Leadership are fundamental to every aspect of the people strategy and run through each of the themes.

Inspiring Culture and Compassionate Leadership

We will ensure our culture and values are apparent in everyone's lived experience and that our managers and leaders lead with compassion, creating an environment in which people can thrive.

Designed to Deliver

We will increase our ability to deploy resources where needed, reducing silos and building collaboration and cross boundary working.

Workforce Shape and Planning

We will actively plan and manage towards our agreed optimum workforce size and shape.

Employee Experience

We will understand what matters most to our current and future employees so that we can create an employee value proposition that works for all, embracing flexibility, career satisfaction, inclusivity and healthy lives.

Harnessing Data

We will increase our skills and access to expertise in harnessing and disseminating data to inform decision making.

Exploiting Technology

We will increase our people's confidence and capability to exploit technology opportunities in their work.

Optimising Relationships

We will increase the knowledge and interpersonal skills necessary for meaningful and mutually beneficial relationships with our partners.

Attracting and Recruiting Talent

We will widen access and identify, attract and recruit the best available talent which more accurately reflects the communities we serve.

Skills for the Future

We will create clear approaches and investment plans to develop or access the skills required to deliver our strategic priorities.

GIG | Iechyd Cyhoeddus
CYMRU | Cymru
NHS | Public Health
WALES | Wales

Our workforce to achieve a healthier future for Wales

Workforce Shape and Planning
managing towards our optimum size and shape

Employee Experience
understanding what matters most to our people

Harnessing Data
sharing information and informing decision making

Designed to Deliver
agility in deploying our resources to meet our priorities

Inspiring Culture and Compassionate Leadership
our culture and values are apparent in everyone's lived experience

Exploiting Technology
building a digitally confident workforce

Skills for the Future
investing in development and access to expertise

Attracting and Recruiting Talent
widening access and increasing our diversity

Optimising Relationships
collaboration and mutually beneficial relationships with partners

Our values

Working together with trust and respect to make a difference.

Our ambition

To develop a flexible, sustainable and thriving Public Health Wales workforce with the capacity, capability and desire to successfully deliver our Long Term Strategy.

6 Our Key Themes

In the following pages we have set out in more detail the scope and what we aim to achieve for each of the nine themes. As our Culture and Leadership are fundamental to all aspects of the Strategy, many of the actions will need to be delivered over a shorter timescale in order to enable the achievement of the other themes.

Inspiring Culture and Compassionate Leadership

We will ensure our culture and values are apparent in everyone's lived experience and that our managers and leaders lead with compassion, creating an environment in which people can thrive.

Culture is an incredibly powerful factor in an organisation's long-term success. No matter how good a strategy is, when it comes down to it, people always make the difference.

Culture is the main reason why people join and stay and whilst it is difficult to measure, increasingly organisations are developing a narrative and building elements into performance frameworks.

For us, our culture needs to reflect what matters most to our diverse and multigenerational workforce. It is about how we do business. As an organisation we have a passion for improving the health of the people of Wales and we want our people to share that passion and have a commitment to quality and improvement.

Leadership and culture are inextricably linked so leaders and managers must accept a responsibility for role modelling our values and behaviours. Middle managers are particularly important as it is their relationship with their teams that sets the tone for what is expected and tolerated.

By 2030 we want:

A vibrant, safe and inclusive culture that meets both the needs of our people and our business, where managers and leaders embrace compassionate and collective leadership, our people exercise personal responsibility and there is zero tolerance of negative behaviour.

This means

- All our people can translate our culture and values into their everyday behaviours and actions, knowing how they are expected to behave

- Healthy working relationships where people feel empowered to have good conversations

- Supporting our people to feel safe from discrimination and abuse and to have the freedom to voice concerns when others do not act in line with our stated intentions

- Parity of esteem where everyone's views are encouraged and valued regardless of age or status

- Creating a supportive and bilingual workplace culture to ensure can meet our current and future commitments

- Choosing to partner with organisations whose culture and values align

- Creating a community of inspiring leaders and managers with the skills to create the right environment and manage a diverse workforce

- Having real time information at local and organisation level empowering managers and teams to take action

- Being prepared to help people who are unwilling or unable to align to our values to move on with dignity.

What difference will we see by 2030?

By 2023 we will:

- Have consulted widely to create a compelling narrative so that everyone can tell the story in their own words as to how the culture supports our strategy

- Establish a mechanism for measuring our organisation culture

- Have managers who reinforce the cultural narrative and visibly inspire and appreciate their people

- Have embedded our culture and values in our management and leadership programmes

- Be providing timely and actionable information on culture and engagement that promotes local ownership for managers and leaders

- Have staff who have the confidence and tools to support living our values

- Take cultural alignment into consideration when agreeing secondments and partnership working.

By 2030 we will:

- Embed the values in all people policies, processes and behaviours

- Have designed management and leadership roles that accurately reflect our expectations

- Have a strong management and leadership pipeline at all levels

- Have strategic secondments to develop leadership skills in operating across organisation boundaries

- Implement multi-disciplinary development programmes using high quality resources and access to digital technology

- See all managers coaching and mentoring their people, encouraging a development mind-set supporting life-long learning

- Built a psychologically safe organisation where people are confident to raise ideas and concerns

- Improved the confidence and capability of our people to have good conversations without resorting to policy to resolve disagreements.

Designed to Deliver

We will increase our ability and agility to deploy resources where needed, reducing silos and increasing collaboration and cross boundary working.

Our journey to matrix working will see people managed through one structure such as service or directorate but where their efforts are tasked through a priority structure. This approach will enable us to balance the 'run the business' with 'change the business' activities, both of which are fundamental to achieving our long term goals.

Resources can be allocated and quickly moved depending on need, supporting innovation and improvement. People will work collaboratively as part of multi-disciplinary teams as traditional silos reduce, increasing opportunities to develop skills and work on issues they would not normal encounter within their 'home team'. We will also work across organisation boundaries both in the delivery of our work or in accessing knowledge and expertise.

To enable agility, we must tackle inconsistency of structures, grade and job titles across teams which has led to feelings of lack of parity and opportunity. We need a systematic review of analogous roles in respect of consistency, without which we cannot have a true understanding of the resource and expertise available to us.

By 2030 we want:

Increased agility and collaboration where multi-disciplinary teams and cross boundary working is the norm, enabling resources to be focused on maximising our impact and influence at local, national and international level.

This means

- Reviewing our design to look at potential duplication and synergies, finding ways to bring people working on similar agendas closer together

- Collecting robust information on people's actual skills and expertise so we can access in house expertise and flex resources to meet priorities.

- Designing job descriptions that set the expectation and enable people to use their skills to support others

- An increasingly networked organisation design based on hubs, relationships and strategic partnerships

- Reviewing corporate functions to ensure they can support both the directorate and strategic priority axes.

- Exploring opportunities for economies of scale through shared service models freeing our resources to work on our priorities.

- Supporting the change of mind-set required to manage and operate in a matrix structure

- Developing new processes and ways of working

- Developing appropriate mechanisms to enable easy cross boundary, inter organisation working and movement

- Increasing our management capacity to implement matrix working.

What difference will we see by 2030?

By 2023 we will:

- Have integrated matrix management skills into our development programmes to support managers to work in a different way, particularly dealing with ambiguity and managing relationships

- Increase our capability in change management skills

- Enable new structures to be implemented effectively

- Establish and embed new processes and ways of working with a particular focus on identification of resources, resolution of conflicting requirements and performance management.

By 2030 we will:

- Embed agile working as the norm and built the capacity and expectation of agility into all job descriptions

- Have a comprehensive understanding of capability and capacity through a pragmatic skills database that supports strategic workforce planning and allocation of resources to priorities

- Review the organisation and create job parity through clear structures, where comparable roles have comparable responsibilities and banding, aligned to job families

- Have greater numbers of our people working seamlessly in other organisations.

Workforce Shape and Planning

We will actively plan and manage towards our agreed optimum workforce size and shape.

For the purposes of our people strategy we are assuming no significant increase in budget nor in our size, however the two are not necessarily tied together. Permanent headcount could reduce if we opt to replace leavers by increasing spend on commissioning services, partnerships or outsourcing.

Our workforce shape will be driven by two major choices, how we decide to move resources to focus on priority areas and the strategic mix of employed versus contingent labour. Often referred to as buy, build, borrow or bot (robot/AI), this is about our deliberate choice in how to access the workforce we need.

Where work is ongoing and core urgent needs will require us to recruit (buy) supported by increasing our investing in building skills and developing talent to ensure sustainability. 'Borrowing' uses different contractual strategies to fill short term needs or where certain skills are only available through a contingent market.

Technology will continue to have an impact particularly on job design leading to re-profiling or redistribution of the skills mix thus changing the shape rather than size of the organisation.

Our approaches will depend on whether we are leading the work, delivering through others or commissioning in and managing expertise so each area of work may need a different stance and profile.

We will be open and transparent about the reasons for our chose approach in each skill area to reduce any anxiety that our people may have regarding percieved impact on job security.

We are a professionally rich organisation with a significant number of specialists. 20% of the workforce are at band 8a or above compared to 15% in 2010. We have a tendency to bring in experts, potentially trapping people in the organisation as there is nowhere for them to go and thus blocking opportunities for those who want to develop. We need to agree the extent to which we want to be an expert organistion or an organisation of experts, determining the right balance of depth and breadth in each area.

Our workforce planning skills are improving but we need to be better at integrating all the different perspectives of Directorates, Priority Leads, Heads of Job Families and Directors of Public Health.

> **By 2030 we want:**
> The organisation to have a mechanism for ensuring the optimum model for any given time span which provides a sustainable workforce supply to meet current and anticipated needs.

This means

- Agreeing the optimum workforce model in terms of size, band profile, stance on expertise and actively manage to that shape

- Ensuring parity between medical and non-medical public health consultants and determining how to make best use of consultant expertise

- Using new medical delivery models to support staff extending their skills and increasing capacity at advanced practitioner level

- Contributing to the work of the Faculty of Public Health in developing a multidisciplinary professional workforce for the UK

- Greater use of secondments, academic placements and joint appointments built into our workforce plans

- International placement opportunities and internships

- New models to share assets with the private sector e.g. commissioning services or access expertise whilst building internal capacity

- Developing different types of employment contracts

- Sensitive communication to ensure staff do not feel their job security is threatened

- Job profiles that are clear when a role actually requires a qualification or not whilst ensuring we do not erode our skills and specialities to a point of detriment

- Greater executive attention on aligning workforce and financial planning to prioritise funding focused on workforce priorities.

What difference will we see by 2030?

By 2023 we will:

- Develop an integrated workforce planning approach that includes assumptions on long term shape, technology, critical roles and succession information

- Have developed clear workforce plans outlining build, buy, borrow and bot approaches for addressing all critical roles and skills

- Addressed gaps in workforce intelligence and built the skills of managers in planning, predicting and identifying supply.

By 2030 we will:

- Implemented a strategic and sustainable approach to future funding recruitment, training and development focused on emerging priorities

- Work with partners and UKPHR to agree a future vision for Public Health Practitioners to ensure sustainable workforce at each level of the Public Health Skills Framework

- Have a better balance of specialist and generalist skills supported by a broader range of qualifications and demonstrable competence

- Worked with HEIW to align workforce planning approaches with sector wide initiatives

- Developed an appropriate set employment contracts to enable a flexible resourcing approach.

Employee Experience

We will understand what matters most to our current and future employees so that we can create an employee value proposition and brand that works for all, embracing flexibility, career satisfaction, inclusivity and healthy lives.

As four generations work alongside each other, what people want from work is more varied and changing. Studies show culture as the top predictor of workplace satisfaction closely followed by a sense of purpose, opportunity, appreciation and well-being as well as the quality of leadership. These 'talent magnets' will be at the heart of our ability to attract, recruit and retain.

Employee experience is about the everyday interactions our people experience at work. Being a fair employer and embedding our culture and values will be critical in creating a positive environment. Inclusion, health and well-being (mental, physical, social and financial) and positive respectful relationships are all important to our people.

We know career progression is important and we need to support people as their aspirations or circumstances change. We value people who are happy in their current roles and must ensure they remain motivated and enriched. We must help people to change careers, to pause their career and support people who feel they have to resign in order to further their development. This includes supporting career moves across the system and the wider public sector and those who return to apply their new skills.

However, there will be times when we are unable to meet everyone's needs and we should help people in their ambition to move on. If we get it right they will be enthusiastic ambassadors for us and can potentially help foster dialogue and new relationships into other organisations.

Regardless of age, people want the choice to work flexibly, where possible shaping work to fit their personal circumstances. We must ensure there is equity of opportunity across all our locations aiming to offer work across the country and the generations. However we need to acknowledge that not all roles or locations may lend themselves to the same degree of flexibility and ensure that we do not create feelings of 'us and them'.

Purpose and opportunity to make a difference are important and we need to create opportunities for people to volunteer and work on causes for the wider social good as well as care about quality of service and outcomes.

We aspire for a healthier Wales and need to ensure our jobs are well designed with manageable workloads. People must experience a workplace that supports improving their mental well-being and where healthy behaviours are promoted.

By 2030 we want:

To be recognised as a great place to work by people of all generations, where they actively want to join, contribute and stay whatever the stage of their career, shaping work around their lives.

This means

- Giving people greater choice over where, when and how to work

- Everyone is valued and treated with respect in every interaction

- Addressing inflexible job structures and mind-sets, and trusting our people to deliver what has been agreed

- Creating a flexible working environment and access to opportunities on an equitable all Wales basis

- Re-thinking our approach to careers, and supporting everyone to optimize their contribution throughout all stages of their career

- Encouraging life-long learning and creating opportunities for those who have been doing the same job for a long time, to do something different

- Enabling a portfolio approach in later careers and with the opportunity to transfer wisdom and knowledge

- Creating an inclusive workplace where everyone can be their authentic self and give of their best, free from discrimination and abuse

- Monitoring and tracking training and progression by protected characteristics

- Giving people the confidence and support to communicate in Welsh

- Taking action on stress, not just helping people to cope be but tackling any organisation causes of burnout

- Encouraging participation in volunteering and giving back to the community.

What difference will we see by 2030?

By 2023 we will:

- Have an articulated employee value proposition and brand that works for all, reflecting employees' experiences and expectations

- Understand where, when and how people want to work

- Have open and honest and effective career conversations that meet both the individual and organisation need

- Have developed new processes to support all stages of people's careers

- Support everyone to understand why diversity and inclusion matters.

By 2030 we will:

- Have enablers in place to support flexible working as the norm

- Influenced professional career pathways and actively support movement within and across organisation boundaries

- Have strategic equality objectives integrated into all relevant workforce plans and training provision

- Be recognised as an exemplar e.g. Great Pace to Work and Stonewall Diversity Champions

- Have identified and addressed organisation causes of burnout

- Achieve the Platinum Corporate Health Standard

- Have an established organisation wide approach to volunteering.

Harnessing Data

We will increase our skills and access to expertise in harnessing and disseminating data to inform decision making.

We will be a data science led organisation, world leading in our ability to harness big data, deriving knowledge and insights to influence policy and improve population health. We already have a wealth of data from population health programmes however there is an ever increasing volume of unstructured personal data available that can add real value to our work. Our reputation and role as an authoritative voice will be based on our ability to generate evidence through facilitating innovative research and evaluation.

Equally important will be our ability to democratise and disseminate data ensuring it is available to employers, stakeholders and the public. People have access to significant amounts of data about themselves and are increasingly empowered to make decisions through digital health tools, advice and self-test kits.

As our ability to utilise genomics grows this will lead to greater availability of personalised prevention and health care, impacting across the spectrum of public health disciplines.

Our challenge lies in how best to release the power so that people can make the decisions from themselves for the benefit of personal and community well-being, resilience and cohesion.

By 2030 we want:

A workforce with the skills and capacity to use available data to both inform decisions and support others to make decisions for themselves.

One of our strategic priorities is Building and mobilising knowledge and skills to improve health and well-being across Wales. Many of the key actions will be delivered as part of that strategic priority implementation plan and are described in the Vision for Knowledge Mobilisation 2025 and the PHW Research and Evaluation Strategy 2019 – 2025: Generating the evidence needed to make a difference to population health.

This means

- Shifting our focus from telling people the evidence to supporting people and partners to understand their information and help them to make choices

- Supporting the users of diversity and Welsh language data to help monitor the take up of services and review health inequalities and Welsh language provision

- Finding ways and working with new partners to exploit technology such as smart phones for harvesting this data

- Working alongside our behavioural change unit to optimise data led prevention approaches to transforming health and well-being

- Using robust and timely performance and people analytics to inform strategic business choices

- Safely storing information and protecting privacy

- Developing capacity and capability in information governance and cyber security

- Developing capacity and capability in research and evaluation skills to maximise the value from data, and bring meaning

- Improving our ability to frame questions and using insights to determine decisions and interventions

- Developing new roles such as bio-infomaticians to work alongside more traditional roles.

What difference will we see by 2030?

By 2023 we will:

- Have a knowledge mobilisation strategy and development programme that enables all staff, regardless of role, to have easy and timely access to the data they need, supported by appropriate skills in research and evaluation techniques

- Establish a Data Science and Innovation Team to develop an innovative and up-to-date data science model.

By 2030 we will:

- Have long term national and international collaborations in place across sectors, industries and academia to better exploit data through both sustainable access to expertise, increased internal capability and capacity and talent pipelines

- Have re-profiled roles and developed the skills to enable working with the public and partners in making best use of their data

- Establish an horizon scanning function

- Work with HEIW and providers to influence the development of programmes that address new and emerging methodologies across data analytics, genomics and bioinformatics

- Have developed support for staff to ensure they have expertise in developing and delivering knowledge.

Exploiting Technology

We will increase people's confidence and capability to exploit technology opportunities in their work.

The technology space is vast and rapidly changing, spanning not just how health care will be delivered but impacting organisation design and ways of working.

Our future workforce section sets out many of the areas where we believe technology will change our ways of working. We will also see more automation of both technical and functional processes, speeding up workflow and increasing accuracy, efficiency, timeliness and access to information.

We will need to differentiate between new technology that will become the norm, that which is emergent and whether we to exploit it for public health purposes.

Many functions have specific technology need, however we need to enable all our people to have the confidence and digital awareness to embrace and exploit technology opportunities in their work.

Research suggests that automation will improve efficiency and in many cases leads to re-profiled roles rather than replacing them. Technology is likely to augment work but will not replace human interaction and therefore interpersonal skills, creativity and innovation will be increasingly important.

Naturally people may be concerned about the possible impacts on their role, their anxiety potentially heightened by the stage of their career. Our workforce survey shows people are general positive and can see the benefits. To maintain confidence, it is important that we start having conversations now and fully involved everyone at all stages of planning and decision making. We can't stop roles changing but we can support and reskill our people.

By 2030 we want:

A digitally confident workforce maximising current technology and identifying new opportunities for technology to enhance our service.

This means

- Building digital skills into curricula, professional frameworks, training programmes, future pathways and placements

- Working with HEIW and academia to influence the development of programmes and explore the new universal skills framework which aims to develop the softer 'human' skills jobs will require

- Engaging people in discussions about future technology in their roles, exploring their optimism or concerns over the impact of technology

- Investing in continuous development and reskilling to adopt and exploit new technology

- Supporting people to use Welsh language interfaces and software

- Understanding digital literacy is more than the ability to use the technology and our development must cover issues such as ethics, safety and security

- Placing the user at the heart of any decision - just because technology can do something it still may not be the right approach for us to take

- Having strong policy leadership to guide our thinking

- Recognising our ability to embrace technology will be constrained by funding and that it may take 5 - 10 years to see returns on our investment.

What difference will we see by 2030?

By 2023 we will:

- Have roles with responsibility for technology leadership

- Aligned the digital strategy with the people strategy and workforce plans to create a prioritised technology investment and development plan.

By 2030 we will:

- Have developed 'futures thinking' skills to enable teams to identify opportunities for technology in their work

- Developed future funded investment plans, anticipating and planning ahead for role redesign and specifying the new training requirements

- Assessed digital readiness and have resources for supporting a growth mind-set and digital skills development

- Worked with HEIW, providers and professional bodies to develop and implement a digital education programme that meets the needs of the organisation.

Optimising Relationships

We will increase the knowledge and interpersonal skills necessary for meaningful and mutually beneficial relationships with our partners.

Organisation are increasingly adopting a more networked approach recognising the value of relationships. Our long term strategy emphasises our commitment to engagement and collaboration. We have good strategic partners but as a systems leader we need to do more to help develop the maturity of relationships at all levels and committing resources to achieve a collective outcome.

With many of the determinants of health sitting outside of the NHS, we are reliant on the valuable knowledge and insights of our partners. We also need to look beyond our traditional partners and develop new collaborations and strategic relationships particularly with the market leaders and the private sector, academia and the third sector in order to access skills, capacity, expertise and technology. We will need significant relationship management skills to help us mobilise the resources we need.

The third sector is a largely up-tapped resource with much to offer. Often having access to significant expertise and sound business acumen, their employees have similar values to ours.

We must also explore opportunities to leverage our international reputation and contacts as we have both a lot offer as well as to gain for the benefit of the health Wales.

We have a role to play in enabling and facilitating greater movement across health and social care, supporting the ambition of a seamless system. Seeing how other organisations work can be a culture shock so there is real benefit of a joint development approach that sees people gaining skills as well as exposure to the culture and ways of working of partner organisations and our partners in turn experiencing Public Health Wales.

By 2030 we want:

A workforce with excellent relationship building skills capable of maximising our impact and influence at local, national and international level.

This means

- Securing political legitimacy so that our role in influencing and policy advocacy is taken as read

- Developing an approach to engage and work positively with academia

- Developing relationship building skills

- Building capacity in behavioural science techniques, emotional intelligence and cultural appreciation to bring about change

- Recognising the potential for tensions particularly where our evidence base points in one direction whilst partners' priorities may be different

- Understanding the rationale for each relationship and appreciating each other's culture and operating context

- Delivering with and through our partners to influence and achieve real outcomes

- Identifying priorities for joint education and training programmes including rotating placements across organisations

- Working closely with HEIW and other partners to address the major constraint of disparity in terms and conditions that could limit movement

- Making it easy for partners to access appropriate contacts in the organisation.

What difference will we see by 2030?

By 2023 we will:

- Increased the number of placements, secondments, honorary contracts and joint posts spanning academic and organisation boundaries, increasing skills transfer and value in both directions

- Have a comprehensive interpersonal skills offering based on emotional intelligence, relationship management, facilitation, negotiation and handling difficult conversations.

By 2030 we will:

- Have identified and formed a range of partnerships with academia and organisations enabling us to share skills, capacity and technology through a range of formal and informal mechanisms

- Have joint training and development opportunities that cover both interdisciplinary competencies and an understanding of the agendas and differences of each partner organisation

- Embedded system leadership development in our programmes

- Increased staff exposure and input into the various regional partnerships and public services boards.

Attracting and Recruiting Talent

We will widen access and identify, attract and recruit the best available talent which more accurately reflects the communities we serve.

As competition increases and the 'demographic crunch' impacts, we need to find more innovative ways to identify, attract and recruit the talent from across all generations to ensure we have the right skills to provide leadership and expertise. We face competition with industry for a range of new and emerging skills where we not seen as a natural employer and where will struggle to match salary expectations.

Healthcare is a growing sector and our brand must reflect our culture, and our employee experience. We have unique selling points such as our purpose as well as our status as a national public health institute and a WHO Collaborating Centre. Strengthening our vibrant research and evaluation culture, and opportunities to influence at local, national and international level, will earn us a reputation as a great place to work and will all enhance our ability to attract talented people.

Being an all Wales organisation, geography can be a challenge and we must adapt our attraction strategies to meet local requirements leveraging approaches such as 'Train.Work.Live'. Developing an approach to support a work-ready workforce across all backgrounds through a range of local academic partnerships and employment initiatives, we will both support our contribution to creating a sustainable future for Wales as well as building a more robust talent pipeline.

To connect with the communities we serve then a necessary first step is to become more representative of them. We must raise awareness of us as an organisation, open access to the opportunities we offer and help them make use of their valuable skills and experience.

Given the changing age profile and values of younger people we must focus more attention on our employees of the future, creating early engagement to encourage them to consider a career with us.

We must ensure that we are investing sufficient energy and rigour in attracting the right behavioural and cultural fit as well as technical ability to match our organisational aspirations.

By 2030 we want:
To be an employer of choice with a truly representative workforce and the ability to generate excellent candidates for every vacancy.

This means

- Attracting people with the strong public health and research skills necessary to inform and develop the organisation's work

- Developing an integrated approach to engaging young people from all backgrounds, opening opportunities for those from diverse backgrounds to join us

- Building better relationships with schools and academia and raising our profile as an employer

- Actively developing our use of non-graduate entry routes, whether this be work-placements, 'grow your own schemes', and apprenticeships

- Creating more attractive opportunities through secondments, short term consultancy and honorary contracts particularly for consultant positions

- Actively promoting job share, and part time roles at all levels

- Targeting women returners and those seeking a career change

- Explaining 'equivalence' and understanding credentialing so those with the competence and experience are not overlooked

- Assessing the impact of internal talent plans on diversity

- Developing recruitment approaches that suit the people we want to attract

- Using social media to target appropriate groups more effectively

- Understanding the impact of Welsh language requirements on our ability to attract and recruit

- Developing a staff bank to give access to a temporary workforce with relevant skills and experience

- Leveraging our international reputation and relationships to attract international talent

- Creating an alumni network to encourage people to return.

What difference will we see by 2030?

By 2023 we will:

- Have a strong brand and innovative attraction strategy

- Have clear recruitment strategies in place for targeted scarce skills

- Implement values based recruitment and selection

- Have a comprehensive programme of work experience, internships and apprenticeship across the organisation including sponsored approaches to vocational qualifications

- Establish a staff bank resource.

By 2030 we will:

- Attract a rich pool of applicants for every vacancy including sufficient numbers of Welsh Language speakers

- Have a more diverse workforce at all levels

- Be using slick, technology enabled recruitment processes that are attractive and adaptable for all applicants

- Have job descriptions that emphasise our values, competence and experience, not just qualifications

- Be a strong presence in schools and higher education with clear evidence of pipelines into apprenticeships and permanent roles

- Have a talent strategy that balances ambition for internal growth and appointment versus recruitment

- Have an active alumni body.

Skills for the Future

We will create clear approaches and investment plans to develop or access the skills required to deliver our strategic priorities.

Our future workforce vision and earlier themes describe the main skill sets where we need to increase capability and capacity. These are:

- Behavioural science and behaviour change approaches
- Specialist Public Health skills particularly associated with wider determinants e.g. economics, housing, employment and climate change
- new ways of advocacy and influencing
- research and evaluation skills and new career pathways
- bioinformatics
- data analysis
- diagnostic imaging
- evidence reviewing and evidence based decision making
- futures thinking
- genomics
- digital literacy
- social media expertise
- community engagement
- leadership and management skills
- relationship management
- personal effectiveness (emotional intelligence, collaboration)
- Welsh language skills
- Improvement skills
- Policy
- Governance.

Some of these can be achieved through the development of current staff or by building on existing programmes, whilst some will require investment in new programmes, roles, technology or strategic partnerships which would enable us to share skills and capacity. Re-profiling roles will enable people to develop and deploy skills previously associated with more specialised roles.

Most skills will require a blended approach and our organisation wide workforce plan contains greater detail about capacity, capability and the specific approaches we will take.

As new skills emerge, others may become obsolete and it will be important that we find alternative pathways for those with skills that are no longer needed. Where this is not possible we need apply dignity and respect to helping people transition smoothly into new roles beyond the organisation.

The development of career pathways, talent management and succession plans will help improve the retention of skills. Succession planning will require greater organisational effort as it becomes more challenging to determine whether we have successors or not for new and changing roles as will determining how best to develop the talent pool. This conversation needs to encompass consideration from the wider system.

By 2030 we want:

Our people to have the skills they need and access to ongoing training, qualifications and expertise where required to successfully deliver our strategic priorities.

Life- long learning

Given the degree of likely technological advances it seems impossible to imagine that a specialism learnt early in a career will sustain someone through their working life. The acquisition of new skills will become a life-long endeavour.

This means

- Recruiting for a growth mind-set and learning agility

- Investment in continuous development and reskilling

- Encouraging and supporting learning Welsh through workplace training, culture and conversation.

Professional and personal development

We must support the development of all of our people regardless of their role, both in their areas of expertise and as managers and leaders. The requirements by professional bodies on registered staff to maintain their competence and develop new skills are likely to increase and we must keep pace. We also have a role to play in strengthening the provision of academic public health in Wales to ensure availability of education research and training. The same is true for other clinical and scientific courses.

This means

- Supporting professional career and skills frameworks, ensuring people comply with relevant professional standards and requirements for registration and revalidation

- Strengthening engagement with academia and funding academic positions, enabling our senior staff and consultants to hold professorial and lecturing positions

- Work with HEIW and the Faculty of Public Health and UKPHR to formalise public health training and develop knowledge, leadership and expertise

- Developing programmes to prepare people for future roles e.g. aspiring, Managers, Consultants and Directors

- Commissioning development where current education provision does not equip people for changing demands

- Working with providers to influence the inclusion of public health in a range of courses

- Ensure staff have access to the relevant resources as curricula and frameworks evolve

- Exploring the development of a Public Health Academy in collaboration with other partners

- Expanding our apprenticeship routes

- Expanding advanced practice capacity.

Heads of Job Families

Job families span directorates and strategic priorities so Heads of Job Families have an important role in articulating their needs through workforce planning. They are key to our relationship with HEIW in the commissioning of programmes, ensuring curricula and career frameworks meet our needs as well as commissioning work or bringing in external expertise to work alongside us.

This means

- Increasing support for developing career pathways and professional development programmes

- Influencing external providers Identifying opportunities for industry and academic partnerships and two way secondments.

Scarce Skills

We face persistent scarce skills where unfortunately there are no quick solutions. Re-profiling, advanced practice, talent schemes and the introduction of technology may all offer partial solutions as will our work on widening access, career pathways and retention.

This means

- Improving workforce planning and having a clear build, buy, borrow or bot plan for each scare skills

- Talent and succession conversations encompassing the wider system

- Building relationships with industry through their CSR programmes to encourage staff to give time and expertise in support of the NHS.
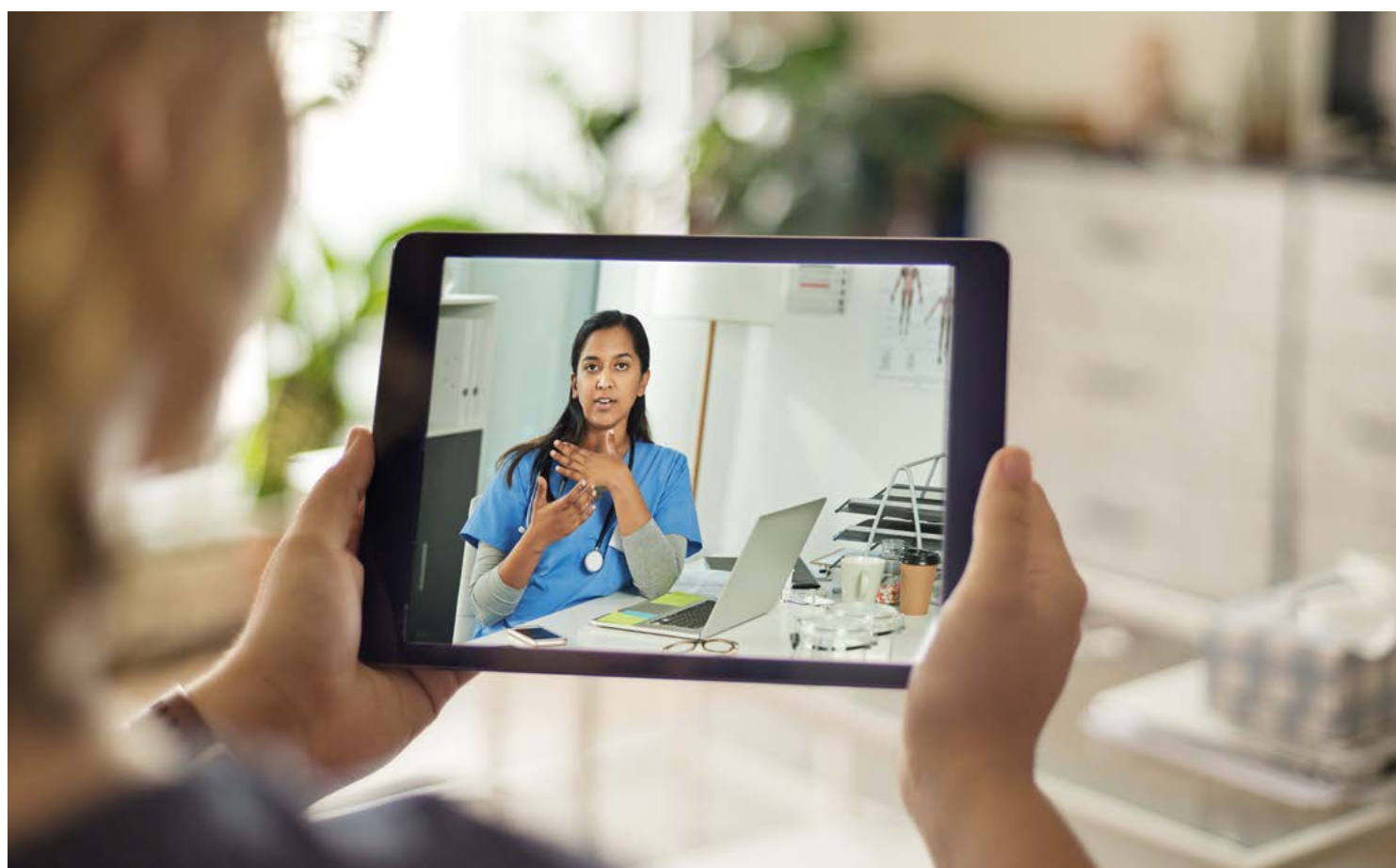
Development Approaches

With so much information readily available, there is an emphasis on 'learning elimination', stripping out elements of programmes that don't need to be learned, just accessed when necessary. This will enable more 'bite size' approaches to learning and greater focus more on the experiential and context specific elements that are most valuable.

We have the opportunity to lead the way for Wales in AI and gamification techniques for recruitment and skill development, increasing engagement with learning. Transferable skills will facilitate movement between career pathways and organisations and there will be a greater focus action learning, coaching and formal mentoring schemes to create learning communities.

This means

- Modernising training provision
- Developing a learning culture where people have the space and time to develop themselves and others
- Developing transferable skills and help people to bridge into changing roles.

Planning Investment

Delivering our skills needs will require a clear costed plan and an organisation response, not a local one. We need to be brave and allocate appropriate funds to future skills now given the lead time required to develop. Initiatives must be properly planned and sustainably resourced as many will require multiyear commitments. We need to better understand our recurring commitments to central programmes such as statutory and mandatory training and colleague development as well as those held by directorates to cover existing professional development aligned to job families.

This means

- Addressing the issue of uncoordinated pockets of development activity
- Constructing a strategic and sustainable priority led and affordable skills development programme
- Having clarity on recurrent and non-recurrent needs and budgets
- Ensuring equality of access to training and development regardless of location or function
- Agreeing the strategic priorities' role in investment decisions.

What difference will we see by 2030?

By 2023 we will:

- Have a sustainable skills development programme prioritised against our strategic goals

- Have an agreed approach to funding skills development and secondments on a multi-year basis

- Fully embed the role of Head of Job Family

- Develop clear plans for addressing scarce and emerging skills including scoping internal development schemes linked to succession plans

- Introduce work experience and apprenticeship opportunities across all job families

- Make available to employees a clear, sustainable and targeted offering for acquiring, developing and supporting Welsh language skills based on identified service needs and outcomes

- Have an agreed approach to education and training at Masters-level for Public Health Advanced Practitioners, including options for advanced Apprenticeships.

By 2030 we will:

- Have worked with HEIW, academic faculties and professional bodies to influence and support commissioning of a modernised registration and education system that meets needs of public health, medical and scientific professions

- Have a clear programme of advanced practice covering a wide range of roles

- Have experience and apprenticeship opportunities across all job families

- Helped build public health into relevant academic course

- Have developed a Public Health Academy to build public health capability and capacity for the sector

- Have invested in transferable skills see people successfully moving between career pathways

- Have strategic partnerships in place, sharing skills, capacity and technology

- Be supporting staff growth through accessing innovative and engaging development based on the latest thinking and delivered by a mix of technology and immersive experiences

- Have multi-disciplinary development as the norm and established joint and shared learning with our partners

- Have created and enabled learning agility by liberating the capacity and expertise of our people to develop others.

7 Implementation

Our People Strategy underpins our Long Term Strategy to 2030. It will be implemented through a rolling three-year workforce plan which will be integrated with our rolling three-yearly Strategic Plan (Integrated Medium Term Plan), the first of which will be our Strategic Plan and underpinning Workforce Plan for 2020 - 2023.

The People Strategy and Workforce Plan will be implemented through Divisions and Directorates in line with our existing governance structures. Action will also be monitored through the Strategic Priorities Coordination Group, and established governance to Board-level, i.e. the Business Executive Team, People and Organisational Development Committee, and the Board of Public Health Wales.

Our values 'working together with trust and respect to make a difference' along with relevant enabling plans such as our Strategic Equality Plan and Welsh Language Clinical Consultation Plan, will guide the design, implementation and delivery of our plans through collaboration and engagement with our staff, Trades Union partners and external stakeholders.

We want an inclusive culture and are committed to Consulting with staff diversity networks to ensure that the voices of under-represented groups are taken on-board. All implementation plans supporting this strategy will have a specific EHIA.

Work is underway to develop an Outcomes Framework for the long term strategy and as this progresses we will develop a similar format for measuring outcomes and evaluating the People Strategy.

During the course of the strategy it will be monitored and adapted to mitigate emerging risks and take advantage of opportunities on the horizon.

The People and Organisational Development Directorate will develop and drive the implementation plan for the strategy primarily through the organisation wide workforce plan and the People and Organisational Development three year IMTP. They will lead the development of pan organisation people initiatives, policies and processes aligning where appropriate with the Workforce Strategy for Health and Social Care.

The Operations and Finance Directorate will support a long term integrated approach to people and financial planning that enables prioritisation of and investment in multi-year recruitment and strategic development initiatives.

Heads of Job Families will lead on developing pan organisation workforce plans, career paths and strategic alliances with academia and professional bodies to support the development of their professional communities.

The Strategic Priority Coordination Group will help define the capability and capacity required, define and lead on specific areas of development and facilitate multi-disciplinary working approaches.

The Directorate and Divisional leaders will support the implementation of the strategy through embedding our desired culture and creating an environment where people can thrive. They will build capacity and capability through the actions in their workforce plans including identifying and building strategic relationships to support access to knowledge and talent development.

The Local Partnership Forum are valued partners with whom we have built strong relationships. They will provide support, advice and challenge. We will continue to consult with on key pieces of work and any changes associated with implementation of the strategy.

Well-being of Future Generations (Wales) Act 2015. This strategy has been developed and will be implemented following the five ways of working, as defined within the sustainable development principle in the Act.

Long term	The implementation of the People Strategy and organisational Workforce Plan will support longer-term aspirations and ensure a sustainable workforce for the future.
Prevention	The actions will contribute to attracting, building and mobilising a workforce that will contribute to the prevention of ill health and disease.
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.
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 diverse perspectives are explored and represented in the People strategy and Workforce Plan.
Involvement	We will continue to involve our staff, stakeholders and partners in the implementation and future development of all aspects of the People Strategy and Workforce Plan.

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