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Strategic Workforce Plan for Primary Care

Year Two Progress: April–September 2025



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Executive Summary

[The Strategic Workforce Plan for Primary Care](#) (SWPPC) provides the roadmap for delivering a sustainable, skilled, and resilient primary care workforce across Wales. Building on Year One foundations, this mid-year report outlines progress during April–September 2025, with 35 of 55 actions now live. Welsh Government confirmed a financial allocation of £652,300, enabling recruitment of a Clinical Lead for Health Inequalities and dedicated project managers, which has strengthened delivery momentum and integration with wider HEIW programmes.

Key achievements to date include:

- Development of mentorship and induction schemes for staff in deprived areas, progress on a competency framework for prison health, and a Welsh Clinical Fellowship in Health Inequalities.
- Progress on the Practice Manager Competency Framework, alongside planning for a dedicated non-clinical induction programme with embedded content on mental health and health inequalities.
- Initiation of a Mental Health Competency Framework aligned with the new Mental Health Strategy and Delivery Plan 2025–28.
- Expanded access to national leadership programmes and planning to extend the Clinical Leadership Immersive Programme (CLIP) into primary care.
- Development of e-learning modules linked to the HEIW Digital Capability Framework and early collaboration with DHCW on a digital primary care roadmap.
- Progress in workforce planning through demand modelling, scoping of expanded independent prescribing capacity, and development of multi-professional supervision guidance.
- Scaling of the Optometry MECC pilot and closer alignment with Public Health Wales on prevention strategies.
- Preparations to include primary care in the 2026/27 NHS Wales Staff Survey and embedding of retention principles across initiatives.
- Commissioning of training in remote clinical decision-making, expansion of access to shared decision making, QI and MECC, and creation of a centralised learning hub on *Y Ty Dysgu*.

Delivery has been slowed by delays in funding confirmation, reliance on fixed-term contracts, and the challenge of engaging a wide range of stakeholders. Some actions will roll into Year Three, making early resolution of resource and continuity risks essential. The remainder of Year Two will focus on advancing all live actions, embedding evaluation and impact measurement, and transitioning deliverables into business-as-usual operations where appropriate. In summary, the SWPPC remains central to transforming primary care in Wales. Continued investment and collaboration will be critical to embedding these initiatives into business-as-usual practice and ensuring long-term workforce resilience.



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Introduction

The Strategic Programme for Primary Care is the roadmap across Wales to support the NHS system with prioritised evidence informed actions for primary care workforce education, development, training, career pathways and recruitment/retention. This will support the sustainability of primary and community care services and the implementation and embedding of the ambitions set out in A Healthier Wales. It was commissioned by the National Primary Care Board in November 2022 to address the workforce challenges affecting primary care services across Wales. The plan has been developed jointly by HEIW and the Strategic Programme for Primary Care, in close collaboration with stakeholders following an extensive review of the literature, a review of available workforce intelligence and a comprehensive period of engagement and consultation. It was approved by the National Primary Care Board on 15 February 2024 and formally launched on 15 May 2024. The plan sets out a comprehensive suite of actions which are aligned with the seven themes of the [10 year workforce strategy for health and social care](#). There are over 50 actions (including sub actions), to be delivered over 5 years, spanning several key areas with a strong focus on embedding multi-professional working in all sectors including urgent primary care. The actions provide good foundations to support system ambitions and transformation. It should be noted that the plan builds on existing HEIW work programmes to increase education and training for our core professions. An end of year one progress report was presented to the National Primary Care Board on 12th June 2025 and year two of implementation is now underway.

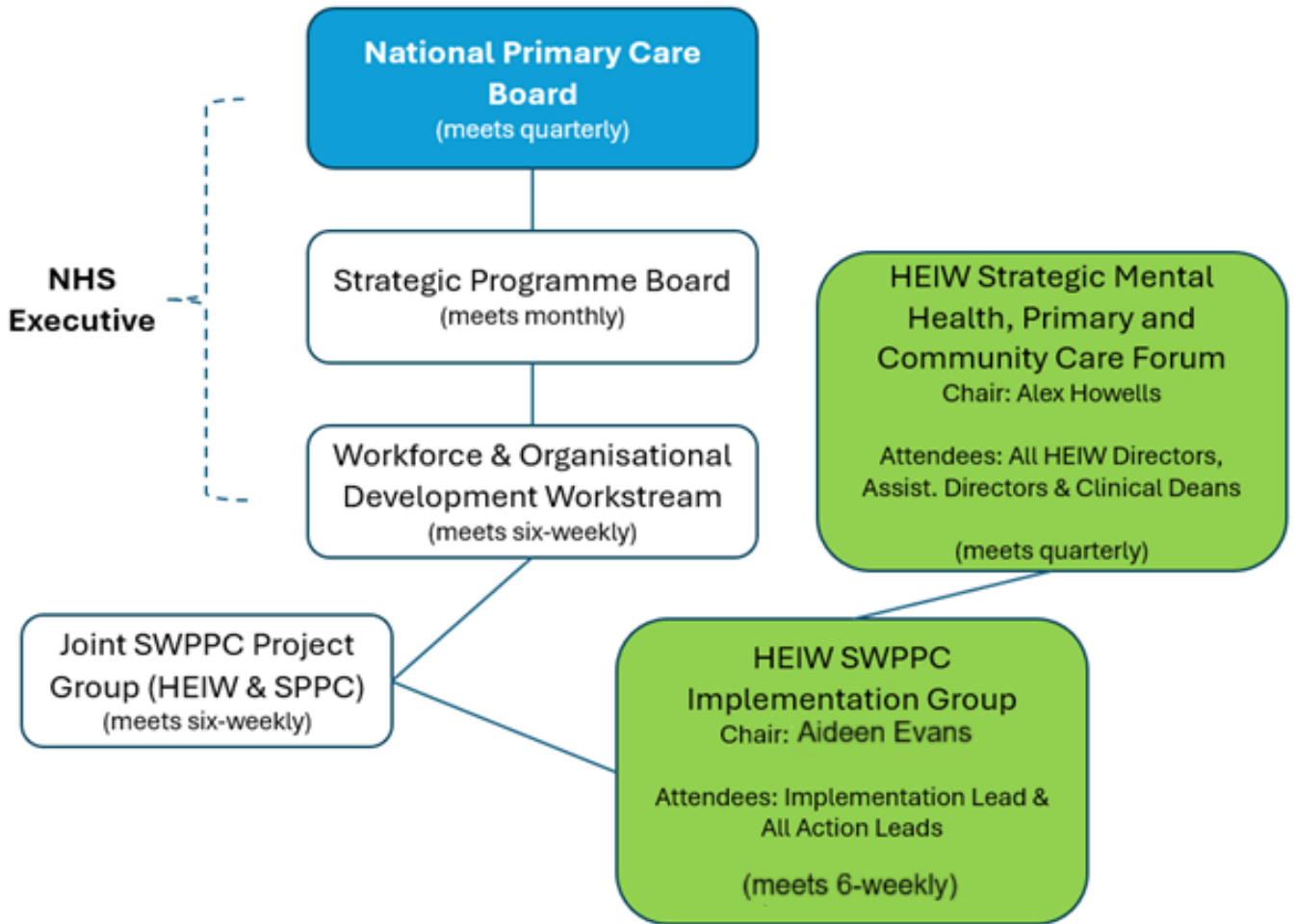
Purpose

The purpose of this report is to provide a mid-year update on the progress made during the second year of implementation of the SWPPC. It outlines the delivery of year two actions that were agreed by the National Primary Care Board and reflects on the continued development of initiatives aimed at supporting the sustainability and transformation of primary care services in Wales. This report serves to maintain transparency and accountability, documenting the progress made since the continuation of year one actions and the initiation of new priorities. By capturing the trajectory of implementation and the anticipated benefits of the strategic workforce plan, this report supports ongoing evaluation and informs future planning to ensure alignment with national priorities and the ambitions of *A Healthier Wales*.

Governance Structure

The internal governance structure of the SWPPC is robust and well-defined, ensuring effective oversight and coordination. Internally, the HEIW SWPPC Implementation Group meetings play a crucial role in monitoring and discussing project-level risks, escalating issues as necessary to the Mental Health, Primary and Community care forum chaired by the HEIW CEO and attended by the Directors, Assistant Directors and Associate Deans. This group is responsible for ensuring that the plan's actions are on track and addressing any challenges that arise during implementation. In year 2, 2025/2026, the group's terms of reference have

been revised to include representatives from a wider range of internal professional groups, extending beyond only those leading plan-specific actions. This update aims to foster more effective internal matrix collaboration and alignment across various workstreams, thereby minimising duplication of efforts. Externally, the plan benefits from strong collaboration with stakeholders across Wales, and reports via the Strategic Programme for Primary Care to the National Primary Care Board. This comprehensive governance framework ensures that the SWPPC is effectively implemented, with clear accountability and transparency at every stage.



Year Two Progress: April–September 2025/2026

The second year of implementation has built on the foundations laid in Year One, with all 14 initial actions carried forward to enable comprehensive delivery and evaluation. This continuation reflects earlier delays in resource allocation and an expansion in scope. In addition, a further 21 actions have commenced, bringing the total number of live actions to 35 out of 55 planned deliverables. In April 2025, Welsh Government confirmed a financial envelope of £652,300 to support delivery. Recruitment activity began once this funding was secured, leading to the appointment of a Clinical Lead for Health Inequalities, one Senior Project Manager and three Project Managers, all of whom were in post by August 2025. This additional resource has strengthened programme delivery and is complemented by HEIW’s multi-year commitment to the



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programme's Implementation Lead and Clinical Lead roles. The year two actions are structured around the plan's overarching themes: excellent education and learning, leadership and succession, an engaged and motivated workforce, attraction and recruitment, building a digitally ready workforce, and workforce supply and shape. Key areas of focus include:

Health Inequalities, Health Inclusion and Population Health

Ensuring that patients in the most deprived and underserved communities have access to skilled, supported practitioners is a critical driver of the SWPPC, as it directly influences health outcomes and equity of care. This focus also addresses the inverse care law, which shows that those with the greatest health needs often have the poorest access to services. A range of targeted initiatives are underway to support newly qualified GPs and staff working in areas of greater deprivation. These include the development of a formal mentorship scheme and structured induction programmes tailored to the needs of these practitioners. A training and education framework for Inclusion, Prison, and Custody Suite health services in Wales is also nearing launch, aiming to strengthen workforce capability in underserved settings. A Welsh Clinical Fellowship in Health Inequalities has been established, and plans are in place to expand public health education to ensure equitable access to core skills training. The SWPPC team is working closely with colleagues from Public Health Wales and Deep End Cymru to accelerate delivery and ensure alignment with national priorities.

Non-Clinical Workforce Development

Supporting practice managers and non-clinical staff is vital to the sustainability of primary care. These roles are critical to operational delivery, patient experience, and the implementation of new models of care, particularly in areas under the greatest workforce pressure. Ensuring practice managers have clear career pathways, access to professional development, and effective succession planning is essential to retain expertise and maintain continuity in leadership. Non-clinical staff are often the first point of contact for patients, and high turnover makes their retention and development a priority. The Practice Manager Competency Framework and associated training are being finalised and remain on track for launch before the end of year two. A non-clinical induction programme is also in development, including content on mental health and health inequalities, to support retention, morale, and wellbeing. Scoping continues to ensure ongoing opportunities for this group are actively reviewed. These efforts reflect a commitment to holistic workforce advancement, with all related induction and development initiatives now embedding content on mental health and health inequalities.

Mental Health

Over the past six months, the SWPPC has laid the groundwork to improve access to mental health support within primary care settings. This is vital because primary care is often the first and sometimes only point of contact for people experiencing poor mental health, and ensuring timely, skilled support at this stage can



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prevent escalation, reduce pressure on specialist services, and improve patient outcomes. This work is being closely aligned with colleagues delivering the Strategic Mental Health Workforce Plan to ensure a joined-up approach across systems and sectors. A key development has been the initiation of a Mental Health Competency Framework, designed to support practitioners in primary care who are working with individuals experiencing mental health challenges. Foundation e-learning is currently available with level 2 learning in development. This framework is being shaped in alignment to the newly published Mental Health Strategy and Delivery Plan 2025–8, which sets out a bold vision for same-day access, integrated care, and a digitally enabled, person-centred model of support. The SWPPC team is actively collaborating with HEIW's mental health workforce leads to align workstreams, explore innovative models of care, and horizon-scan for future workforce needs. This includes embedding lived experience roles, strengthening multi-disciplinary working, and ensuring that primary care professionals are equipped with the skills and confidence to deliver high-quality mental health support at the front door of the system.

Leadership Development

Over the past six months, the SWPPC has advanced its leadership development offer with a clear focus on improving equitable access for primary care professionals to HEIW's national programmes. Strong and inclusive leadership is essential for shaping resilient teams, embedding a compassionate culture, supporting retention, and creating the conditions in which high-quality patient care can thrive. Communications have been tailored to encourage applications from primary care colleagues to the Advanced Clinical Leadership Programme and the 3D Programme. In addition, plans to expand the Clinical Leadership Immersive Programme (CLIP) to colleagues within Primary Care are in development. CLIP is designed to cultivate clinical leaders who are collaborative, committed and compassionate, and who demonstrate key qualities such as emotional intelligence, accountability, inclusivity and innovation. The SWPPC team continues to work closely with HEIW's leadership and culture teams to ensure that future leadership models are responsive to the evolving needs of the primary care workforce and the wider health system, ultimately strengthening the ability of services to deliver safe, equitable and person-centred care.

Digital Capability

Significant progress has been made in advancing education aligned to the HEIW Digital Capability Framework, which has already been launched and implemented across primary care. Improving digital capability is essential not only for supporting the workforce but also for ensuring patients experience safe, efficient and accessible care in an increasingly digital-first health system. Building on this foundation, a suite of multi-professional, foundation-level e-learning modules is currently in development. These modules will cover key areas such as data literacy, clinical safety, and digital health literacy, and are scheduled for rollout by the end of the financial year. Early adopter engagement is being sought to inform implementation, and strategic alignment is underway to ensure integration with other key initiatives, including the non-clinical induction programme and the Practice Manager Competency Framework. Links have also started to be made



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with colleagues within Digital Health and Care Wales (DHCW) to begin collaborative discussions on the development of a digital primary care roadmap, which is a planned Year Three action. Embedding these skills across the workforce will help reduce variation, increase confidence in using digital tools, and ultimately improve patient outcomes by supporting safer decision-making, smoother access, and more person-centred care.

Workforce Planning and Supply

Work has progressed to strengthen workforce planning and supply, supporting the sustainability of primary care services and ensuring that patients continue to receive timely, high-quality care. While expansion of the GP training pipeline dashboard to include pharmacy, dental and optometry data has been delayed due to data quality issues, work is ongoing to resolve these challenges. The dashboard has already informed a request to increase GP training numbers and will continue to support strategic decision-making, helping ensure that workforce supply meets patient demand. In parallel, development of a demand modelling approach is underway to guide future education and training planning, ensuring alignment with population health needs. A significant scoping exercise has also begun to explore opportunities to increase the number of professionals in primary care who can prescribe independently. This work is focused on enabling top-of-licence practice for those already qualified, removing barriers for underutilised prescribers, and identifying professional groups whose prescribing capability would have the greatest impact on system efficiency and patient access. Additionally, progress continues on the development of multi-professional supervision guidance and a toolkit to support multi-professional working. These resources are being designed to help teams understand scopes of practice, regulatory requirements, and effective collaboration models, ensuring that multi-professional teams are supported to work safely, confidently and cohesively, ultimately improving patient experience, continuity of care, and health outcomes.

Prevention

Prevention remains a core priority within the SWPPC, recognising that a proactive, population health-focused workforce is essential to keeping people healthy, reducing inequalities, and preventing multimorbidity across Wales. Embedding a population health and health inequalities mindset across clinical and non-clinical roles ensures primary care teams can meet the needs of the whole population, particularly in areas of deprivation or high health burden. This includes scoping tailored induction programmes for underserved communities, developing a prison health competency framework, and integrating prevention principles into leadership development and workforce planning. Promoting workforce wellbeing and proactive health improvement strengthens NHS resilience, enabling sustainable, high-quality care. Collaboration with colleagues leading education linked to the Social Prescribing Framework is identifying gaps for dedicated health training modules, supporting policy priorities for integrated, preventative care. A key achievement has been



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expanding the Optometry MECC pilot, which in Year One increased referrals to Help Me Quit by 150% across two Health Boards. Recruitment is underway for a Clinical Lead to support national rollout. HEIW is also working with Public Health Wales, under the joint IMTP remit, to co-develop system-level prevention strategies and shape the future public health workforce, ensuring primary care teams are aligned with national policy goals to deliver equitable, preventative, population-focused care that keeps people healthy and reduces the risk of multimorbidity.

Staff Experience and Retention

Staff experience and retention remain central to the SWPPC's long-term sustainability goals, recognising that a motivated, supported, and compassionate workforce is critical to delivering safe, high-quality patient care. Planning has progressed to include primary care within the NHS Wales Staff Survey, in collaboration with HEIW, Welsh Government, and data colleagues. Scoping of logistics is now complete, and it is anticipated that primary care will be included in the 2026/27 survey cycle, enabling targeted insights to inform future wellbeing, recruitment, and retention strategies. In parallel, the SWPPC team is working closely with HEIW's National Retention Lead to embed retention principles across all actions. This includes aligning with the Practice Manager Competency Framework to ensure that leadership, induction, and development programmes actively support retention, morale, and job satisfaction, while fostering a compassionate workplace culture. These efforts are designed to create a more resilient and engaged workforce, recognising that retaining skilled staff, and promoting compassion and wellbeing, improves continuity of care, strengthens team stability, and ultimately enhances patient experience and outcomes.

Education and Training

Education and training continue to underpin delivery across the SWPPC, recognising that a skilled, confident, and supported workforce is essential to delivering safe, effective, and patient-centred care. Work is focused on aligning learning to competency frameworks for both clinical and non-clinical roles, with training scoped to ensure consistency and accessibility across settings. Core skills development remains a priority, with actions underway to expand access to Shared Decision Making (SDM), Quality Improvement (QI), and Making Every Contact Count (MECC), all of which directly enhance patient engagement, outcomes, and safety. Remote clinical decision making has also been identified as a critical skill area; a course is being commissioned this year, and HEIW has committed to maintaining training places through future ETP proposals. To support visibility and access, the SWPPC is working with HEIW digital colleagues to develop a new Primary Care homepage on Y Ty Dysgu, HEIW's national learning management system. This homepage will serve as a central landing page for hosting all education and training resources linked to the programme, ensuring streamlined access for the workforce. By providing accessible, structured training and professional development opportunities, the programme also supports staff morale, retention, and engagement, which in turn enhances continuity of care and the overall quality of patient services.



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Year two has commenced with a strong emphasis on embedding evaluation and impact measurement into all project plans from the outset, ensuring that outcomes are clearly defined and monitored. Closure reports for four actions will be submitted to the Workforce and Organisational Development Working Group in September 2025 for approval, resulting in 31 actions remaining live at this stage.

Wider HEIW work

HEIW continues to lead and deliver a broad portfolio of strategic workforce programmes that complement and reinforce the ambitions of the SWPPC. The Strategic Nursing Workforce Plan has moved into full implementation, supporting transformation across registered nurses and support staff through coordinated actions that reduce duplication and improve efficiency. The Strategic Perinatal Workforce Plan is addressing persistent challenges in maternity and neonatal services, with a focus on safety, quality, and equity. In pharmacy, HEIW is responding to increased demand by expanding training places, improving workforce data, and supporting career progression for pharmacy technicians and support staff. The Strategic Workforce Plan for Genomics is now live, embedding genomic literacy and capability across NHS Wales, with a particular emphasis on primary care and prevention.

HEIW's Women's Health Programme is building the workforce and educational infrastructure needed to support the rollout of national Women's Health Hubs. This includes the development of a dedicated education hub on Y Ty Dysgu and the first national baseline of the specialist workforce. The programme has already delivered its first co-produced e-learning module on endometriosis and established an all-Wales workforce sub-group to unify efforts across Health Boards.

The Primary Care Academy Network, now fully established across all seven Health Boards, plays a central role in delivering high-quality, locally responsive education and training. The academies support multi-professional learning, embed new roles, and promote career development through initiatives such as the General Practice Nurse Foundation Programme, the GatewayC cancer education platform, and the Advanced Clinical Practitioner competency framework. They also facilitate leadership development, host clinical placements, and support the expansion of educator capacity. The academies are increasingly collaborating across general dental services, community pharmacies, and optometry, and are well-positioned to support service transformation aligned with cluster needs.

HEIW's GP training programme continues to expand, with capacity now supporting an annual intake of 215 trainees. This growth is reflected in the Education and Training Plan and is supported by initiatives such as the Tyfu leadership programme, which provides tailored support for women in GP training, and the Global Health programme, offering international placements to broaden clinical experience and cultural competence. Work-based learning developments include new apprenticeship frameworks in medical administration and dental nursing, and a revised clinical induction programme now applicable to primary care. These efforts are supported by digital infrastructure and simulation-based learning to enable flexible access and release time for busy clinical and non-clinical staff.



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Collectively, these programmes reflect HEIW's system-wide leadership in workforce transformation, education, and strategic planning. They are aligned with national priorities and designed to build a resilient, skilled, and adaptable workforce capable of meeting the evolving needs of the population and delivering high-quality care closer to home.

Finance

For Year Two delivery, a total allocation of £652,300 has been confirmed. We are working in close collaboration with colleagues in NHS Performance and Improvement (P&I) to ensure accurate financial reporting and full transparency regarding any potential slippage. Where slippage is identified, we are actively exploring opportunities to repurpose these funds to accelerate Year Three actions, thereby maintaining momentum and maximising impact. Concurrently, work is progressing to secure Year Three resource in a timely manner, mitigating any risk to delivery pace as the current non-recurrent funding period concludes.

Challenges and Risks

Resource Allocation Timing

Although Year Two resource confirmation was received earlier than in Year One, it was not finalised until April 2025. This delay resulted in a three-month lag in delivery acceleration due to recruitment constraints.

Delivery Continuity and Slippage

A number of Year Two actions are expected to continue into Year Three. These workstreams are currently being delivered by staff on temporary contracts ending in March 2026, which introduces risk to continuity and delivery pace.

Sustainability of Workforce

The reliance on short-term contracts has impacted recruitment and retention, reducing the attractiveness of roles and posing a risk to long-term workforce sustainability. To mitigate this, early conversations have commenced with NHS P&I regarding Year Three resource commitment, with the aim of securing funding in sufficient time to avoid disruption when non-recurrent funding concludes.

Stakeholder Engagement Complexity

Aligning a diverse range of stakeholders and engaging the busy primary care workforce continues to be a complex and resource-intensive challenge.

Mitigation Strategies

- Embedding deliverables within existing HEIW programmes to ensure continuity and resilience.



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- Strengthening governance and collaboration structures to support delivery and oversight.
- Enhancing external communication through the redesign of the SWPPC webpage and the considered use of newsletters and other digital channels to support stakeholder engagement.

Next Steps

The remainder of Year Two will focus on progressing all planned actions in line with the Strategic Workforce Plan for Primary Care. Delivery will continue to be guided by the principles of the refreshed A Healthier Wales framework and the Quadruple Aim, ensuring alignment with national priorities including timely access to care, population health and prevention, mental health access, and building of community capacity.

To provide assurance of continued progress, the following priorities will be maintained:

- All actions will be progressed as planned, with delivery continuing across all thematic areas of the programme.
- Evaluation and impact measurement will remain embedded across all workstreams, with closure reports for completed actions submitted to the Workforce and Organisational Development Working Group. Remaining actions will be advanced with a view to transition into business-as-usual operations where appropriate.
- Strategic collaboration will continue with key partners including NHS P&I, Public Health Wales, NHS Wales Shared Services Partnership, and Welsh Government to ensure coordinated delivery and alignment with system-wide priorities.
- Financial oversight will be sustained through active monitoring of spend against the confirmed £652,300 allocation for 2025/26. In parallel, early discussions are underway to secure a commitment for Year Three funding, mitigating risks associated with non-recurrent resource and ensuring continuity of delivery into 2026/27.
- Stakeholder engagement will be supported through regular programme update newsletters and enhancements to the HEIW website, ensuring visibility of progress and accessibility of resources for the wider workforce.

Conclusion

Year two of the SWPPC has shown steady progress since August 2025, when the recruitment process was completed, and the entire establishment was in place. However, it is important to note that staff are on fixed-term contracts until 31st March 2026. This poses a risk of delays in year three if funding is not approved in time to extend these contracts. This year has seen expanded actions and deeper integration across HEIW programmes. Despite ongoing challenges, the plan remains a cornerstone for transforming primary care services in Wales. Continued alignment with national priorities and strategic investment will be critical to achieving long-term workforce sustainability and improved patient outcomes. The commitment to enhancing



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staff wellbeing, leadership development, and equitable access to training ensures that the primary care workforce is well-equipped to meet the evolving needs of the population.



Appendix 1: Year two actions with resource allocation to support delivery

£652,300 was confirmed for 2025/2026 to continue to progress year one actions into year 2 and to support 21 additional actions, totalling 35 actions.

Action	Projected cost for delivery 2025/26	Resource use	Lead Organisation	Status
2D Dental mentorship <i>Improving the transition from training into the workplace for all dental roles through mentorship training schemes</i>	£0	HEIW BAU	HEIW	Completed Closure report submitted to WOD September 25
3 Supervision Guidance <i>Produce supervision guidance to support high-quality supervision within multi-professional teams and develop a programme to upskill the workforce in supervision practice being mindful of regulatory, HEI and WG requirements</i>	£28,000	1 years 0.4WTE Band 8a for production, implementation and evaluation of guidance for all professions within all contracted services.	HEIW	In Progress Content in final draft
5 Improved understanding of multi-professional working <i>Develop Primary Care Careersville to promote the wide range of career opportunities within primary care and highlighting the prospects for multiprofessional working' Original : Working with Llais, develop and launch a national communication campaign for citizens on the Primary Care Model for Wales to aid understanding of the multi-professional workforce working within and across primary and community settings including the role of other prescribers using multiple methods to reach all population groups including those seldom heard.</i>	£10,000	For additional Careersville resources and publicity	HEIW	On Hold Content developed. On digital work list for delivery by March 2026.
6 Improved multi-professional working <i>Working with Primary Care Academies, develop a toolkit that supports primary care employers in understanding individual professionals' scopes of practice, regulatory</i>	£27,000	1 year band 7 0.4WTE project manager for production, implementation and evaluation of toolkit for all professions within all contracted services.	PC academies	In Progress Content being developed



	and supervisory requirements to support multi-professional team development.					
7A	Successful deployment of Physician Assistants <i>Working with Primary Care Academies, develop a toolkit that supports primary care employers in understanding individual professionals' scopes of practice, regulatory and supervisory requirements to support multi-professional team development</i>	£23,400	10 months Band 8a 0.4WTE for production, implementation and evaluation of toolkit.	HEIW	On hold	Paused pending clarity following the publication of the Leng Review.
19	Leadership Development - Cluster & Collaborative Lead Programmes <i>Evaluate and further develop existing bespoke leadership programmes and support for Cluster and Collaborative leads and those aspiring to these roles</i>	£0	Working alongside HEIW leadership team to understand gaps in current available offers. Linked to soon to be published national leadership framework.	HEIW	In progress	3D programme targeted for primary care. Planning for primary care CLIP programme in progress
21A	Management & Leadership - development opportunities <i>Building a collection of development opportunities for management roles across primary care settings including a menu of learning interventions and extending opportunities (formal and informal) to meet specific needs including options for accredited training and development</i>	£28,000	1 year Band 8a 0.4WTE for development and implementation of non-clinical management and leadership opportunities for practice managers across all contracted services.	HEIW	In progress	In development
13C	Health Inclusion <i>Provide staff working with health inclusion groups and in communities with significant socioeconomic deprivation with appropriate training and education pathways that support inclusion health including the development of a competency framework for prison health staff</i>	£28,000	1 year Band 8a 0.4WTE for implementation and evaluation of framework.	PHW	In progress	Due for launch
13E	Optometry contract reform training <i>Implement training programmes to support the Optometry contract reform including MECC, QI and Infection Prevention and Control (IPC)</i>	£35,000	10 months Band 8a 0.6WTE for spread and scale across all HB's.	HEIW	In progress	Recruitment in progress



13H	Mental health skill <i>Develop a competency framework and training/education pathway for practitioners in primary care who are working with people with mental health needs (aligned with Mental Health Strategic Plan)</i>	£0	HEIW BAU	HEIW	In progress	Scoping for development in progress
13J	Urgent care skills <i>Deliver education and training to expand the range of competencies for clinical and non-clinical staff working in urgent care settings as part of the Urgent Care Practitioner Framework.</i>	£35,000	Second phase Ceder evaluation, development of CPD programme and implementation.	HEIW	In progress	Second phase evaluation in progress. E&T in development
14B	Foundation Doctors experience placements <i>Increase the number of foundation doctors who have placements in primary care during foundation training (F1 and F2)</i>	£65,000	year 2 of 2-year foundation programme, HEIW BAU for 26/27.	HEIW	Completed	Included in ETP for 26/27
8B	Workforce demand modelling <i>Undertake demand modelling to identify size of education & training pipeline increases needed over the medium to long-term using scenario-based planning across all settings including consideration of supervisory requirements within 'demand for labour' calculations (aligned with wider demand & capacity work programme)</i>	£25,000	Continuation of dashboard development to onboard a wider range of professionals across all contracted services.	HEIW	In progress	Progress ongoing to onboard other professional groups
25	Welsh language <i>Promote the availability of Welsh language training to all staff within primary care in line with the "More than just Words" action plan and existing statutory duties</i>	£0	HEIW BAU	HEIW	Embedded throughout	
1	Staff Experience <i>Working with independent contractors and their representatives, develop a bespoke scheme to measure staff experience, engagement & wellbeing in primary care (all contractors, all settings).</i>	£60,000	Cost of hosting staff survey with external partner	HEIW	On hold	No further progress for 25/26-planned for inclusion 26/27



2A	Preceptorship <i>Preceptorship that is appropriate to the role including preceptorship for newly qualified General Practice Nurses (in line with WG guidance)</i>	£25,900	10 months 0.5WTE Band 7 project manager for production, implementation and evaluation of guidance for all professions within all contracted services.	HEIW	In progress	In development
2C	Mentorship <i>Mentorship for newly qualified staff in urgent primary care settings</i>	£23,400	10 months Band 8a 0.4WTE for implementation and evaluation of framework.	HEIW	In progress	In scoping
2B	Mentorship <i>Formal mentorship scheme for newly qualified GPs, including GPs working in areas of greater deprivation, to help transition into partnership roles reviewing good practice within Wales and elsewhere</i>	£25,000	10 months 0.25WTE 0.6 and 0.2WTE clinical lead for production, implementation and evaluation of guidance.	HEIW	In progress	In scoping
2E	CPD <i>Providing appropriate induction and learning modules for the non-clinical workforce including population health and health inequalities</i>	£10,000	Linked to action 21A, for project support.	HEIW	In progress	In scoping
2F	Induction programme for pharmacy <i>Develop a structured induction programme for pharmacy professionals (pharmacists and pharmacy technicians) who transition to new roles in primary care</i>	£0	HEIW BAU	HEIW	Completed	Closure report presented September WOD
2G	Induction for those working in deprived areas <i>Develop a structured programme for newly qualified staff working in areas of greater deprivation and/or with health inclusion groups learning from similar programmes elsewhere in the UK</i>	£25,000	10 months 0.25WTE 0.6 and 0.2WTE clinical lead for production, implementation and evaluation of guidance for all professions within all contracted services.	HEIW	In progress	In scoping
4	Staff benefits <i>Working with NHS Wales Shared Services Partnership, review and expand staff benefits that are currently not available to primary care staff and to explore potential to expand access.</i>	£0	NWSSP BAU	NWSSP	In progress	In development
18	Leadership Development <i>Provide equitable access to national leadership programmes for our senior primary care workforce (for example, Advanced Clinical Leadership Programme) to embed a compassionate and collective leadership model and continue to develop self-</i>	£50000	Provision of additional course for Primary Care beyond normal HEIW BAU	HEIW	In progress	Applications accepted



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a Gwella
Performance
and Improvement



	<i>directed learning and professional development opportunities through the Gwella leadership portal.</i>					
20	Clinical fellowship health inequalities <i>Create a Clinical Fellowship in health inequalities/population health to identify actions that should be embedded in pre and post registration programmes.</i>	£0	PHW & HEIW BAU	HEIW/PHW	In progress	Started August 2025
23	Digital Competency Tool <i>Roll out the new HEIW digital competency tool in primary care through the use of champions and roadshows and through Primary Care Academies identify training and education requirements.</i>	£0	HEIW BAU	HEIW	In progress	Development of linked Ed&Tr resources
13A	CPD <i>Through the multi-professional primary care Academies, facilitate a structured annual approach to ensuring the HEIW CPD strategy is utilised to support the education and learning.</i>	£0	HEIW BAU	HEIW	In progress	In implementation
13B	Core skills <i>Provide access to core skills training in Shared Decision Making (SDM), Quality Improvement (QI), Making Every Contact Count (MECC) and Mental Health training utilising the Academy infrastructure and Y Ty Dysgu Learning Management System.</i>	£0	HEIW BAU	HEIW	In progress	In scoping
13I	CPD <i>Commission specific education and training that supports remote clinical decision making (RCDM) for all professionals.</i>	£0	HEIW BAU	HEIW	In progress	In development.
13G	Independent Prescribers <i>Provide education and training programmes that increase the range of people in primary care who can prescribe independently</i>	£26,700	10 months band 8B 0.4WTE for development, implementation and evaluation for all professions across all contracted services	HEIW	In progress	In scoping
14F	Educator development <i>Develop an educator development plan to drive quality and consistency in standards, recognise and value the educator workforce, and enable the development of a multi-professional, cross sector approach to ensuring the deliverability and quality of the future workforce supply.</i>	£25,900	0.5WTE Band 7 project manager production, implementation and evaluation of guidance for all professions within all contracted services.	HEIW	In progress	In scoping



14E	Optometry training programme <i>Develop Advanced Training Practice model in Optometry and support the delivery of at least 2 practices offering higher qualifications in every cluster area across Wales</i>	£0	HEIW BAU	HEIW	Completed	Closure report presented to WOD September 2025
8A	Workforce Planning <i>Develop a simplified workforce planning methodology for adoption at all levels of the primary care system to support workforce matched to health needs to help address the Inverse Care Law</i>	£0	HEIW BAU	HEIW	In progress	In implementation
8D	Future workforce pipeline <i>Include recommendations for increases in specific roles considering population health need and equity of access as part of future Education and Training Plan submissions as outlined within the Strategic Workforce Plan.</i>	£0	Linked to action 8b	HEIW	In progress	In development
9A	Exit Process <i>Explore options for improving understanding about why people stay in or leave their roles in primary care (including urgent primary care settings) focusing initially on professionals who are on the Performer's List</i>	£0	NWSSP BAU	NWSSP	In progress	In scoping
12	Temporary Staffing Solutions <i>Working with NHS Wales Shared Services Partnership (NWSSP), undertake a feasibility study to facilitate temporary staffing solutions for other groups of staff working in primary care.</i>	£0	NWSSP BAU	NWSSP	In progress	In scoping
	Project support:	£76,000				
	Total resource request:	£652,300				