

Integrated Medium Term Plan (IMTP) 2025 - 2028

Health Education and
Improvement Wales (HEIW)

Transforming the workforce for a healthier Wales



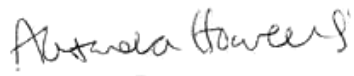

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HEIW IMTP 2025-28

*Plan on a
page*

Vision

Transforming the workforce for a Healthier Wales



Purpose

as part of the NHS, to work with partners to develop a skilled and sustainable workforce that improves care and population health



Values

- Respect for All
- Together as a Team
- Ideas that Improve



Strategic Alignment

- Cabinet Secretary Priorities
- Welsh Government issued Remit Letter
- HEIW Statutory Functions



Workforce Strategy for Health & Social Care

1. Engaged, Motivated and Healthy Workforce
2. Attraction and Recruitment
3. Seamless Workforce Models
4. Digitally Ready Workforce
5. Excellent Education and Learning
6. Leadership and Succession
7. Workforce Supply and Shape



Enabling Objectives

Key development work that underpins the delivery of development objectives and operational delivery objectives



Operational Delivery Objectives

Core functions that are customer-facing



Development Objectives

Key development Programmes and Projects that will deliver the strategic priorities



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HEIW Strategic Priorities

1. National workforce solutions for quality and productivity
2. Primary and community workforce transformation
3. Excellent education and training
4. Role evolution and multi-professional working
5. A digital and technology ready workforce
6. Compassionate cultures and effective leadership
7. Future focussed workforce plans
8. Supporting Welsh Government policy decisions

Foreword

We are pleased to present the Integrated Medium Term Plan (IMTP) for 2025-28 on behalf of Health Education and Improvement Wales (HEIW). HEIW is the national strategic workforce organisation for NHS Wales. We work with Welsh Government and alongside other NHS organisations and partners in social care. Our purpose is to develop a skilled and sustainable workforce that improves care and population health.

This plan has been developed at a time when the NHS workforce remains under immense pressure and as we continue to experience a gap between the demand for services and the number of healthcare professionals available to meet it. Despite progress made over recent years in growing the workforce and the training pipeline, the predicted burden of disease and the age profile of the population mean that we will need to be more imaginative and transformative, especially in the current financial context.

Against this backdrop, our plan for the next 3 years remains firmly focused on the ambition set out in the Workforce Strategy for Health and Social Care in Wales, that by 2030, *we will have a motivated, engaged and valued Health and Social Care workforce with the capacity, competence and confidence to meet the needs of the people of Wales.*

We are pleased that the Cabinet Secretary has recognised the importance of developing a safe and inclusive culture and the work that we have done to create the foundations

through our compassionate culture and leadership programmes. This is critical to achieving our ambitions and supporting the delivery of high quality care to patients. The Duty of Quality requires us to pay attention to the development of the workforce, leadership and culture.

We have identified eight strategic shifts that we want to make over the lifespan of this plan to support the achievement of the Workforce Strategy. These strategic priorities are pivotal to supporting NHS Wales in delivering its broader ambitions and in transforming the delivery of health care. Over the next three years, we will be focusing particularly on the development of primary and community care and taking forward an exciting programme of work jointly with Public Health Wales on prevention.

This year, for the first time, Welsh Government have provided specific guidance to HEIW in the form of a Remit Letter which includes a financial allocation for 2025-26. This supplements the NHS Planning Framework which the Cabinet Secretary issued to all NHS Wales organisations in December 2024. The priorities that Welsh Government have asked us to focus on in the Remit Letter are aligned with these strategic shifts and for the first time, our plan includes objectives that relate to our core delivery responsibilities, which continue year on year. These include commissioning and providing education and training to a wide range of professionals in Wales; careers; workforce planning and transformation and leadership development.

We are pleased that the Cabinet Secretary has approved our Education and Training Plan for 2025-26 which will maintain



our workforce supply pipeline for NHS Wales at the current level and this forms a substantial component of our IMTP.

The financial context in NHS Wales remains extremely challenging and we have had to make some difficult choices to maintain momentum in delivering our strategic intentions within our resources and have therefore prioritised delivery of objectives that are directly related to the remit letter.

We remain committed to working with our partners to secure a sustainable workforce and making a positive contribution to the delivery of high quality and safe care to the people of Wales.



Ms Alex Howells
Chief Executive



Dr Christopher Jones
CBE, Chair



Chapter 1:

Who we are and our role in NHS Wales

This chapter sets out who we are and what we do for the NHS workforce in Wales. It outlines our vision, purpose, and our key functions. It also describes our added value and impact.

Vision & Purpose

Our vision is “transforming the workforce for a Healthier Wales.”

Our purpose is, “as part of the NHS, to work with partners to develop a skilled and sustainable workforce that improves care and population health”.

Our Culture, Values, and Behaviours

As a workforce-focused organisation, our culture and the way we do business are very important to us, and together with our staff we have developed our organisational **Values**.

This provides the internal operating context for delivering our planned activity. The organisation has worked hard to embed quality, equality, diversity, and inclusion in all that we deliver.

Our Functions

Planning, Commissioning and Delivering Education and Training

One of our key responsibilities in NHS Wales is to plan, commission and train a wide range of professionals who work in NHS Wales. This includes undergraduate and postgraduate education and supporting post-registration development. We have responsibilities that span most healthcare staff working in the NHS across all sectors.



Fig.1 HEIW Organisational Values

We also work in partnership with Welsh Government to widen access to careers in the NHS through the development of apprenticeship frameworks and work-based learning to widen access and develop multi-professional models.

Each year we produce an annual Education and Training Plan (ETP) in partnership with NHS Wales. The ETP makes recommendation to Welsh Government for education and training commissions to shape the future healthcare



workforce for NHS Wales. This process involves working closely with NHS Wales to identify future workforce requirements, reviewing workforce intelligence and trends, assessing demand and supply issues over the medium-long term and advising on commissioning numbers. Delivering the **ETP** for 2025-26 is integral to this IMTP.

Leadership, culture and succession planning

We continue to support the development of compassionate and inclusive cultures across NHS Wales through the provision of evidenced-based culture and leadership tools hosted in the HEIW Gwella portal, and through embedding our compassionate leadership principles into all strategic objectives, programmes and interactions.

Workforce Strategy, Planning, and Intelligence

We provide strategic leadership, resources and support to ensure that NHS Wales can undertake workforce planning. We develop national systems that provide workforce data and intelligence and work closely with other national organisations to improve the capture of workforce information and to turn data into useful workforce intelligence for employers in NHS Wales. We develop and implement national strategic workforce plans for key professions and services.

Workforce Development and Transformation

We support workforce transformation and improvement across various health professions and as part of NHS Wales National Programmes to address significant service challenges. This includes skills development, role design,

continuous professional development, and career pathway development.

Attraction, Careers and Widening Access

We promote health careers and drive the widening access agenda to ensure that opportunities to work in the health and care system are available to all. Our aim is to include people in our communities with valuable skills and experience and in particular those who are currently under-represented in our workforce such as people from minority and diverse groups, care experienced young adults and people who have caring responsibilities.

Professional support for workforce and organisational development

One of our statutory functions is to support the development of the People profession within NHS Wales. This programme ensures a systematic and structured approach to the development and professionalisation of the People Profession across NHS Wales.



Quality at the heart of design and delivery

As an organisation, we are developing and implementing a **Quality Management System** for all customer facing functions, to measure, inform and evidence the quality of what we do.

Our quality management system uses the 12 Health and Care Quality Standards as a framework to assess quality and guide improvement in HEIW to ensure appropriate and proportionate quality infrastructure is in place across the organisation, in line with the Duty of Quality. A quality plan is in place with six monthly reviews considered by the Board. Our first annual quality report was presented to the Board in September 2024 in line with the Duty of Quality requirements.

Our achievements in 2024/25

We are on course to deliver against the majority of planned activities that were identified as priorities in our IMTP for 2024-25. The following section provides a snapshot of some of the key achievements and impact of our work.

Workforce Planning

The Strategic Workforce Planning team provides system leadership to NHS Wales, building capacity and capability to improve the quality of workforce planning. Over the last year, the focus has been on workforce intelligence on the broader workforce context, based on research completing a large horizon scanning exercise identifying the key factors

influencing changes to future workforce supply and availability. These themes have formed the basis for a national conference and programme of masterclasses delivered this year and has also been used by organisations as part of development of local plans and strategies.

We have continued the development of the Workforce Observatory, which acts as a central repository for workforce intelligence including existing workforce plans, workforce planning resources and the Data and Analytics Portal. Since the Workforce Observatory release, it has accumulated over 2,700 views and has a high engagement score of around 76%. A population dashboard is now available which enables organisations to interrogate Census data to explore future workforce supply at a local level and this has been supplemented with a Labour Market Dashboard where organisations can analyse local labour market information this data at an organisational level.

The NHS Wales Strategic Workforce Planning Community of Practice has continued to evolve and following user feedback, work has commenced to improve access to the HEIW resources through development of a Workforce Planning Hub which provides improved click-through to resources housed on Y Ty Dysgu.



Workforce Plans

Eight strategic workforce plans have been developed over the last three years which have responded to gaps across the workforce in sectors or professions. These plans will continue to be a priority for implementation in 2025-26. The strategic workforce plans have enabled a deep dive into each of these priority areas, often for the first time, assessing need and identifying priority solutions. Some of these solutions are specific to the particular profession or service, others are building on core HEIW programmes and resources. Implementation is being adapted dependent on funding available, but with the overall drive to shift towards a more sustainable workforce.

The workforce plans are:

- **Mental Health**
- **Pharmacy**
- **Primary Care**
- **Dental**
- **Diagnostics**
- **Genomics**
- **Nursing**
- Perinatal (due to be published in Spring 2025)

Education and Training Commissioning

We have a statutory duty to produce an annual Education and Training Plan (ETP) in partnership with the system. Our plan was approved by Welsh Government in Spring 2024 ahead of the academic year which started in September 2024. The ETP details recommendations for education and training commissions to shape the future healthcare workforce on behalf of NHS Wales and as such is a companion plan to the IMTP. As part of the process, we review workforce trends and intelligence from a range of sources and make recommendations to Welsh Government on future training requirements across a range of professionals. Stakeholders are involved in the scrutiny of plans and provide constructive challenge to the rationale prior to submission. The challenging financial position for 2024-25 meant that Welsh Government were unable to meet the full recommendations made within the plan but were able to confirm that existing training numbers agreed in 2023 would be maintained. The plan was carefully prioritised and is now being implemented through the academic year 2024-25.

Recruitment rates across all commissioned education programmes are carefully monitored and we work closely with education providers to maximise the position. For the current year 2024-25, recruitment rates to medical and dental training have been on an upward trend and 100% fill rates were reported across medical and dental Foundation programmes. There was a 100% fill rate against GP training with an increase in the quality of candidates reported and over 700 GPs now being trained in Wales. There were good



rates across a range of secondary care specialty training programmes, albeit with a small number of areas that remain challenging. Wales had the lowest rate of foundation vacancies within the UK largely as a result of decisions taken to support an oversubscription to the foundation programme which will continue into 2025-26.

Recruitment to nursing programmes remains challenging. A number of areas such as mental health nursing, learning disability nursing and dental therapy achieved lower fill rates. Across all nursing programmes in the Autumn, fill rates were 85% and early indications are that the Spring cohort fill rates are significantly lower for nursing.

Through a sustained focus on student streamlining (matching graduating healthcare students into vacant posts), the percentage of bursary graduates who transition from education into employment in NHS Wales stands at 96% and 99% for nursing and midwifery respectively, with slightly lower rates for AHPs (87%) and healthcare scientists (89%). Recruitment of HEIW pre-registration pharmacy technicians were the highest to date.

Our quality metrics indicate that over 79% of resident doctors in training are happy with the training they receive; trainer satisfaction is however reducing largely due to time pressures. 89% of optometry students are happy with their training experience. The General Pharmaceutical Council have formally ratified and accredited the Foundation Training Programme which means that new pharmacy graduates from 2026 will graduate as Independent Prescribers, which offers significant potential to reshape care and delivery models.

Education and workforce transformation

Throughout this year, we have continued with an ambitious programme of reform and development across our education and workforce functions. Following a significant focus on pre-registration training through our **Strategic Review of Education Programme (SREP)**, we are reviewing and developing our post-registration offer in key areas including Independent Prescribing; Independent Authorisation of Blood Transfusion (IABT); Critical Care; Community Nursing; Ultrasound and Reporting Radiography.

During 2024-25 we developed the All-Wales **multi-professional Continuous Professional Development (CPD)** strategy which is due for launch in 2025 and will set out a modern and more agile approach that seeks to enhance access, improve quality, and increase cost effectiveness of CPD for all staff.

The **Endoscopy Academy for Wales** was launched in January 2024 offering a consistent all Wales approach within a central unit supported by local training. This provides a modernised approach to education and training and upskilling a range of endoscopy staff. This year, over 400 people have completed education in this programme, which is 4 times more than the total number trained the year before. This is having a positive impact on referrals for endoscopy and patient waiting times. We want to accelerate this academy model in 2025-26 as part of a strategic approach to clinical skills development and to move forward with phase 2 of the endoscopy academy.

The multi professional **primary care education and training academy** now has a fully staffed academy structure working



both strategically and operationally. The academy structure is maturing with a range of projects aimed at increasing the supply and quality of training experiences in primary care. Through a national General Practice Nurse training programme, over 55 nurses have been trained with a further cohort of 29 nurses in training. Of particular note, is the significant increase in the number of nursing students who now have access to a placement within a primary care setting supporting future recruitment. Over the last year, HEIW has also expanded the number of GP primary care training placements for Foundation Programme Years 1 and 2, enabling 50% of foundation doctors to gain early experience in primary care. This initiative aims to enhance integration between primary, community, and secondary care, and strengthen the profile of the GP Specialty Training Programme.

The **Y Ty Dysgu** Learning Management System (LMS) is being used to improve the quality of and access to multi-professional workforce learning. It provides access to HEIW originated training for the healthcare workforce, including social care, and currently holds 283 modules and 298 events. The system has improved learning experience encouraging CPD uptake and increased the multi-professional offer. It has already enabled consistency of approach and provided enhanced quality, functionality and reporting capability.

As part of the **Simulation Strategy**, HEIW has come together with partners such as Digital Health Ecosystem Wales (DHEW) and academia, to embrace the power of immersive technology and drive innovation to the frontline. The

immersive technology special interest group explores, tests, and validates new technologies, share ideas, expertise, and experiences, and maximises collaboration and minimises the duplication of work across disciplines. Crucially, they will identify where the focus of immersive technologies needs to be in health and social care.

The **Healthcare Science Programme** has undertaken data collection and consultation to inform an education review. This will provide a broad understanding across all areas of education gaps, needs and quality issues. The format and approach for career pathway visuals has been agreed an initial mapping completed and tested. These will effectively support careers advice and link to the HEIW framework and form an essential part of the creation of the Healthcare Science Career framework, the first to represent the whole profession.

The **Allied Health Professionals** programme has developed a workforce development plan that will help promote Allied Health Professions and career pathways and support population health based workforce planning. This will improve recruitment, retention and the development of the Allied Health Professions. Our engagement events are fostering a stronger identity of Allied Health Professionals in Wales, enhancing visibility and recognition of Allied Health Profession workforce skills and knowledge.



Implementing our Digital and Data Strategy

We will launch the first phase of CODI at the end of March 2025, which is replacing 12 legacy systems that support our education and training functions. The new platform will improve trainee and user experience throughout their learning journey as well as offering efficiencies for NHS Wales.

Our **digital** function is maturing in line with our Data and digital strategy. Our data and analytics portal has been developed significantly during this year as we strive to become a data-driven organisation. There has been a significant improvement in intelligence on the education to employment pipeline, workforce planning (supply and demand data modelling), Electronic Staff Record (ESR), Workforce Race Equality Standards (WRES) as well as responding to specific requirements such as pay modelling, staff survey and student surveys.

Leadership and culture

We have designed and provided a range of national leadership development opportunities to enhance clinical leadership skills and capacity. This includes the multi-disciplinary Advanced Clinical Leadership delivery of the Executive Director and Chief Executive Talent Pools and development programmes as well as the NHS Wales General Management Graduate programme. A pilot Board member induction programme was launched in 2024-25. We are developing a range of positive action programmes and resources to expand diversity in leadership pipelines for NHS Wales. Demand for leadership programmes continues to outstrip supply.

A two-year national **retention** programme was launched in 2024-25 which has provided resources for Health Boards to focus on retention initiatives. A community of practice has been established and there are currently 45 local improvement projects underway. Early data suggests a positive impact of the programme with a decrease in turnover rates across Health Boards in Wales and a reduction in churn in key areas such as nursing.

In 2024-25 we launched the second annual **staff survey** on behalf of NHS Wales. Participation rates have improved but still require significant focus across NHS Wales. This year we have developed enhanced analytical reporting functionality to support NHS organisations in understanding survey results in an accessible format to aid understanding and support the development of local action plans.

National priorities

Through our national programme function, there are a range of work programmes that are addressing national priorities. This includes work to develop a career and competency framework for cancer nurse specialist roles; development of workforce development support for perioperative staff; projects addressing specific priorities within urgent and emergency care including an all Wales Urgent Care Practitioner Competency framework and the development of a national Palliative and End of Life Competency Framework. These will roll forward into 2025-26 to support priority areas.



Chapter 2:

Strategic Context

This chapter describes the strategic context in which we operate and how the plan has been shaped through engagement with stakeholders. It also sets out the expectations and national priorities including specific actions linked to our remit letter. Further information and our PESTLE analysis can be found in Appendix B.

A Healthier Wales

A Healthier Wales is the long-term plan for health and care in Wales. Initially developed in 2018 it has been refreshed during 2024. The plan still reflects the central role of workforce and three actions have been identified which are aligned with the Workforce Strategy and reflected in our plan:

- Deliver an inclusive, flexible, multi-professional workforce able to work across sectors and traditional boundaries by ensuring the Workforce Strategy is implemented and underpinned by excellent workforce data and planning to attract, recruit and retain talented people to train, work and live in Wales.
- Embed compassionate leadership and build a positive culture across the NHS and social care system in Wales to become exemplar employers for health, wellbeing, diversity and inclusion at work with the intent to share this approach across the wider economy.
- Deliver effective and efficient deployment of the workforce to make the most of our investment in the skills of the workforce and technology to deliver safe patient outcomes.

Wellbeing of Future Generations Act

In 2024, HEIW became legally subject to the wellbeing duty, although we have operated previously within the spirit of the legislation.

HEIW's three well-being objectives were produced following engagement with our staff and union representatives to ensure alignment with workforce priorities. Key findings from

this engagement, including workplace stress and the significance of compassionate leadership, have directly shaped the objectives, which are designed to enhance staff well-being, resilience, and engagement. They are:

- **A Flexible and Adaptable Workforce**

In 2030, NHS Wales staff will feel supported, valued and equipped with the skills to adapt to evolving strategic health priorities. A multiskilled, multi-generational workforce will work together to prioritise prevention, creating a healthier future for all and strengthen health.

- **Embedding Compassionate Leadership**

In 2030, compassionate leadership will shape the culture of NHS Wales, where people feel valued, heard and empowered. Leaders at all levels will be supported to grow, creating a diverse, inclusive, and resilient workforce that nurtures future generations and drives excellence in care.

- **A Culture That Supports Well-being**

In 2030, we will lead by example in creating a workplace where people feel safe, valued, and empowered. Through a culture of psychological safety, inclusion, and engagement, we will not only enhance well-being and resilience within our workforce but also inspire and influence positive change across NHS Wales.

They align to HEIW's overarching strategic priorities and objectives and align to HEIW's Value in Health work, organisational strategies, delivery plans and embedded in our governance structures. These objectives will be delivered through HEIW's IMTP.



Workforce trends

One of our functions is to ensure that workforce planning is informed through research and analysis and that we are using quality workforce data to model and assess the impact of workforce trends and issues. We regularly undertake horizon scanning to consider what factors are influencing both demand and supply side issues. Each of our workforce plans contains rich sources of data and intelligence that helps us understand and plan workforce models.

One of the key sources of data in the last two years has been the national census conducted in 2021. The census points to challenges in terms of workforce supply and provides a reminder that there are different challenges across Wales. In south-east Wales, the population is growing whereas elsewhere in Wales, population levels are stable or declining. The NHS in Wales employs around 4.6% of the total working-age population but against a backdrop of increasing economic inactivity and a decrease in the number of working-age adults as the population ages, organisations will need to be creative in developing plans to recruit, retain and develop the talent needed to grow the workforce to match increasing demand.

Demand for health services is increasing and becoming more complex as the population in Wales ages and the prevalence of long-term conditions is projected to continue rising. On the supply side, there are global shortages of healthcare workers and in common with other healthcare systems, there are increased workforce challenges including turnover, retention, high sickness and burnout. The World Health

Organisation forecast a 10 million shortage of health care workers by 2030.

The NHS workforce reflects the population with a third of the NHS Wales workforce now aged over 50. Population projections indicate a decline in the number of 18-year-olds available to enter training, impacting on workforce supply.

Emerging research provides evidence of changing expectations across the generations. By the end of the decade, there will be 5 different generations working in the workplace. There are already increasing numbers of people of all ages looking for flexibility. Trainees are increasingly choosing to train on a less than full time basis and participation rates in employment typically fall from age 31 and again from age 51.

There are changes impacting on the delivery of further and higher education with significant challenges being experienced by education providers. Inflation has eroded the value of tuition fees which have generally been static for a decade; the impact of Brexit and changes to UK student visas and the impact of changes in national insurance contributions are contributing to financial instability across the sector. The number of undergraduate students has fallen by 23% between June 2023 and June 2024.

Previous increases in education and training numbers to address retirement patterns has led to increase numbers of new graduates entering the workforce. This creates an 'experiential gap' which can impact on productivity as newer



workers replace experienced staff. It also has consequences for supervisory functions, both for training and in the workplace.

Despite the challenges, there are always opportunities to innovate and improve. Regional models of delivery are expected which will have consequences for how we train and deploy our workforce, new roles, extended skills, and multi-professional models of education and training and delivery will be needed. We will also need to develop new pathways into the workforce including an expansion in work-based learning opportunities and multi-generational career pathways.

The Chief Scientific Officer's NHS in 10+ years report

The Chief Scientific Officer's report '**NHS in 10+ Years**: an examination of the project impact of Long-Term Conditions and Risk Factors in Wales' was published in 2023. This provides a stark assessment of the challenges in delivering care to an ageing population where the incidence of long-term conditions will bring additional challenges over the next 10 years. It is imperative that we transform service, workforce and operational models to respond and find ways to shift towards new models that are routed within communities. For the workforce, this is likely to mean an increase in people working outside of hospital settings, and a need for new and extended skills to be embedded in the delivery of primary and community care. This will impact on how we educate, train and prepare the workforce.

There is also a need to consider how we support people to work as productively as they can, maximising opportunities to utilise technological solutions. Artificial intelligence will increasingly feature in the NHS which presents an opportunity to transform service delivery, helping to address workload issues and helping to deliver prudent healthcare. Our workforce will need enhanced digital skills to support the adoption of new technologies.

NHS Planning Framework

The NHS Planning Framework was issued by Welsh Government in December 2024 and aligned with the release of financial allocations for most organisations in NHS Wales. The framework set out 3 year priorities that must be delivered by NHS organisations in Wales. National priorities were informed by public and staff engagement sessions held by the First Minister. Quality, safety and the improvement of outcomes should be at the heart of the choices and decisions that are made across the system.

The national priorities are:

- Timely access to care and treatment
- Population health and prevention
- Building community capacity
- Mental health access
- Women's health.

The framework recognises the importance of the workforce with explicit direction about the work that organisations need to undertake to ensure that the NHS is developing a safe and inclusive culture and leading with compassion.



HEIW Remit Letter

This year, for the first time, Welsh Government have set out their expectations for HEIW in the form of a Remit Letter which includes our financial allocation for 2025-26. This supplements the NHS Planning Framework and sets out specific areas that Welsh Government have asked us to focus on in developing our 3 year plan. The Remit Letter reinforces the Cabinet Secretary's focus on workforce issues included in the NHS Planning Framework.

Productivity and Performance

The Cabinet Secretary has commissioned a Ministerial Advisory Group to review Performance and Productivity in NHS Wales which is expected to be published in March 2025. We have contributed to the review and provided information on suggested areas to support the development of a productive workforce. All NHS organisations will need to respond to the recommendations during 2025-26 whether or not they are already specific in plans.

Audit Wales: Addressing Workforce Challenges in NHS Wales

In February 2025, Audit Wales produced an overview of the **workforce challenges** in Wales, which highlights the importance of workforce planning skills and capacity being embedded in all organisations and the need for data-driven approaches. These are all areas that link to our core functions and where we have identified development work within this plan. Of particular relevance to HEIW is the need

for us to continue to focus on demonstrating impact and benefit of our work and we have plans in 2025-26 to strengthen our approach to this. There is more that we can do to ensure that people who are educated and trained in Wales join the NHS on completion of their courses or training. Providing a high quality education and training experience remains the critical enabler in addressing this issue.

Sustainability challenges in the education sector

Higher Education Institutions (HEIs) are core partners to HEIW delivering in excess of £250m of health education contracts annually. The UK higher education sector is experiencing significant financial challenges with multiple factors impacting on the sustainability of the sector which are well documented. This could pose a key risk to the continued delivery and/or quality of health professional programmes in Wales. This could manifest in a number of ways including worsening retention and attrition rates of students and trainees, reduced student outcomes and ultimately could compromise the delivery against contracts, or impact on the ability to secure education providers for new programmes. The extent of the challenge is evident in the current consultation being conducted by Cardiff University on the future of its nursing programme. It is likely that this will continue to be an area of concern that will require careful assessment, scenario planning and risk mitigation over the next planning period.



Wider UK policy and its impact on health

Wider UK policy decisions, such as changes to the welfare system that have been proposed in a Green Paper in March 2025, are likely to impact on the workforce and could have an impact on the future commissioning of health professional education and training. When welfare benefits are reduced or access becomes more restrictive, the resulting impact can lead to a greater demand for healthcare services, particularly in areas with high levels of deprivation. This increases the need for health professionals who are equipped to address not only clinical care but also the social determinants of health. This can mean that we need to respond with enhanced training, or to increased workforce supply requests as a result of changing patterns of disease presentation, for example, mental health. The effect of changes are difficult to predict at this stage but could impact on future education and training pipelines and labour supply.

Environmental Sustainability

Climate change will increasingly affect health, as well as the way we deliver services and stresses on the global healthcare workforce will make a sustainable domestic supply even more important.

Welsh Government declared a climate emergency in 2019 and launched the NHS Wales Decarbonisation Strategy Delivery Plan in response (2021) identifying a series of actions for the system to contribute to the vision of net zero public sector by 2030 and a net zero Wales by 2050.

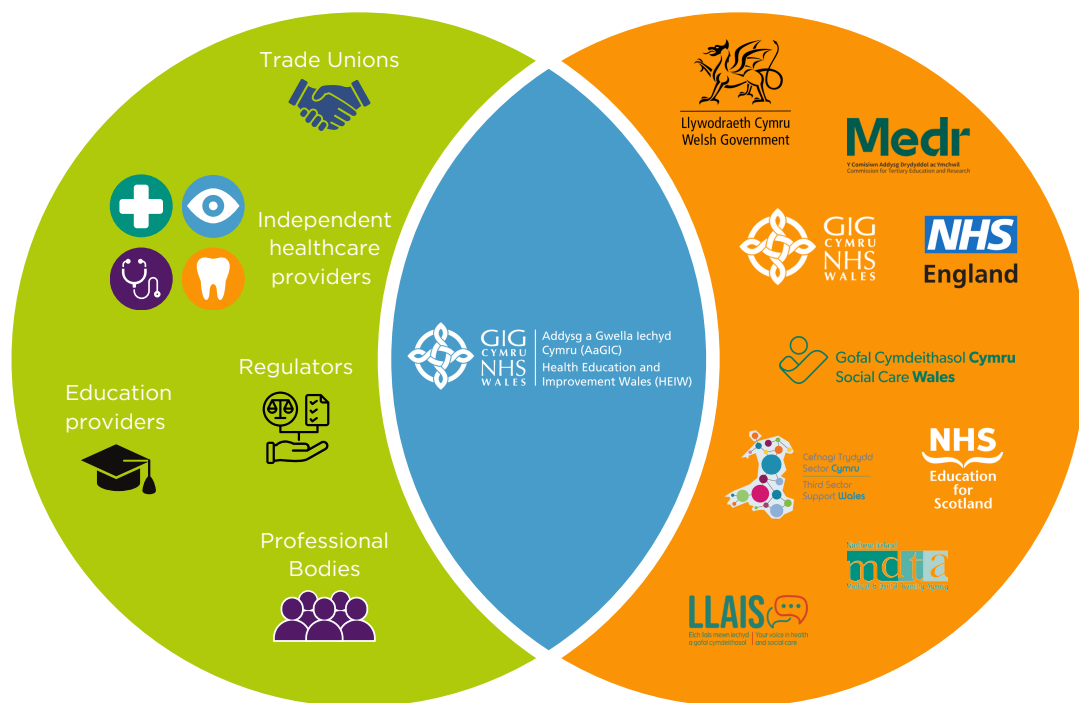
Activities for the coming year will focus on planning to ensure that HEIW, as part of the system, is preparing to adapt healthcare delivery to meet the existing and expected impacts of climate change. In addition, HEIW is embedding climate-smart thinking across all professional pathways through education, commissioning, and training in support of delivering a healthcare service with sustainable improvement as an embedded way of working.



Stakeholder Engagement

As a national organisation we collaborate with a wide range of partners including employers, education providers, all Wales organisations such as Social Care Wales and Llais, a wide range of professional bodies and regulators and our partners at a UK level.

HEIW and our Partners



Staff Engagement

Staff have been involved in and updated on the development of the IMTP through a series of workshops and the staff

forum. Opportunities for engagement with staff and stakeholders regarding the specific requirements of the remit letter have been more limited due to its receipt towards the end of February 2025 but communication will continue beyond the completion of the IMTP to share this information.

This approach has proved effective in ensuring that we are aligning our core operational delivery and developing new plans in a way that is consistent with the workforce strategy and has helped to shape the strategic priorities that we will take forward over the next 3 years.

Stakeholder Reference Group

HEIW has an active and well attended Stakeholder Reference Group which meets 4 times a year to consider matters of strategic significance. This includes the Education and Training Plan and the IMTP. A workshop was held in October 2024 for SRG members to discuss emerging requirements for the IMTP. The key themes raised were attraction and retention, education and training approach and infrastructure and system working:

Attraction and retention:

- Promote the career opportunities available across the awareness to retirement pipeline and deliver more flexible options to facilitate movement between the professions.
- Establish structures that widen access to the NHS and maximise opportunities to engage people.
- Recognising the needs and wants of the current and future workforce, use more relevant terminology within attraction campaigns e.g. apprenticeships.



- Do more to highlight the range of roles and careers available.

Education and Training approach and infrastructure:

- Develop the educator workforce
- Increase the emphasis on multi-professional education
- Explore opportunities to develop new models such as academies
- Increase parity of placement opportunities across professions
- Be future focussed through the development of an education strategy
- Maintain a focus on long term change and transformation as well as addressing short term challenges.

Engagement sessions were also held with Health Boards and Trusts in December and January to understand their needs for building an equitable and sustainable workforce, and these insights have also been used to inform the development of the IMTP.



Chapter 3:

IMTP Strategic Priorities

This chapter describes our strategic priorities for the next three years (2025-28) and sets out our objectives for 2025-26.



Workforce Strategy for Health and Social Care

The ten-year Workforce Strategy for Health and Social Care (WFS) produced in 2020, sets the strategic direction for HEIW and underpins the approach to workforce development and transformation for all NHS organisations in Wales. The Strategy sets out 7 themes that drive our approach across our functions and underpin the development of specific workforce plans that have been shaped since 2020 in response to national workforce challenges and priorities.

Since the Strategy was published, a number of supporting plans have been developed through previous IMTPs to take forward the 32 actions identified. Individual organisations are using the framework to develop their own local workforce plans. A phased approach was undertaken to the development of this 10 year strategy and in 2024 HEIW and Social Care Wales published a **summary** of achievements for Phase 1. During Phase 2, and prompted by COVID recovery, both organisations have been implementing the requirements of the Welsh Government’s **National Workforce Implementation Plan** (NWIP) for NHS Wales (February 2023) and Social Care Workforce Delivery Plan 2024-27. Alongside this we have continued to work in partnership on targeted joint priorities and these are integrated within our IMTP.

The strategy remains live and valid, however it also means that while we continue to deliver significant areas of work through the various plans, it is a complex landscape, and

Theme	Description
An engaged motivated and healthy workforce	By 2030, the health and social care workforce will feel valued, fairly rewarded and supported wherever they work.
Attraction and recruitment	By 2030, health and social care will be well established as a strong and recognisable brand and the sector of choice for our future workforce.
Seamless Workforce Models	By 2030, multi-professional and multi-agency workforce models will be the norm.
Building a Digitally Ready Workforce	By 2030, the digital and technological capabilities of the workforce will be well developed and in widespread use to optimise the way we work, to help us deliver the best possible care for people.
Excellent Education and Learning	By 2030, the investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the future needs of people in Wales.
Leadership & Succession	By 2030, leaders in the health and social care system will display collective and compassionate leadership.
Workforce Supply & Shape	By 2030, we will have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.



progress is reported through a range of mechanisms. HEIW and Social Care Wales have identified seven strategic areas where we make a unique contribution and where we can collectively work and deliver improvement. These are:

- identify, share and spread workforce best practice
- embed compassionate leadership
- develop wellbeing frameworks
- drive improvements in workforce data and analytics
- strengthen the focus of the joint careers network
- support professional development
- deliver the joint actions within the Mwy na Geiriau action plan.

This will help us to maximise opportunities and adding specific and concentrated value to the overall delivery across the system driving our overall 10-year ambition *‘to have a motivated, engaged and valued Health and Social Care workforce with the capacity, competence and confidence to meet the needs of the people of Wales’*.

Strategic Priorities 2025-28

Chapter 2 set out the strategic context within which this plan has developed. While the original analysis that formed the foundation of the Workforce Strategy remains relevant, several factors have intensified workforce challenges, including:

- The global pandemic, recovering workload and its ongoing effects on workforce well-being in the post-COVID era

- Patterns of work and training are changing radically, particularly reflecting multi-generational workforce
- Periods of industrial action associated with pay negotiations have impacted on goodwill, morale and trust
- Changes to immigration policy and the continued impact of Brexit have affected workforce supply
- UK changes and developments in workforce ambition and policy as a result of the development of the Long Term Plan in England continue to drive responses across the devolved nations
- Expectations of younger generations regarding work, careers and progression are affecting the attractiveness of health careers and changing the shape of work
- Global trends in healthcare workforce affecting ethical and viable recruitment practices international supply require a sustained focus on domestic plans and policies
- Increasing instability in further and higher education sectors which could pose a threat to future traditional training pipelines and drives a focus on more agile and accelerated approaches
- The age and disease profile of the population which necessitate a stark shift in the development of neighbourhood care models and workforce.

Put simply, we will not recruit, retain and train our way out of these challenges and we need to deploy longer term thinking to challenge the current and future shape of care, to consider future workforce models and the future model of education and training. Alongside the challenges exist many opportunities including integration of digital and technological advances; better use of data and analytics;



multi professional working and role evolution and ‘just in time’ approaches to education and training. This is an area that will require concerted and aligned effort across workforce organisations, employers, regulatory bodies and policy makers to fundamentally change how we deliver care and the workforce models that are needed to support it. Our remit letter has identified the need for us to work with Welsh Government on the scoping of a long term workforce plan which will be critical in setting the context for our future IMTPs and Education and Training Plans.

In the meantime, to deliver on the ambitions of the workforce strategy, we have identified **eight** strategic priorities for our IMTP for 2025-28 that set out the big strategic shifts, working towards the 2030 vision. They are aligned with our remit letter and with the wider ambition set out in *A Healthier Wales*.

In response to the NHS Planning Framework and strategic direction, we have identified a specific priority related to the delivery of services within **primary and community care**. This is critical given the growth rate in demand predicted over the next 20 years as the population ages and we approach ‘peak death’. The disease burden will increase in key areas such as cancer, cardiovascular and mental health and there will be an increase in end of life care. Collectively, we will need to increase the number of people working in the sector, and HEIW will need to respond to requirements for education and training, curricula, supervision, CPD and revalidation. The development of primary and community care is not only reflected in dedicated objectives but also integrated across

several work programmes, ensuring that the cumulative impact of our efforts is amplified.

The **strategic priorities** underpin delivery of our transformative actions as well as our **core operational business** and will provide a framework for collaboration with Welsh Government and our partners. They help us strike a balance between long-term outcomes and addressing the most pressing workforce challenges.



The **8 strategic priorities** are:

1. **National workforce solutions that support quality and productivity** – addressing key workforce shortages aligned with national service priorities.
2. **Workforce transformation to support preventative and place-based healthcare** – supporting system shifts by educating, training and developing an expanded, integrated primary and community workforce and supporting the shift to preventative healthcare.
3. **Excellent education and training** – developing a long term education strategy to create a more agile and adaptable workforce to support the shift to community-based care and respond to technological advances.
4. **Role evolution and multi-professional working** – redesigning team models and embedding new skills and roles effectively into multi-professional teams.
5. **A digital and technology ready workforce** – enhancing digital and data skills within the workforce to optimise new care models.
6. **Compassionate cultures and effective leadership** – continued focus on compassionate leadership, high quality management and fostering compassionate cultures.
7. **Future Focussed Workforce plans** – providing expertise, support and workforce intelligence that improve the quality of workforce planning in NHS Wales.
8. **Supporting the implementation of WG policy decisions** – influencing and implementing workforce policy initiatives.

To support delivery of the strategic priorities we have identified:

- **33 development objectives** – these are transformative actions that will help deliver the strategic priorities over the next 3 years.
- **21 operational delivery objectives** – these reflect our core business and align to our core functions.
- **8 enabling objectives** that identify how our customer-facing delivery is supported through the key functional areas within HEIW.

These objectives are set out in chapters 4-6.



Strategic Approach

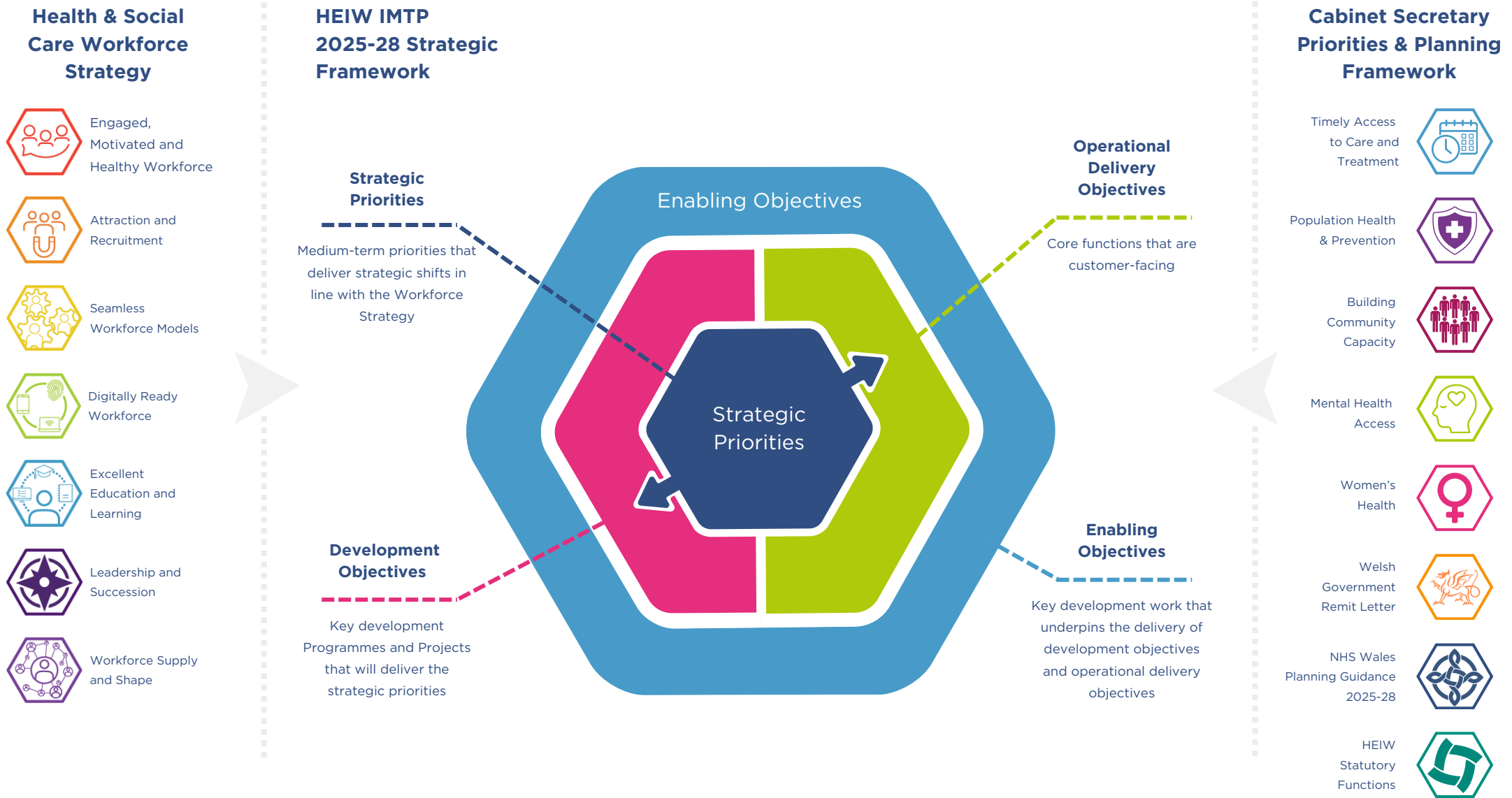


Fig. 3 HEIW Strategic Approach

Chapter 4:

Development

Objectives 2025-26

This chapter describes our strategic priorities for the next three years, and the development objectives for the next year 2025-26 that flow from the strategic priorities.



Development Objectives 2025-26

Chapter 3 set out **eight** strategic priorities that will drive our work for the next three years. In 2025-26 we have identified **33 development objectives**. These are firm programmes of work that will help us deliver the strategic shifts identified and represent areas of work that are new and transformational to the organisation, building on the foundations that we have established. We will ensure that building capacity and capability within primary and community care is considered as an integral part of delivery across work programmes and will ensure that we remain agile and responsive to national priorities as these emerge throughout the year.

These development objectives have been identified based on our assessment of the key service issues that are impacting on patient care within NHS Wales and informed by workforce intelligence. They are aligned with the national planning priorities and our Remit Letter. The financial framework for 2025-26 means that we have had to make some difficult choices and to focus on areas where we can make the biggest contribution, maximise the use of resources and deliver value for NHS Wales.

Against each of these development objectives, there is a supporting plan which sets out key milestones, actions and measures that we will use to track progress through the performance management framework. In years 2 and 3, we identified indicative areas for development that we will firm up as year 1 progresses. **Appendix A** contains a summary, key performance measures and benefits.



STRATEGIC PRIORITY 1:

National Workforce Solutions for Quality and Productivity

HEIW is committed to working closely with other NHS organisations, national programmes and clinical networks to identify and address national workforce challenges that are affecting the day to day quality and delivery of care. These challenges are often deep rooted and are difficult to resolve without strategic approaches and specialist interventions. HEIW is able draw on its broad functions and expertise to develop 'Once for Wales' approaches, and to transfer and scale learning from other parts of the UK. We are targeting the following areas in the 2025-26 plan, although we recognise that these may require an in-year review following publication of the Ministerial Advisory Group review of performance and productivity. We remain committed to working with the National Value and Sustainability Board to reduce waste, harm and eliminate unwarranted variation in practice, to ensure that the NHS is operating as efficiently as possible.

We will build on the foundations of previous years in taking forward these objectives and continue to work with employers, Welsh Government and the NHS Executive. The development objectives align with national priorities and are set out in our remit letter. We will deploy our existing resources flexibly wherever possible but will need to ensure that new work programmes will need to be carefully assessed against limited capacity.

The specific work programmes in years 2 and 3 will flex to meet national priorities and support the work of clinical networks in line with the National Clinical Framework but also in response to national policy direction. Importantly workstreams will take a cross-cutting approach bringing in expertise from across HEIW to provide a clear assessment of the challenges impacting on delivery within priority areas and the identification of national workforce solutions.



Strategic Priority 1: Year 1 Development Objectives

- Support the delivery of timely access to care and treatment with a specific focus on:
 - o Planned care – implement the perioperative workforce project
 - o Planned care – complete the palliative and End of Life Care competence project
 - o Complete the Cancer Nurse Specialist project
 - o Implement priorities from the diagnostic workforce plan
 - o Progress actions relating to urgent and emergency care
- Complete a review of the education and training requirements to support the women’s health plan
- Complete final phase of implementation of the healthcare science framework
- Improve workforce intelligence and insights relating to the psychological therapy workforce in Wales



STRATEGIC PRIORITY 2:

Workforce Transformation to Support Preventative and Place-based Healthcare

This has been a strategic priority for HEIW since its establishment, recognising that the shift to neighbourhood models of care and the delivery of care closer to home will only happen if we strengthen, support and expand the workforce in primary and community settings first. Investment in a sustainable primary care services is essential to respond to the growing needs of an ageing population and a projected increase in the number of people living with long term conditions as set out in the Chief Scientific Officer's report NHS in 10+ years.

An early achievement was the establishment of a network of primary and community multiprofessional academies across NHS Wales established by HEIW in 2023 to level up the education and training available for the wider primary care workforce. As part of our core business, we will continue work to expand and improve GP training in Wales and continue to increase the opportunity for a wide range of professionals to experience a placement in primary and community settings as part of their pre-registration training programme. This is important in widening access to careers in primary care and supporting a future pipeline of individuals into the sector.

The specific objectives for this year are based on the implementation of a number of strategic workforce plans which have been developed to implement the commitments from the Workforce Strategy for Health and Social Care. These plans are focused on the medium term and will shift the dial in the right direction for the breadth of primary care services. However, we will also be weighting many other areas of our work to support primary and community services, to reflect the ambitions set out in the refresh of A Healthier Wales. We will also be working with Public Health Wales on a strategic approach to embedding prevention across our work programmes.

These development objectives are closely linked with our core functions and particularly in maximising the investment in Primary and Community Education and Training Academy infrastructure. Academies are an important vehicle for developing new national education and training programmes to respond to demographic challenges such as frailty and end of life planning. They can also play an important role in upskilling staff to work in the community and support an expansion in staff working in these settings. Working alongside our GP training function, our national and local functions can play a pivotal role in the expansion of multi-professional primary care teams and reshape GP training to meet future needs. We will work collaboratively with Health Boards to co-produce the next phase of delivery of the Academies so that they are able to respond proactively to national priorities and to create a development path for the next three years.



Strategic Priority 2: Year 1 Development Objectives



- Target development of enhanced, advanced and consultant practice in primary and community settings
- Implement year 2 actions from the Pharmacy Workforce Plan
- Implement year 2 actions from the Primary Care Workforce Plan and refine as new models emerge (e.g. neighbourhood care)
- Implement Year 2 actions from the Dental Workforce Plan
- Implement priorities within the Allied Health Professional Framework in support of community and neighbourhood care models
- Working together, HEIW and PHW will assess the actions they can take respectively and jointly to embed prevention in our workforce. This will comprise:
 - Identifying how we improve the health of the NHS workforce
 - Identifying how this will improve NHS system resilience
 - Ensuring we embed a preventative mindset and skills in the education and training of all our workforce
 - Shaping the future of the public health workforce
 - Exploring opportunities to embed population health and preventative mindset in leadership development
 - Optimising learning for NHS Wales from global exchanges and networks



STRATEGIC PRIORITY 3:

Excellent Education & Training

HEIW has extensive education and training functions, particularly in relation to commissioning with NHS organisations and Higher Education Institution partners and this area accounts for most of our financial spend. Recruitment, progression, quality management, education infrastructure are all important parts of HEIW's core delivery objectives and we have been working towards our Workforce Strategy ambitions for excellence in this area. However, the pace of change in the NHS means that we need to ensure that education and training remains agile and fit for future needs – responding to the needs of our learners as well as the needs of patients and communities. This is particularly pertinent given how the shape of our workforce is changing. There is also an important UK context for education and training in terms of legislation, policy and regulation that drives reform and modernisation (for example, Leng Review of Physician Associates and NHS England led postgraduate medical training review). Having focused on improving quality and expanding the size of training pipelines over recent years, the focus is now on transformation and innovation.

Over the next three years, our ambition is to develop new education models that offer the opportunity to accelerate education and training and expand work-based learning, as well as responding to technological opportunities such as virtual reality and simulation-based education and training. High-quality training remains the critical determinant in reducing attrition and supporting an effective transition from education and training into employment in NHS Wales. We will focus on transforming education delivery to respond to national and local drivers, with a emphasis on utilising new, accessible, pedagogies and technologies. This requires us to begin the development of a clear long term education strategy to underpin the future commissioning and delivery of education in Wales. This will inform the next commissioning cycle (current contracts cease in 2032) and ensure that we are reflecting the future needs of NHS Wales addressing population health need, equity of access, generational shifts and developing a flexible and agile workforce. In the short term, we will continue to build on the Primary and Community Care academy model and to create a clinical skills academy for NHS Wales which will focus on areas where we can accelerate clinical skills development in a structured, quality assured approach through a partnership approach between HEIW and NHS Wales. We also have a multi-year significant medical reform programme and an ambition to develop multi-generational work based learning pathways into NHS Wales.



Strategic Priority 3: Year 1 Development Objectives

- Begin the development of an education strategy for HEIW to transform experience and outcomes for students and trainees
- Reform medical education in line with developments across the UK (phase 1)
- Introduce NHS Wales accelerated clinical skills training model to support timely access to care and treatment – phase 1 Endoscopy
- Work with MEDR to continue to develop opportunities to widen access to careers in health including through apprenticeship routes and develop a plan to identify how degree apprenticeships could be developed in Wales
- Continue to implement the roll out of CODI - a new integrated digital system designed to streamline and enhance the management of Resident Doctors and Postgraduate Professionals across NHS Wales
- Continue to implement the roll out of Y Ty Dysgu, our learning management system
- Launch the CPD Strategy



STRATEGIC PRIORITY 4:

Role Evolution and Multi-Professional Working

The NHS has successfully embraced multi-professional working and continued to adapt to the changing needs of its population since its inception. The challenges of meeting the increased burden of disease and the 'peak death' period for the baby boomer generation mean that efforts will need to redouble at the same time as responding to a reduction in the available workforce due to changes in its composition. Evolving and innovating new roles to support and share the workload is essential if we are to reduce current levels of burnout and improve the wellbeing of our workforce. Providing new opportunities to enhance the workforce to ensure that we can deliver the care needed by our communities must be an essential feature of future workforce planning for the foreseeable future. However, it is also critical that workforce planning considers factors that impact on the successful deployment of new roles including careful role design, organisational development, ongoing supervision and management to avoid fragmented delivery and a lack of cohesion across multi-professional teams resulting in lower productivity (**Nuffield Trust 'In the balance'**).

Development objectives for next year reflect the national policy direction to introduce a new role of the Registered Nurse Associate in Wales to support the development of a sustainable nursing workforce model. The independent review of Physician Associates (PAs) in England (**Leng review**) is due to report in Spring 2025 and is likely to include learning for NHS Wales that will need consideration as the regulation of PA's progresses with implications for both primary and secondary care sectors. In December 2024, the planning framework set out the expectation that health boards would work with HEIW on improving the access to mental health services and to participate in strategic workforce planning, including a requirement to provide a 3-year plan for integrating the Clinical Associate in Applied Psychology (CAAP) roles into existing service models and teams.

Over the three year period, we will develop a systematic approach to the introduction of new roles. The initial phase in year 1 will focus on three roles that have already been agreed. The focus over the plan will be to successfully integrate new roles so that they are fully embedded in organisations and become established rather than being considered a new role. This will include the development of resources, guidance and support that helps organisations assess, plan and introduce new roles with a clear purpose and understanding of how the role will be integrated into team-based delivery. It is also important to ensure that demand for new roles is identified and planned through robust workforce planning aligned with the Education and Training commissioning processes.



Strategic Priority 4: Year 1 Development Objectives

- Working with partners to implement agreed HEIW actions for Band 4 RNA role
- Working with partners provide support and resources to facilitate safe and effective integration of MAPs into the workforce post regulation phase
- Working with partners provide support and resources to facilitate safe and effective integration of the Clinical Associate in Applied Psychology (CAAP) workforce into service models



STRATEGIC PRIORITY 5:

A Digitally and Technological Ready Workforce

We are all working in a digital age and this is driving the need for new skills and knowledge, as well as reshaping the workforce. Digital services are rapidly advancing and artificial intelligence (AI) and the use of generative artificial intelligence tools that have emerged since 2022 offer potential significant benefits to the NHS. **The Topol Review** (2019) considered how to prepare the healthcare workforce for changes in digital technology. This indicated that advances will not materially lessen the need for staff but will demand greater adaptability, more working towards top of licence and acquisition of new skills and capabilities. Continued Professional Development (CPD) will be crucial to upskill the workforce in understanding health related behaviour, imparting risk information and involving citizens in shared decision making. The Digital Capability Framework provides a foundation for this work, but this will need to continue to evolve. We need to prepare our workforce to work in new ways to respond to technological change. The focus over the next 3 years will be in ensuring that we have a breadth of digital skills in our workforce as well as upskilling leaders to lead the effective digital transformation of services.

Over the next three years, the work programme will adapt to national requirements and be reshaped as digital transformation and artificial intelligence matures. We will ensure digital skills are incorporated into all our development and leadership competency standards/frameworks given their importance as essential leadership skills for future leaders. The pace of change is likely to continue with advances in genomic and precision medicine becoming part of the way in which treatment and health care is delivered in future. HEIW will continue to work with Genomics Partnership Wales (GPW) to deliver actions within the Genomics Workforce Plan and support the work of Advanced Therapies Wales (ATW). The pace of delivery will be dependent on the use of existing resources or the ability to secure external funding and the priorities will be shaped on an annual basis.

Strategic Priority 5: Year 1 Development Objectives

- Implement priorities from the genomics workforce plan
- Develop an Artificial Intelligence Education Framework
- Expand the Digital Capability Framework



STRATEGIC PRIORITY 6:

Compassionate Cultures and Effective Leadership

A consistent and determined focus on creating positive cultures through compassionate leadership continues to underpin our work on leadership development and succession planning, and there is now an excellent range of support for our senior leaders included in our core delivery objectives. However, our staff survey and WRES data shows that there is still a lot to do in this area and a need to demonstrate that we are valuing and investing in those who undertake leadership and management roles whatever the setting. In light of the **Kark** and **Messenger** reviews there is a substantial UK led work programme that is driving a code of conduct, competence framework and curriculum for managers at all levels and we will be focused on translating that into NHS Wales. We will pilot an approach to increase national leadership and management development for operational NHS managers in year 1 of the plan, and subject to resourcing, can consider how this could be scaled in future years.

We will continue to deliver a range of programmes through our operational delivery objectives that meet the areas covered in the Remit Letter and under the guidance of the national Culture, Leadership and Succession Board. We will continue to oversee and delivery the NHS Staff survey and work with NHS Wales to improve participation rates. Also included in our operational delivery are actions that respond to the Welsh Language Standards and 'Mwy Na Geiriau' and our statutory responsibility to develop the professionals working in People services in NHS Wales.

Over the next three years, we will continue to build on existing programmes and work with Welsh Government to scope new programmes to support this strategic priority.

Strategic Priority 6: Year 1 Development Objectives

- Implement the All Wales Retention Programme
- Increase leadership and management development for operational NHS managers
- Implement a national leadership and management code of practice and competency framework in line with developments across the UK
- Expand diversity in leadership pipelines through new programmes and resources
- Establish a national induction programme and CPD offer for NHS Wales Board Members, building on the initial pilot.



STRATEGIC PRIORITY 7:

Future Focussed Workforce Plans

A key driver for establishing HEIW was the need to take a strategic and coherent approach to the future of the NHS workforce, and our vehicle for progressing this has been through the development of a series of strategic workforce plans. These have all been based on the framework of the Workforce Strategy to provide consistency and alignment but have also included their unique flavour dependent on which profession or service was in scope. In many instances these plans have for the first time introduced a comprehensive set of solutions to the workforce challenges in key areas of national significance, elevating the importance of workforce as a central and strategic issue, not only an enabler to service delivery. We have worked closely with partners across the NHS and Social Care to develop these plans. A number of these have already been identified within strategic priorities 2 and 5 as they are also contributing to other significant areas of transformation.

Over the next three years, we will build on the work already undertaken to establish a Workforce Observatory and the work to improve access and quality of workforce data to support NHS Wales. We have extensive networks that we can use to harness our understanding of national and global workforce challenges which we will use to provide timely insights that support strategic and operational solutions. We will continue to implement our Data and Digital Strategy and in year two will work towards the development of a Centre for Workforce Intelligence, which will drive improvement in workforce planning through the provision of quality, robust workforce data.

Strategic Priority 7: Year 1 Development Objectives

- Build capacity within the NHS in Wales to deliver workforce planning skills and all Wales methodologies based on best practice
- Implement year 3 actions from the Mental Health Workforce Plan
- Implement year 1 actions from the Nursing workforce plan
- Conclude the development of the perinatal workforce plan and begin implementation



STRATEGIC PRIORITY 8:

Supporting Welsh Government Workforce Policy Decisions

HEIW is keen to be a helpful and responsive partner for Welsh Government on strategic workforce issues and to support the policy agenda. Our remit letter for 2025-26 identifies a number of areas where HEIW can collaborate and bring unique insights and support in support of policy development or review. Our UK networks can be used to facilitate information exchange and an understanding of good practice elsewhere, particularly in the creation of a long term workforce plan. We are keen to shape proposals to establish new workforce governance arrangements aligned with the NHS Executive to ensure that there is clarity on respective roles and responsibilities and minimise the potential for duplication. The development of a new bursary policy for Wales will have significant implications for our future workforce; we can bring significant experience and expertise in leading education and training commissioning over the last six years to help shape policy in this area.

Strategic Priority 8: Year 1 Development Objectives

Work with Welsh Government to scope and support the following:

- Review of Train Work Live
- New National Workforce Operational Delivery Group
- Future bursary policy development
- Compassionate cultures
- Workforce delivery function within NHS Executive and Value and Sustainability work programme
- Long term workforce plan



Chapter 5:

Operational Delivery Objectives 2025-26

For the first time this year, our plan includes a range of operational delivery objectives within our IMTP that support delivery of our core functions. This helps to provide a complete picture of our work programmes to facilitate an improved understanding of our role and function within NHS Wales and support delivery of the remit letter.

Operational Delivery Objectives 2025-26

Our **Operational Delivery Objectives** for 2025-26 relate to our core functions:

- Education and Training
- Leadership Development and Compassionate Cultures
- Workforce Strategy, Planning, and Intelligence
- Attraction, Careers and Widening Access
- Professional support for workforce and organisational development.

Workforce Development and Transformation work programmes are all included in the development objectives as these are continually changing in order to support national programmes and profession specific requirements. Milestones, actions and measures will be tracked through our performance management framework.



Education and Training



- Implement agreed 2025-26 commissioning recommendations for undergraduate and postgraduate/post registration education and training (Education and Training Plan)
- Continue to review and recommission education and training underpinned by contractual arrangements working with higher and further education
- Support an infrastructure to support high quality and effective learning for nursing and HPE educational placements and postgraduate medical, pharmacy, optometry and dental training
- Manage recruitment and secure delivery of high-quality postgraduate education and training of pharmacists, dentists and resident doctors, optimising their progression and delivering core functions as the Statutory Education Body for Wales
- Continue to deliver effective additional support for resident doctors, pharmacists and dentists who need to access the Professional Support Unit
- Implement effective support for revalidation, appraisal and CPD through the Revalidation Support Unit on behalf of NHS Wales
- Support the development of SAS doctors within the workforce
- Support the delivery of apprenticeships within NHS Wales, working with MEDR and in line with the Government strategy and Health Board requirements
- Provide quality improvement skills training programmes for trainers and healthcare professionals during their training programmes (QIST)
- Continue to implement the multi-professional strategy for simulation-based education and training
- Take forward work programmes through Primary and community education and training academy that align with national priorities
- Support delivery of enhanced eye care services



Leadership Development and Compassionate Cultures

- Continue to deliver key leadership programmes and resources that support the creation of compassionate cultures in Wales
 - Advanced clinical leadership and WCLTF programmes
 - Senior Leadership Experience
 - Run the Graduate Management Programme on behalf of NHS Wales
- Continue to support senior leader succession planning and talent management
- Continue to implement the annual NHS Wales staff survey with a focus on increased response rates
- Embed compassionate leadership across NHS Wales
- Continue to implement 'Mwy Na Geiriau' to support Cymraeg being embedded across health services in Wales
- Continue to implement Welsh Language Standards in HEIW



Workforce Strategy, Planning and Intelligence

- Support NHS Wales with workforce intelligence and deliver digital systems that support the efficient and effective delivery of working, education and training functions (including WRES and WES requirements)



Attraction, Careers and Widening Access

- Continue to implement NHS Wales attraction campaigns through the Train Work Live programme
- Continue to implement the Strategic Framework for NHS Wales Careers



Professional support for workforce and organisational development

- Develop a programme to support the People Profession in Wales



Chapter 6: Enabling Objectives 2025-26

Delivery of our IMTP is underpinned by our supporting functions including finance, people and facilities, communications, digital, planning and performance.

Enabling Objectives for 2025/26

The enabling priorities for the successful delivery of this IMTP are:

1. HEIW Internal Workforce Plan
2. HEIW Operating Model
3. Strategic Equality Plan
4. Speaking Up Safely Plan
5. Communications and Engagement Plan
6. Data and Digital Strategy
7. Quality Plan
8. Performance Framework.

HEIW Internal Workforce Plan

One of the actions in our **People and Organisational Development Strategy** was to develop a strategic workforce plan for HEIW to ensure that our resources are effectively mobilised across HEIW to deliver on our development and operational commitments for the next few years. This will focus on ensuring that our workforce are in the right place, with the right skills and that we are sufficiently flexible and agile to achieve a balance in terms of workload, quality and value for money.

HEIW Operating Model

Since our establishment we have taken on a number of new functions and areas of responsibility, and it is important that we ensure our internal operating model is aligned with this. During the development of our IMTP, we also identified a shortfall in the resource needed to deliver everything in our plan. Linked to the development of the internal workforce

plan we will consider how we need to evolve the way in which we work. This will focus on cross functional working, digital opportunities, organisational design and stakeholder interfaces.

Strategic Equality Plan

Our updated **Strategic Equality Plan 2023-27** sets out our key objectives: Embed equality, diversity and inclusion in the way we attract, recruit, retain and develop our HEIW Workforce; advance inclusive practices in the attraction, education and training of the future NHS Wales health workforce and leaders; strengthen engagement with our workforce, stakeholders, communities and service users to inform and direct our work.

Speaking Up Safely Plan

The **Speaking up Safely** Framework for the NHS in Wales was launched in September 2023. We need to build a culture within HEIW, where individuals feel safe and able to speak up and raise a concern relating to a bullying, harassment, financial malpractice or fraudulent incident. Individuals who witness such an incident happening to someone else can also speak up and raise a concern. We must ensure that everyone is aware of the process and are confident that if they do speak up, they will receive support without detriment. We have a specific role in regard to students and trainees and ensuring that they are able to safely raise concerns whilst they are engaged in a training or education programme that we are responsible for.



Communications and Engagement Strategic Framework

The new Communications and Engagement Strategic Framework will focus on impact and collaboration, with an increased emphasis on stakeholder engagement and a structured, strategic approach to communications and engagement. Activity will include:

- enhanced stakeholder interaction and feedback through Tractivity, improved stakeholder mapping, surveys and insight.
- redesigning our digital presence including improving the website to showcase our value and serve as a key resource and improve the user experience across multiple digital platforms.
- focus on strategic communication of the IMTP and Education and Training Plan through strong alliances with partners and stakeholders.

Data and Digital Strategy

The **Data and Digital Strategy** approved by the Board in 2023 outlines how we will deliver transformational change through innovative technology and improved data insights and intelligence, supporting us to maximise delivery of our statutory functions.

Collaboration with the Planning and Performance and Finance teams will optimise organisational performance visibility and monitoring, value and benefits delivery and drive service improvement and decision-making through alignment with the Quality framework. The plan also sets out to reduce technical debt, improve technical infrastructure and the

quality and consistency of data, allowing for faster, more accurate reporting and analysis, underpinned by effective information governance and security governance.

Quality Plan

To enhance the development of good quality health services as required under the Quality and Engagement Act (2020), we will continue to embed the Duty of Quality as part of our organisational culture. We will work with colleagues across HEIW through a programme of education and support sessions to guide managers on the use the Health and Care Quality Standards to make better decisions, and enable us to plan, deliver and monitor good quality health services. Through the development of our Quality Management System, within our education and training functions, we will routinely collect, analyse, monitor and share information about the quality of services provided. This will ensure we are data-driven and transparent in our activities to improve service quality.

A key focus in 2025-26 is to enhance our approach to the student and trainee voice and engagement across HEIW which provides clear mechanisms for feedback and triangulation as part of our Quality Assurance process. This will include:

- The introduction of learner stories at Board.
- The reinstatement of the National Student Forum and re-energised with support from the Director of Education Strategy and Transformation.



- Executive Team visibility in student focus teams and trainee engagement mechanisms.
- More visible Board reports on the themes from student and trainee feedback.

Performance Framework

The HEIW Performance Framework developed in 2023 will be revised in May 2025. Our performance reporting will be broadened, with a specific focus on benefits and impact to address some of the areas identified in the recent Audit Wales Workforce review.



Chapter 7: Financial Plan

This Chapter sets out our financial plan and how we will demonstrate value and sustainability and deliver a balanced financial plan in 2025-26.

Our Approach

This Financial Plan has been developed following receipt of our allocation and an assessment of the resources needed to deliver the programmes and activities within the Remit Letter 2025-26. There is an increased level of financial risk in the plan for 2025-26 that is considered achievable and balances delivery across the range of areas in the Remit Letter within available funding.

Income and Expenditure

HEIW has an annual budget of £364.266m reflecting an uplift of £17.607m on baseline budgets. There are a number of areas where further in-year allocations are anticipated, and these are set out in the financial plan table on page 52.

Key assumptions for delivering a balanced financial plan

HEIW has developed a balanced resource plan for 2025-26 based on a set of assumptions on key variables and anticipated activity levels as set out in the Remit Letter and reflected in this section. The financial plan is subject to a material level of financial risk and includes some key assumptions.

Welsh Government has recognised the financial impact of recent policy changes – removal of the Reduced Rate Maintenance Loan / Bursary and Tuition Fee Cap increase – by allocating an additional £5.1m to HEIW core funding allocation:

- The removal of the Reduced Rate of Maintenance Loan for all NHS Healthcare Bursary students from September 2024 has resulted in additional students choosing to take up the bursary which has resulted in additional costs estimated at £6.743m.
- A decision by Welsh Government to increase the tuition fee cap for Undergraduate courses from £9,000 to £9,250 from September 2024, and to £9,535 from August 2025. At present, the plan assumes that as there is a price review built into the education contracts in 2025, fees will increase to £9,535 across every year and each student cohort, in line with Welsh Government policy. It is estimated that this will increase the total cost to £2.504m and whilst provision has been made in the allocation, this will not be sufficient to meet the full cost.

The latest estimate of the additional costs that HEIW is likely to incur in relation to these policy changes, during the 2025-26 financial year, totals £9.25m. Welsh Government have acknowledged this financial risk and confirmed that any financial impact of these policy changes, beyond the funding allocated, will be funded by Welsh Government. This is on the proviso that HEIW uses any in-year financial slippage to mitigate or manage the financial risk.

The financial assumptions are consistent with those made in the 2024-25 IMTP and how policy changes have been managed during the 2024-25 financial year.



It is also assumed that the **fill rates** for commissioned programmes, **attrition** from programmes, and **average bursary rates** are similar to recent years. Although these assumptions are regularly reviewed using the best and latest intelligence, changes in actual levels can result in material variation to the financial position.

These areas are closely monitored with early insight used to identify and notify of any potential change which would result in a material impact to the planned outturn.

The Financial plan has been developed using the most up to date information available to identify and mitigate any risks. For 2025-26 we have maintained our risk appetite to ensure that funding is fully utilised in delivering the strategic priorities. This means that the existing funding envelope can be utilised proactively in pursuit of the achievement of objectives as set out in the Remit Letter for 2025-26, whilst delivering value for money.

Capital

HEIW's Discretionary Capital Allocation of £0.100m has been confirmed for 2025-26 financial year and will allow for in year capital projects to be taken forward. An established process involving budget holders and other partners exists to identify projects requiring funding in 2025-26 to support delivery of strategic objectives.

In addition to the Discretionary Capital funding, HEIW was awarded strategic capital funding for two projects commencing in 2023-24. The first award totals £2.365m for

the development of the first work package for the Codi digital platform to support various user groups across the NHS Wales workforce and student faculties. Funding of £0.521m was allocated to the 2023/24 financial year, £1.574m to 2024-25 and £0.271m for 2025-26. Discussions with Welsh Government are currently ongoing to request additional funding for the development of further work packages, which will bring other legacy HEIW systems onto the Codi platform.

The second project relates to an IT Refresh programme totalling £1.135m and covering the 5-year period from 2023-24 to 2027-28. This funding will allow for the phased refresh of IT equipment across HEIW, which will reach the end of its useful life over this period.

The framework for ensuring delivery of a balanced financial plan will be based on the following:

Leadership

- Board assurance of a resource plan that sets out HEIW's intention to comply with the statutory requirement for a financially balanced IMTP whilst delivering a plan to deliver its strategic priorities.
- Clear and effective leadership by the Executive Team.
- Timely planning, monitoring, support, and action by the Finance Team.
- Integrated working with all Executives, Senior Leaders, Budget Holders, and Departments.
- Visible and timely intervention and interaction by all Executives, Senior Leaders, and Budget Holders.
- Interrogation and collaboration of strategies, plans and approaches with other NHS organisations.



Using a Value-Based Approach to Commissioning and Development activities

- Utilising a Value-Based approach to articulate the system benefits of investing resources in Education and Training.
- Embedding a robust and prudent approach to business case development.

Strong Discipline

- Disciplined financial management of all expenditure commitments including additional controls and actions in 2025-26 that reflect the level of risk in the plan.
- Continuous and detailed monitoring and management of the financial position.
- Timely corrective response to any variation from plan.
- Identification of risks and opportunities including potential savings and resource that can be re-deployed.
- Adherence to the standards and requirements of good governance.

Ensuring excellent Assurance and Governance

- Effective budget holder engagement to deliver the Plan and provision of training in support of the management of budgets.
- Provision of high quality, accurate and timely financial advice for budget holders, the Executive team and HEIW Board.
- Expert support and technical advice to budget holders to enable the development of robust plans and business cases that demonstrate value for money.

- Continuous evaluation of systems to identify areas of innovation or improvement and timely actions in response to audit recommendations.

Engagement with Budget Holders

- The Finance Team will continue to provide regular timely and high-quality reports and support for budget holders.
- The Finance Team will ensure that Budget Holders are provided with training to understand their responsibilities.

Using available tools to demonstrate efficient use of resources where appropriate

- Relevant and timely Performance Reporting aligned to the organisation's Performance Framework including the financial impact of deviation to planned activity.
- Use of relevant NHS Benchmarking.
- Application of Efficiency measures where possible.

A summary of the financial plan is shown as follows.



IMTP Financial Plan

	Annual Budget 2024/25	Total Requirement 2025/26	Total Requirement 2026/27	Total Requirement 2027/28	Total Requirement 2028/29	Total Requirement 2029/30
		£	£	£	£	£
Board & Executive						
Pay	1,894,460	1,856,884	1,864,718	1,871,133	1,872,372	1,872,372
Non-Pay	615,406	342,302	342,302	342,302	342,302	342,302
Total Executive Office	2,509,866	2,199,186	2,207,020	2,213,435	2,214,674	2,214,674
Finance, Planning & Performance						
Income	-195,719	-195,719	-195,719	-195,719	-195,719	-195,719
Pay	2,580,549	2,745,153	2,781,148	2,799,688	2,815,495	2,820,221
Non-Pay	900,060	833,722	833,722	833,722	833,722	833,722
Total Finance & Corporate Services	3,284,890	3,383,156	3,419,151	3,437,691	3,453,498	3,458,224
Digital and IT						
Income	-120,000	0	0	0	0	0
Pay	4,228,078	3,848,482	3,934,762	3,974,287	4,008,689	4,009,893
Non-Pay	2,173,720	1,834,597	1,834,597	1,834,597	1,834,597	1,834,597
Total Digital	6,281,798	5,683,079	5,769,359	5,808,884	5,843,286	5,844,490
Medical & Pharmacy						
Income	-730,030	-710,030	-710,030	-710,030	-710,030	-710,030
Pay	14,201,858	14,729,408	14,886,150	14,948,963	14,999,169	15,013,350
Non-Pay	8,695,010	8,290,571	8,238,912	8,238,912	8,238,912	8,238,912
TGS	72,250,032	74,852,000	75,097,000	75,097,000	75,097,000	75,097,000
GP Training	43,849,809	46,068,809	46,068,809	46,068,809	46,068,809	46,068,809
I&R	245,686	245,686	245,686	245,686	245,686	245,686
PGMDE	4,891,666	4,891,666	4,891,666	4,891,666	4,891,666	4,891,666
WCAT	1,597,784	1,597,784	1,597,784	1,597,784	1,597,784	1,597,784
WDTFT	274,909	274,909	274,909	274,909	274,909	274,909
Pharmacy	14,742,641	14,503,635	14,599,641	14,599,641	14,599,641	14,599,641
Dental Foundation Training	9,886,000	9,813,183	9,813,183	9,813,183	9,813,183	9,813,183
Relocation Expenses	2,097,800	2,547,800	2,547,800	2,547,800	2,547,800	2,547,800
Optometry	19,558	521,031	521,031	521,031	521,031	521,031
Total Medical Director	172,022,723	177,626,452	178,072,541	178,135,354	178,185,560	178,199,741
Education, Strategy & Transformation						
Income	-40,560	-40,560	-40,560	-40,560	-40,560	-40,560
Pay	2,706,385	2,445,946	2,470,582	2,506,051	2,534,356	2,537,707
Non-Pay	393,598	833,855	833,855	833,855	833,855	833,855
Commissioning	137,808,971	159,248,630	167,027,630	167,189,963	167,190,563	167,190,563
Total Nursing	140,868,394	162,487,871	170,291,507	170,489,309	170,518,214	170,521,565
Nursing, Health Professions & Quality						
Income		0	0	0	0	0
Pay	1,887,096	1,669,103	1,714,847	1,727,459	1,742,834	1,746,527
Non-Pay	535,486	345,166	345,166	345,166	345,166	345,166
Total Nursing	2,422,582	2,014,269	2,060,013	2,072,625	2,088,000	2,091,693
Workforce and Organisation Development						
Income	0	0	0	0	0	0
Pay	5,063,748	5,306,220	5,213,732	5,284,120	5,358,261	5,363,041
Non-Pay	3,649,538	5,239,891	3,395,219	3,395,219	3,395,219	3,395,219
Mental Health Workforce Plan						
Total Workforce & OD	8,713,286	10,546,111	8,608,951	8,679,339	8,753,480	8,758,260
Grand Total	336,103,539	363,940,124	370,428,542	370,836,637	371,056,712	371,088,647



Chapter 8:

Accountability, Measuring our Progress and Strategic Risks

This chapter sets out our approach to monitoring and delivery and ensuring that we have a robust performance management framework in place. It also sets out a number of strategic risks that have been identified through the planning process.

Accountability, measuring our progress and Strategic Risks

HEIW was formally launched as a statutory body on 1 October 2018 and our statutory Board comprises a Chair, Chief Executive, six Independent Members, four Executive Directors and two portfolio Directors. The Board sets the strategic direction for HEIW by developing and approving the Integrated Medium-Term Plan (IMTP). Our approach to the development of this IMTP has been to engage with the Board through the development of this plan and the Board have approved the new strategic priorities. The Board will formally note the remit letter as part of the plan approval process in March 2025.

Each objective is supported by an operational plan that sets out the baseline, quarterly milestones and actions, benefit statements and key performance indicators which feed into our performance management system.

Performance

The Board scrutinises and assures the performance of the organisation and progress with delivery of the IMTP through bi-monthly integrated performance reports.

HEIW's integrated performance reporting is underpinned by four key business questions which reviews performance against the Integrated Medium Term Plan as well as core business. HEIW's last Performance Management Framework was published in 2023 and will be revised in May 2025. Further work is underway to embed a culture of benefits, with

reporting to reflect this in order to strengthen quantifiable benefit and impact measures.

We will continue to share progress through twice-yearly Joint Executive Team (JET) meetings and Integrated Quality and Performance Delivery (IQPD) meetings with Welsh Government.

Risks to delivery

The Board also ensures arrangements are in place to monitor and manage the key risks of the organisation following the Risk Management Policy and the HEIW's Board Assurance Framework.

A number of key risks have been identified during the planning process that might affect our ability to deliver this plan. These will be monitored and managed to support the successful delivery of our business.

Reliance on short term funding

If we are no longer able to rely on short term/non-recurrent approaches to increase staff capacity in year because of the current financial climate, then there is a risk that HEIW would not be able to deliver the planned work, resulting in possible service impact and reputational damage. To mitigate this financial risk, HEIW has prioritised the objectives identified in the Remit Letter and our statutory function and will be constrained in being able to take on additional work until such time as additional funding can be identified or core resources can be released.



Organisational Digital and Data Capacity

The majority of objectives in the plan need support from data and digital, in addition to the significant objectives the data and digital team are leading on as part of this IMTP. If there are substantial delays to progressing work in this plan until the latter quarters, then there is a risk that this will generate significant resource pressures for the team and failure to deliver the plan in its entirety resulting in reputational damage for HEIW. To mitigate this risk, Executive Team will prioritise and oversee the data and digital delivery plan.

Financial crisis in the Welsh Higher Education Sector

If the current financial position impacting Higher Education Institutions (HEIs) leads to them review their health education programmes because of a budget deficit, then there is a risk that this destabilises Welsh students recruitment, creating inequalities in access to education and impacting on potential future supply pipelines to the NHS in Wales. To mitigate this risk, we will undertake scenario planning and continue discussions with the sector to take action to mitigate potential risk.

Challenging student and trainee recruitment environment

If the recruitment environment continues to be a challenge across education and training then there is a risk that lower than commissioned fill rates could lead to Health Boards and NHS Trusts being unable to fill their vacancies in future, leading to capacity constraints across services in NHS Wales. To mitigate this risk, HEIW will carefully monitor and review recruitment fill rates working in collaboration with Higher Education Institutions to maximise fill rates.

Engagement

The work undertaken by HEIW is done in collaboration with the wider NHS and engagement and consultation play a key part in delivery. However, if the organisation is unable to fully engage with the wider system, then there is a risk that we might not deliver what the system needs resulting in reputational damage for HEIW. To mitigate this strategic risk, HEIW continually reviews its communications and engagement and will streamline its approaches to ensure meaningful engagement can be undertaken appropriate to the work planned. The team are also introducing new relationships management software to create further efficiencies. A new Communication and Engagement Framework will be approved by the Board in March 2025.



Appendix A

Strategic Priorities:

Development Objectives and
Operational Delivery Objectives
for 2025-26

Strategic Priorities: Development Objectives and Operational Delivery Objectives for 2025-26

The following table shows the key strategic priorities and development objectives that will be taken forward in 2025-26. Detailed plans are available for both development and operational delivery objectives and will be supported through our Performance Management Framework which is being reshaped in 2025-26.





Table Key	
Alignment Description	Alignment Icon
Welsh Government Remit Letter	
National Priorities	
HEIW Statutory Function	






Table 1: Development Objectives for 2025-26

Strategic Priority 1: National Workforce Solutions for Quality and Productivity						
Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
1	Glyn Jones	Amanda Howard	<p>Support the delivery of timely access to care and treatment with a specific focus on:</p> <ul style="list-style-type: none"> Planned care - implement the perioperative workforce project Planned care - complete the palliative and End of Life Care competence project Complete the Cancer Nurse Specialist project Implement priorities from the diagnostic workforce plan Progress actions relating to urgent and emergency care 	<ul style="list-style-type: none"> Validated workforce data standards Baseline of training and education offers benchmarked against offers across the UK 	<ul style="list-style-type: none"> Enhanced workforce development and retention Enhanced quality of patient care Standardised and accessible training programmes Optimised resource allocation/patient flow Increased staff awareness of frailty 	




Strategic Priority 1: National Workforce Solutions for Quality and Productivity

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
2	Glyn Jones	Amanda Howard	Complete a review of the education and training requirements to support the women's health plan	<ul style="list-style-type: none"> • Feedback from users and participation rates in training programmes • Annual data on headcount, qualifications, and skill levels 	<ul style="list-style-type: none"> • Increased access to high-quality training and education resources for Women's Health professionals. 	
3	Lisa Llewelyn	Sarah Bant	Complete final phase of implementation of the healthcare science framework	<ul style="list-style-type: none"> • Number of healthcare science profession retained / progressing • Number of healthcare science associate level roles & advanced practice & consultant healthcare science professional roles 	<ul style="list-style-type: none"> • Improve attraction, retention within the healthcare science profession • Sustainable workforce 	
4	Lisa Llewelyn	Charlotte Montgomery	Improve workforce intelligence of the psychological therapy workforce in Wales	<ul style="list-style-type: none"> • ESR workforce data • Performance evaluations and self-assessment surveys 	<ul style="list-style-type: none"> • Enhanced strategic workforce planning • Improve staff capability and competence 	




Strategic Priority 2: Workforce Transformation to Support Preventative and Place-based Healthcare

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
5	Lisa Llewelyn	Gail Harries-Huntley	Target development of enhanced, advanced and consultant practice in primary and community settings	<ul style="list-style-type: none"> • Number of advanced practitioners annotated with the NMC • Number of advanced practitioners working in primary and community settings 	<ul style="list-style-type: none"> • Improved staff capability and competence • Regulatory compliance for the nursing workforce achieved • Improved patient experience 	





Strategic Priority 2: Workforce Transformation to Support Preventative and Place-based Healthcare



Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
6	Tom Lawson	Margaret Allen	Implement year 2 actions from the Pharmacy Workforce Plan	<ul style="list-style-type: none"> • All NHS pharmacist jobs will be planned to provide time across all areas of RPS career pathway • RPS credentialling will increase across pharmacist workforce by 10%. • Workforce data will be available across all sectors of practice and being actively utilised by all partners and stakeholders • Pharmacy Digital competency framework developed. • HEIW commissioned Community Pre-registration Pharmacy Technician numbers increase by 10%. 	<ul style="list-style-type: none"> • Improved career opportunities and progression to improve recruitment and retention of workforce • Improved workforce shape and size to deliver the NHS Wales priorities • Increased staff skills to provide more pharmacy services 	



Strategic Priority 2: Workforce Transformation to Support Preventative and Place-based Healthcare




Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
7	Glyn Jones	Amanda Howard	Implement year 2 actions from the Primary Care Workforce Plan and refine as new models emerge (e.g. neighbourhood care)	<ul style="list-style-type: none"> • Patient satisfaction scores • Turnover and promotion rates • Agency staff and locum numbers • Workforce numbers in high need and under resourced regions • Retention rates • Job satisfaction results 	<ul style="list-style-type: none"> • Enhanced clinical, education, research and leadership skills to deliver the primary care model for Wales • Improved recruitment and retention in primary care • A resilient primary care workforce developed to meet future demand 	
8	Tom Lawson	Kirstie Moons	Implement year 2 actions from the Dental Workforce Plan	<ul style="list-style-type: none"> • Improved workforce data sources and modelling to inform planning and commissioning • Proof of concept posts in place for September 2025 • Report produced and recommendation endorsed 	<ul style="list-style-type: none"> • Improve access to oral health care • Growth of the workforce with improved staff capability and competence to deliver optimum care • Increase sustainable supply of Dental nurses to the future workforce 	



Strategic Priority 2: Workforce Transformation to Support Preventative and Place-based Healthcare						
Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
9	Lisa Llewelyn	Nicky Thomas	Implement priorities within the Allied Health Professional Framework in support of community and neighbourhood care models	<ul style="list-style-type: none"> Retention and leaver rates Evidence of flexible working policy adoption Number of AHP vacancies Attrition rates 	<ul style="list-style-type: none"> Improved AHP professions retention Improved workforce modelling to inform workforce planning 	
10	TBC	TBC	<p>Working together, HEIW and PHW will assess the actions they can take respectively and jointly to embed prevention in our workforce. This will comprise:</p> <ul style="list-style-type: none"> Identifying how we improve the health of the NHS workforce Identifying how this will improve NHS system resilience Ensuring we embed a preventative mindset and skills in the education and training of all our workforce Shaping the future of the public health workforce Exploring opportunities to embed population health and preventative mindset in leadership development Optimising learning for NHS Wales from global exchanges and networks 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> TBC 	





Strategic Priority 3: Excellent Education and Training

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
11	Ian Mathieson	Dorothy Edwards	Develop an education strategy for HEIW to transform experience and outcomes for students and trainees	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • TBC 	
12	Tom Lawson	Anton Saayman	Reform medical education in line with developments across the UK (Phase 1)	<ul style="list-style-type: none"> • Uptake of flexible training offers including LTFT • Uptake of generic curriculum opportunities • Uptake of ARCP type assessments 	<ul style="list-style-type: none"> • Improved Workforce Sustainability and Retention • Enhanced Quality of Care • Future-proofed workforce 	
13	Ian Mathieson	Julia Nallon	Introduce NHS Wales accelerated clinical skills training model to support timely access to care and treatment - Phase 1 Endoscopy	<ul style="list-style-type: none"> • Number of endoscopists and JAG certified staff completing training • Patient waiting times for endoscopic procedures • Number of endoscopic procedures performed successfully without complications • Staff retention rates within endoscopy units 	<ul style="list-style-type: none"> • Provide faster, better quality and more consistent training that benefits patients, learners and organisations • Increase clinical activity 	





Strategic Priority 3: Excellent Education and Training

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
14	Ian Mathieson	Rachel Mooney	Work with MEDR to continue to develop opportunities to widen access to careers in health including through apprenticeship routes and develop a plan to identify how degree apprenticeships could be developed in Wales	<ul style="list-style-type: none"> • Number of health-based qualifications achieved through a WBL route • Number of alternative learning pathways, including degree apprenticeship routes taken up 	<ul style="list-style-type: none"> • Widening access to health career pathways to broaden opportunities through access and availability of apprenticeships (from level 2 to level 6) 	
15	Sian Richards	Matthew Mahoney	Continue to implement the roll out of CODI	<ul style="list-style-type: none"> • Satisfaction scores from post-implementation surveys • User adoption rates and usage across different groups 	<ul style="list-style-type: none"> • Improved user experience • Enhanced data quality and reporting • Increased efficiency and reporting • Annual cost savings made • Time spent on data entry and processing 	




Strategic Priority 3: Excellent Education and Training

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
16	Sian Richards	Jo Tucker	Continue to implement the roll out of Y Ty Dysgu	<ul style="list-style-type: none"> • Number of modules and networks • Uptake of courses and evaluation results. • Number of registrations and active users 	<ul style="list-style-type: none"> • Improved quality of and access to learning for the healthcare workforce of Wales • Improved and extended multi-disciplinary education offer for the healthcare workforce of Wales • Improved reporting and insights 	
17	Lisa Llewelyn	Charlette Middlemiss	Launch the CPD Strategy	<ul style="list-style-type: none"> • Staff survey results • Effectiveness of implementation of the strategy across Wales 	<ul style="list-style-type: none"> • CPD is embedded into work practices • Protected time for CPD is incorporated into the workload of all health workers and regarded as a priority by employers 	





Strategic Priority 4: Role Evolution and Multi-Professional Working

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
18	Lisa Llewellyn	Rebecca Boore	Working with partners implement agreed HEIW actions for Band 4 RNA role	<ul style="list-style-type: none"> Retention rates within the student cohort Completion rates of RNA education programmes Feedback from student monitoring forms Employment rates following completion of training programme Employment rates following training Retention rates 	<ul style="list-style-type: none"> Develop a motivated and sustainable RNA workforce with the skills to bridge the gap between healthcare assistants and registered nurses Strengthen service delivery and support the multidisciplinary team in meeting patient care needs across NHS Wales 	




Strategic Priority 4: Role Evolution and Multi-Professional Working

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
19	Tom Lawson	Ian Collings	Working with partners provide support and resources to facilitate safe and effective integration of MAPs into the workforce in this post regulation phase	<ul style="list-style-type: none"> • PA role rates • Recruitment to AA role rates 	<ul style="list-style-type: none"> • Improved understanding and utilisation of MAPs roles across NHS Wales • Enhanced governance underpinning PA/AA role • Improved access to education, support, training opportunities 	
20	Lisa Llewellyn	Charlotte Montgomery	Working with partners provide support and resources to facilitate safe and effective integration of the Clinical Associate in Applied Psychology (CAAP) workforce into service models	<ul style="list-style-type: none"> • Employment rates • Utilisation rates • Feedback from service users and stakeholders 	<ul style="list-style-type: none"> • Establish a sustainable workforce model in Wales 	





Strategic Priority 5: A Digital and Technology Ready Workforce

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
21	Glyn Jones	Amanda Howard	Implement priorities from the genomics workforce plan	<ul style="list-style-type: none"> • Number of students enrolling on courses • Employment rates (specialist workforce) • Genomic testing rates 	<ul style="list-style-type: none"> • Improved recruitment and retention of specialist genomics staff through attractive and flexible working arrangements and career opportunities • Infrastructure supporting education & training to inspire future generations of people to work in genomic healthcare 	





Strategic Priority 5: A Digital and Technology Ready Workforce

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
22	Sian Richards	Craig Barker	Develop an Artificial Intelligence Education Framework	<ul style="list-style-type: none"> • Number of users completing foundation AI course • Percentage of D&A coding undertaken using AI • Percentage of AI enabled content in use by NHS Wales 	<ul style="list-style-type: none"> • Improved AI literacy in the workforce and reduced fear of AI in the NHS workforce community • Clinicians embedded into AI projects and providing clinical insights and learning about the opportunities of AI. • Analytical platform underpinned by AI technologies for more efficient and effective analytical outputs. 	
23	Sian Richards	Jo Tucker	Expand the Digital Capability Framework: Leadership in a digital age	<ul style="list-style-type: none"> • DCF completion rates by profession and NHS organisation • Course completion rates and evaluation 	<ul style="list-style-type: none"> • Enhance staff Digital and data competency and confidence resulting in increased productivity, quality and safety of services. 	





Strategic Priority 6: Compassionate Cultures and Effective Leadership

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
24	Helen Watkins	Zoe Gibson	Implement the All Wales Retention Programme	<ul style="list-style-type: none"> • Downward trend of staff turnover (monitored nationally through retention turnover metric at national, organisational and staff group level). • Reduced vacancy factors. • Reduced locum and agency costs 	<ul style="list-style-type: none"> • Increased staff retention • Engaged and motivated workforce • Compassionate leadership and cultures 	
25	Helen Watkins	Helen Thomas	Increase leadership and management development for operational NHS managers	<ul style="list-style-type: none"> • Number completing operational management pilot programme • Evaluation metrics from programme 	<ul style="list-style-type: none"> • TBC 	




Strategic Priority 6: Compassionate Cultures and Effective Leadership

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
26	Helen Watkins	Helen Thomas	Implement a national leadership and management code of practice and competency framework in line with developments across the UK	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> TBC 	
27	Helen Watkins	Jodie Davey	Expand diversity in leadership pipelines through new programmes and resources	<ul style="list-style-type: none"> Implemented all priority actions across the year. Standardised national data collection framework implemented to track diversity in leadership pipelines 	<ul style="list-style-type: none"> Sustainability of diversity in talent pipelines Anti-racist Wales Action Plan priority actions for NHS Wales addressed Improved national data collection and national reporting on progress in creating diverse pipelines of aspiring senior leaders for NHS Wales 	





Strategic Priority 6: Compassionate Cultures and Effective Leadership

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
28	Helen Watkins	Jodie Davey	Establish a national induction programme and CPD offer for NHS Wales Board Members, building on the initial pilot	<ul style="list-style-type: none"> • Performance metrics • Governance audits • Feedback from participants 	<ul style="list-style-type: none"> • Strengthen board-level leadership by equipping Executive and Non-Executive Board Members with the necessary skills, knowledge, and governance frameworks, ensuring they can effectively lead NHS Wales through evolving challenges and policy changes 	




Strategic Priority 7: Future Focussed Workforce Plans

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
29	Helen Watkins	Clem Price	Build capacity within the NHS in Wales to deliver workforce planning skills and all Wales methodologies based on best practice	<ul style="list-style-type: none"> Uptake of online Introduction to Workforce Planning training 	<ul style="list-style-type: none"> Reliable, single source of useable workforce intelligence for NHS Wales organisations, enhancing planning accuracy. High level evidence-base for workforce decisions and solutions. 	
30	Helen Watkins	Angie Oliver	Implement year 3 actions from the Mental Health Workforce Plan	<ul style="list-style-type: none"> Stocktake at the end of year 2 informed Year 3 specific actions. Progress in delivering the individual actions, according to the implementation plan and evaluation feedback. 	<ul style="list-style-type: none"> Deliver an engaged, motivated and healthy mental health workforce across health and social care, with the capacity, capability and competence to meet the needs of the people of Wales. 	




Strategic Priority 7: Future Focussed Workforce Plans

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
31	Lisa Llewelyn	Rebecca Boore	Implement year 1 actions from the Nursing workforce plan	<ul style="list-style-type: none"> • Number of registered nurses • Nursing roles in primary, community and social care settings • Percentage in overall nursing vacancy rates • Number of nurses accessing leadership programmes • Satisfaction surveys • Agency nurses • Percentage of Pre-Registration nursing programme fill rates 	<ul style="list-style-type: none"> • Drive innovation, equity, and workforce sustainability, enabling nurses to meet the evolving health and care needs of the population while supporting system-wide improvements in service delivery and development of community capacity 	



Strategic Priority 7: Future Focussed Workforce Plans

Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
32	Lisa Llewelyn	Rebecca Boore	Conclude the development of the Perinatal Workforce Plan and begin implementation	<ul style="list-style-type: none"> • Turnover rates. • Sickness rates • Staff Survey results • Number of perinatal staff • Diversity of the perinatal staff 	<ul style="list-style-type: none"> • Cultural change within perinatal teams contributing to improved quality and safety • Improved retention through arrangements that support work-life balance and drive health and wellbeing to ensure staff feel valued. • Increased attraction and recruitment to deliver safe and sustainable services with a workforce that is reflective of the citizens of Wales. 	



Strategic Priority 8: Supporting Welsh Government Workforce Policy Decision






Ref:	Exec Lead:	SRO:	Development Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
33	Helen Watkins	TBC	<p>Work with WG to scope and support the following:</p> <ul style="list-style-type: none"> • Review of TWL • New National Workforce Operational Delivery Group • Future bursary policy development • Compassionate cultures • Workforce delivery function within NHS Executive and Value and Sustainability work programme • Long term workforce plan 	<ul style="list-style-type: none"> • These will be agreed with WG 	<ul style="list-style-type: none"> • These will be agreed with WG 	





Table 2: Operational Delivery Objectives for 2025-26

Education and Training						
Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
1	Ian Mathieson Tom Lawson	Martin Riley	Implement agreed 2025/26 commissioning recommendations for undergraduate and postgraduate/post registration education and training (Education and Training Plan)	<ul style="list-style-type: none"> • Uptake and completion of number and range of postgraduate courses and work based learning. • Outcomes from National Student Survey, National Trainee/Trainer Survey. 	<ul style="list-style-type: none"> • Workforce sustainability now and for future generations based on need/demand. • Improved staff capability and competence resulting in increased productivity. • Improved wellbeing of the workforce 	
2	Ian Mathieson	Martin Riley	Continue to review and recommission education and training underpinned by contractual arrangements working with higher and further education	<ul style="list-style-type: none"> • Programme fill rates • Number of health professionals qualifying • Number of health professionals employed • Number of health professionals educated in Wales and retained in Wales 	<ul style="list-style-type: none"> • Ensure the education and training contracts aligns with HEIW's specific future health professional education commissioning requirements and legal standards and the interests of all parties involved 	





Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
3	Ian Mathieson Tom Lawson	Martin Riley Anton Saayman Margaret Allen Kirstie Moons Nik Sheen	Support an infrastructure to support high quality and effective learning for nursing and HPE educational placements and postgraduate medical, pharmacy, optometry and dental training	<ul style="list-style-type: none"> • Placement quality indicators 	<ul style="list-style-type: none"> • Maximise quality placement learning environments across health and care sectors in Wales to support students' achievement of required professional competencies and ensuring a future workforce that is fit for purpose 	
4	Tom Lawson	Anton Saayman	Manage recruitment and secure delivery of high-quality postgraduate education and training of pharmacists, dentists and resident doctors, optimising their progression and delivering core functions as the Statutory Education Body for Wales	<ul style="list-style-type: none"> • Fill rates • Trainee satisfaction surveys • Retention rates • Professional development pathways • Training quality reports and surveys 	<ul style="list-style-type: none"> • Ensures a high-quality, well-supported workforce capable of meeting the evolving needs of NHS Wales. • Contribution to workforce sustainability, patient safety, and service efficiency. • Enhances retention, professional development, and the overall healthcare experience for both those in training and trainers 	




Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
5	Tom Lawson	Ian Collings	Continue to deliver effective additional support for resident doctors, pharmacists and dentists who need to access the Professional Support Unit	<ul style="list-style-type: none"> • Fill rates across all training programmes. • Trainee satisfaction, retention rates, and professional development pathways. • Training quality reports. • Exam pass rates • Career progression • Staff Survey 	<ul style="list-style-type: none"> • Ensures that resident doctors, dentists and pharmacists well supported in their professional development and training progression. • Interventions help improve wellbeing, resilience, and career progression • Contributes to the retention of this workforce in NHS Wales 	
6	Tom Lawson	Chris Price	Implement effective support for revalidation, appraisal and CPD through the Revalidation Support Unit on behalf of NHS Wales	<ul style="list-style-type: none"> • Maintain stable MARS and Orbit360 systems to enable consistent facilitation of appraisal across all sectors • Maintain requisite GP appraisal capacity in order to offer a timely appraisal to all GPs with a GMC connection in Wales • Evidence to show CPD and 3D programmes delivered 	<ul style="list-style-type: none"> • Enables reflection on practise, demonstrate development and performance and identify future learning needs thus achieving legal/regulatory compliance. • Improved workforce capability and competence resulting in better quality patient care 	





Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
7	Tom Lawson	Ian Collings	Support the development of SAS doctors within the workforce	<ul style="list-style-type: none"> • Satisfaction survey • NHS Staff Survey • SAS Team survey 	<ul style="list-style-type: none"> • Provision of a greater range of learning and development opportunities for SAS doctors to improve job satisfaction and improve retention 	
8	Ian Mathieson	Rachel Mooney	Support the delivery of apprenticeships within NHS Wales, working with MEDR and in line with the Government strategy and Health Board requirements	<ul style="list-style-type: none"> • Number and breadth of alternative health based learning pathways available on an all Wales basis 	<ul style="list-style-type: none"> • Widening access to health career pathways to broaden opportunities for all staff 	




Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
9	Tom Lawson	Gethin Pugh	Provide quality improvement skills training programmes for trainers and healthcare professionals during their training programmes (QIST)	<ul style="list-style-type: none"> Number of individuals undertaking QIST modules at Fundamentals of Improvement and Improvement in Practice levels 	<ul style="list-style-type: none"> Building Improvement Capability in the workforce leads to improvements in patient care that are person centred, more effective, efficient and equitable, aligned to the Duty of Quality. Continuous Improvement of the learning environment and educational infrastructure to deliver enhanced training experiences and learning across learning environments over time. 	





Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
10	Ian Mathieson	Sara Catrin Cook	Continue to implement the multi-professional strategy for Simulation-Based Education and Training	<ul style="list-style-type: none"> • Positive learner feedback from simulation experience/s • Quantity of simulation activity across healthcare in Wales • Compliance with the UK recognised simulation standards 	<ul style="list-style-type: none"> • Improving the quality of simulation activity and practice across healthcare in Wales will lead to enhanced learner experiences • Better understanding of the role of Immersive Technologies for healthcare education and training will lead to enhanced learner experiences 	
11	Ian Mathieson	Esther Lomas	Take forward work programmes through Primary and community education and training academy that align with national priorities	<ul style="list-style-type: none"> • Number of Nurses completing GPN Foundation Programme. • Number of Programmes facilitated by the academy infrastructure. • Number of Urgent Care Practitioners following framework. • Number of Trained educators by professional group. 	<ul style="list-style-type: none"> • Improved staff capability and competence resulting in increased productivity • Improved standards of education and training resulting in high quality patient care • Workforce sustainability now and for future generations based on need/demand 	





Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
12	Tom Lawson	Nik Sheen	Support delivery of enhanced eye care services	<ul style="list-style-type: none"> • Number of available placements in Advanced Training Practices (ATPs) • Trainee surveys (satisfaction levels) • Number of practitioners delivering enhanced services due to ATPs. 	<ul style="list-style-type: none"> • Realise the capability and competence of optometry staff across NHS Wales to expand the provision of enhanced eye care services, reducing the burden on secondary care and ensuring more patients receive timely and effective treatment within primary care settings. 	




Leadership Development and Compassionate Cultures

Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
13	Helen Watkins	Jodie Davey Dena Jones Claire Monks	<p>Continue to deliver key leadership programmes and resources that support the creation of compassionate cultures in NHS Wales</p> <ul style="list-style-type: none"> • Advanced clinical leadership and WCLTF programmes • Senior Leadership Experience • Run the Graduate Management Programme on behalf of NHS Wales • Continue to support senior leader succession planning and talent management 	<ul style="list-style-type: none"> • Programme fill rates and completion rates • Continuous evaluation throughout the programme and post programme to assess application of learning and outcomes 	<ul style="list-style-type: none"> • Sustainable pipeline of leaders in NHS Wales • Compassionate leadership and principles embedded into leadership behaviours and organisational cultures 	
14	Helen Watkins	Jodie Davey	<p>Continue to implement the annual NHS Wales staff survey with a focus on increased response rates</p>	<ul style="list-style-type: none"> • Percentage of staff from diverse groups • Staff engagement score • Survey measures on speaking up, staff morale, burnout and retention 	<ul style="list-style-type: none"> • Compassionate leadership and principles embedded into leadership behaviours and organisational cultures. 	




Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
15	Helen Watkins	Helen Thomas	Embed compassionate leadership across NHS Wales	<ul style="list-style-type: none"> • Participation rates • Employee development metrics • Leadership succession rates (promotions and skills advancement) • Improved staff experience and engagement, retention and diversity and inclusion 	<ul style="list-style-type: none"> • Compassionate leadership and principles embedded into leadership behaviours and organisational cultures. 	
16	Lisa Llewelyn	Nia Cole-Jones	Continue to implement 'Mwy Na Geiriau' to support Cymraeg being embedded across health services in Wales	<ul style="list-style-type: none"> • Qualitative report via the ongoing MTJW reporting. • Performance data from HEIs in respect to Welsh language requirements within procurement contracts • Targeted increase in number of placements offering Welsh language delivery 	<ul style="list-style-type: none"> • Provision of health and care delivery through the Welsh language. 	



Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
17	Lisa Llewelyn	Nia Cole-Jones	Continue to implement Welsh Language Standards in HEIW	<ul style="list-style-type: none"> Achieve compliance upon receipt of the final notice from the Welsh Language Commissioner 	<ul style="list-style-type: none"> Promoting inclusive, accessible services for the Welsh-speaking population, students and staff Compliance with Welsh Language Standards 	





Workforce Strategy, Planning and Intelligence

Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
18	Sian Richards	Craig Barker	Support NHS Wales with workforce intelligence and deliver digital systems that support the efficient and effective delivery of working, education and training functions (including WRES and WES requirements)	<ul style="list-style-type: none"> Data intelligence in dashboards, analytical packs and reports 	<ul style="list-style-type: none"> Allow healthcare staff to benefit from the efficiencies digital transformation brings. Provide deeper, actionable insights for workforce transformation, demonstrating value for money for our investment in education and training 	




Attraction, Careers and Widening Access

Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
19	Helen Watkins	Angie Oliver	Continue to implement NHS Wales attraction campaigns through the Train Work Live programme	<ul style="list-style-type: none"> • Data on fill-rates • Click through rates on digital advertising campaigns and QR codes • Clicks to NHS Jobs from our website • Questionnaires for new recruits and evaluation feedback 	<ul style="list-style-type: none"> • Increasing recruitment into vacancies, higher education and recruitment into undergraduate pre-registration training • Supporting retention by highlighting the benefits of a career in the NHS as well as training, working and living in Wales 	
20	Helen Watkins	Angie Oliver	Continue to implement the strategic framework for NHS Wales Careers	<ul style="list-style-type: none"> • Feedback from teachers, employers and participants 	<ul style="list-style-type: none"> • Ensuring we have an engaged, motivated, capable flexible and sustainable workforce in sufficient numbers • Ensure that 350+ roles, entry routes, career opportunities and pathways are understood, and people are attracted to careers in NHS Wales as the career of choice. 	



Professional Support for Workforce and Organisational Development

Ref:	Exec Lead:	SRO:	Operational Delivery Objectives for 2025-26	Delivery Measures	Benefits:	Alignment
21	Helen Watkins	Jodie Davey	Develop a programme to support the People Profession in Wales	<ul style="list-style-type: none"> • Conduct a skills audit across NHS Wales to identify gaps and immediate training needs. • Launch talent mobility schemes. • Provide training in workforce analytics and forecasting tools to People professionals to enhance data-driven decision-making. 	<ul style="list-style-type: none"> • Enhance workforce capability and professional development • Improved Talent Mobilisation and Succession Planning • Strengthened strategic workforce planning 	



Appendix B:

PESTLE

ANALYSIS

This section highlights the key external factors identified by HEIW that impact our strategic priorities and objectives

PESTLE ANALYSIS (2025-28)

We continue to operate in a highly volatile environment and face significant challenging circumstances in terms of the legacy of COVID and Brexit, the wider system pressures on the workforce including further industrial action, the cost-of-living pressures and the challenging financial outlook.

In terms of **political** influences, HEIW continues to deliver the actions to support the further implementation of A Healthier Wales and these are reflected within this plan. We recognise the challenging financial context in which we operate and the industrial action that continues to take place. We recognise the changing national strategic relationships with the NHS Executive and continue to strengthen our relationship and interface with Welsh Government. Forthcoming regulatory changes will require continuing engagement with the relevant Colleges, other professional bodies and lobbying groups.

The most urgent NHS issues requiring immediate attention currently relate to the planning, deployment and design of the workforce. We will therefore support the Cabinet Secretary for Health and Social Care five key strategic priorities and constructively challenge current approaches with our partners in the NHS to find solutions to timely access to care, population health and prevention, building community capacity, mental health access and Women's health. We will also contribute to the increase in administrative efficiency and reduction of costs by eliminating unwarranted variation and low value interventions.

It is predicted that the **economic** trend of high inflation and high energy, fuel, and food costs will continue into 2025, compounding poverty for those living in socially deprived areas. The unprecedented state of public finances means that there will be difficult decisions about spending priorities in Wales. We know that more attractive pay rates can be achieved in the private sector or through agency work and that low pay in the NHS is a disincentive to attracting and retaining staff. We must therefore optimise our current staff and be more prudent with our financial resources through the quality of our educational provision to get it right first time and ensuring value-based approaches to be financially sustainable. As one of the NHS anchor organisations, our approach to our long-term workforce sustainability is tied to their wellbeing and positively influence the social, economic and environmental conditions in the local Nantgarw area, widening access to good quality work, reducing our environmental impact and making a valuable contribution to the foundational economy.

Social trends indicate an increasing volume of work resulting from a growing and ageing population with more complex health needs combined with the backlog of work in planned care from the pandemic and staff leaving the professions because of poor staff morale. The cost-of-living crisis has the potential to reduce the number of students training in a health and care disciplines if costs, particularly in relation to fuel and accommodation, become prohibitively high. There are generational changes to careers and work expectations that will undoubtedly impact future provision and drive preferences for agile working, the reduction of heavy



workload, balancing a career and personal responsibilities and promoting flexible approaches to work e.g. portfolio working. HEIW has a social and economic duty to widen access and provide greater flexibility in higher education and employment for under-represented groups requiring the provision of alternative forms of learning provision by HEIs and FEs. We will consider different opportunities for education and training and alternative routes into NHS Wales workforce. The Chief Scientific Advisers report NHS in 10+years reminds us to focus on the needs of the workforce in the future and to focus on prevention. We also need to focus on children and young people to address health inequalities and give everyone equitable access to all services. HEIW recognises that these societal changes and expectations have the potential to drive new and innovative roles and models of practice.

Rapid **technological** advances are being made at pace in the NHS with the potential to change the shape of patient care. Digital services are increasing organisational connectivity and there is scope for further integration using digital tools and systems and remote working create a digitally ready workforce able to adapt to new ways of working and improve the quality and efficiency of patient care. There are also positive applications for technology around national data resources and computer aided clinical decision making, opportunities for researching and Business Intelligence dashboards. Medical advances in Genomics have the potential to change the shape of patient care and advances in simulation and Virtual Reality (VR) can advance the provision

of interactive careers information and facilitate the delivery of interactive education and improvements in the digital literacy of the workforce. Artificial Intelligence is being used successfully for data modelling and forecasting and a plethora of other uses.

However, it also presents some challenges within the learning environment that requires careful management. Digital solutions can also be used to improve the capture and analysis of data and use of intelligence (i.e., what if scenarios and case studies) to enhance workforce planning capacity and demand modelling approaches. Improved learning platforms and systems for education have the potential to improve interactive education and the digital and data literacy of the workforce. A further rise in cyber threats that bypass traditional security measures could have a critical impact on activity and work is being undertaken to address this.

As part of the planning process, HEIW acknowledges the important **legislative** context. It will incorporate the five ways of working to show how we have applied the sustainable development principle as part of the Wellbeing of Future Generations (Wales) Act 2015 which is built on the sustainable development principle which encourages people to act today for a better tomorrow. From April 2024, HEIW has been required to incorporate the five ways of working (collaboration, integration, involvement, long-term and prevention) to reach the national wellbeing goals and to demonstrate this in our plan. The Socio-economic Duty



requires us to adopt transparent and effective measures to address the inequalities that result from differences in occupation, education, place of residence or social class. Furthermore, the *Social Partnership and Public Procurement (Wales) Act 2023* means that we have a duty to include the Trade Unions in setting our objectives and we have ensured that our stakeholders have been consulted on our plans. The *Duties of Quality* and *Candour* are now statutory obligations for NHS bodies and individuals in Wales and HEIW has a legal responsibility to continually improve the quality of the services it provides.

HEIW is using the *More than Just Words* strategic framework to strengthen Welsh language provision in health and social care and uses the *Equality Act (2010)*, our *Strategic Equality Plan* and the *Anti-Racist Wales Action Plan* to embed equality and anti-racism. The *Speaking up Safely Framework* has been shared across the organisation to enable NHS Wales staff to speak up about issues with confidence knowing their concerns will be taken seriously, heard fairly and that that they will not face personal repercussions for raising concerns. The self-assessment and action plan will address any gaps between current practice and the expectations of the Framework.

Changes made to the education standards, regulation and laws will help us improve the quality of education and training and workforce transformation across the whole pipeline will help improve approaches to team-based working. The Data Protection Regulations (2018) guide HEIW on how to collect, monitor, protect and share data with other organisations.

In terms of the **environmental** context, the *NHS Decarbonisation Action Plan* recognises that low carbon must be core to decision making and embedded into processes. *The environmental Climate Change Act (2008)* requires us to reduce our carbon emissions, a key contributor to climate change (50% reduction by 2025 and 80% by 2050) and Welsh Government has set more ambitious targets for the public sector in Wales, to become net zero by 2030. Following the pandemic, fewer people travelled for work and there was a noticeable increase in awareness of climate issues but now people have returned to the office for business need and cost-of-living which will increase the level carbon emissions. There is a notable shift in temperatures and weather patterns resulting in extreme weather conditions which is having a devastating impact and increasing levels of pollution and disease.

This highlights the need for us to influence the reduction of carbon emissions through leadership and climate smart education.

HEIW will undertake a stakeholder mapping exercise to identify new or changing relationships and consider the action we need to undertake. It is important that we take a systematic approach to maximise opportunities for integration and collaboration with the Health Boards and Trusts, other NHS organisations, Regional Partnership Boards and expanding our reach across the whole of NHS Wales.



POLITICAL

P

- New UK Labour Government
- New First Minister of Wales & Cabinet Secretary for Health & Social Care
- Welsh Government Unprecedented state of public finances and difficult decisions about spending priorities in Wales
- Changing national strategic relationships, e.g. NHS Executive Workforce Unit
- Local services development and transformation
- Industrial action
- Lobbying by professional Bodies
- Productivity
- GIRFT reviews
- National Workforce Implementation Plan (NWIP)
- A Healthier Wales Publication
- NHS in 10+ Years by Welsh Government
- Cross Border working

ECONOMICAL

E

- High inflation and high energy, fuel, and food costs
- High Levels of social deprivation
- The foundational economy
- Significant financial pressures for NHS in next few years
- Static or reduced funding allocation for NHS Wales
- Cost of Education/Student Fees
- Bursary funding changes
- Difficult HEI financial context
- Investment requirements in Technology

SOCIOLOGICAL

S

- Demographic changes in Wales - ageing population impacts on demand for services
- Population Health e.g. increases in obesity and Mental Health
- Planned care backlog (waiting lists)
- Current staff shortages, recruitment and retention challenges
- Generational changes potentially impacting career choices and working expectations
- Changing mix of international influx outflux
- Working Behaviours
- Result of NHS Wales Staff Surveys - reflecting current wellbeing and burnout
- Responses to Clinical Investigations and Failures
- Demographic size of Wales negatively affecting placement capacity for some professions
- Diversity & Inclusion, addressing neurodiversity
- Skills to deliver Value-Based health care
- Skills in organisational design

TECHNOLOGICAL

T

- Advances and innovation impact on patient care
- Diagnostics
- Genomics
- Digital literacy
- Data literacy
- Artificial Intelligence and predictive analytics
- Delivering a capacity and demand workforce planning modelling approach
- Digital Education and Training approaches and developments
- Increased cyber threat
- ESR changes
- License requirements for digital resources
- NHS App
- Low levels of digital maturity

LEGAL

L

- NHS Finance(Wales) Act (2006,2014)
- Wellbeing of Future Generations Act (2015)
- Tertiary Education and Research (Wales) Act (2022)
- Welsh Language Act (1993) & Welsh Language Standards (2022)
- Mental Health (Wales) Measure (2010)
- Socio-economic Duty (2021)
- Duty of Quality (2023)
- Equality Act (2010)
- Social Partnership and Public Procurement Act (2023)
- NHS Wales Decarbonisation Action Plan
- Contract reform
- Changes to education standards & regulation
- Speaking up Safely Framework
- NICE guidelines
- WHO guidance
- Regulations that limit workforce skills
- New regulation of roles e.g. registered nurse associate and physician's associate
- Home Office visa regulations for overseas employees
- The Civil Contingencies Act 2004
- SHA's now named under WBFGA

ENVIRONMENTAL

E

- Net zero by 2030
- Energy cost volatility due to political unrest/war
- Extreme weather conditions and impact on people and disease
- Health impacts of increasing pollution
- The impact of environmental changes on health/demand
- Geographical landscape of Wales making access to onsite learning difficult
- Demographic size of Wales negatively affecting placement capacity for some professions
- Environmental considerations in decision making
- Interest in Sustainability: Growing focus on sustainable working practices to support different generations in the workplace.





GIG
CYMRU
NHS
WALES

Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)