

Strategic People Planning and Education Group (SPPEG)

Annual Summary
2025/2026

1. Introduction and Chair's Summary

In line with Standing Orders the Strategic People Planning and Education Group (SPPEG) must submit an Annual Report to the Board through the Chair within 6 weeks of the end of the reporting year setting out its activities during the year and including the review of its performance and that of any Groups it has established, setting out how the Group has met its Terms of Reference during the financial year. The Board uses this annual report to inform:

- The ongoing development of its governance arrangements, including its structures and processes.
- Its Board Development Programme, as part of an overall Organisation Development framework.

SPPEG 2025/26

During 2025/26, the Strategic People Planning and Education Group (SPPEG) provided strategic oversight, advice and assurance in relation to workforce planning, education, training and people development across Hywel Dda University Health Board.

The Group acted as a key forum for:

- aligning workforce supply, education and development with organisational priorities;
- providing assurance on people-related risks and mitigations;
- Identifying the need, and the barriers preventing sustainable, multi-professional workforce solutions;
- and strengthening governance and accountability across workforce and education structures.

Chair's Reflections

As Chair of SPPEG, I am grateful for the commitment and engagement shown by members, officers and colleagues who have supported the Group throughout 2025/26. During the year, the Committee has maintained oversight of a broad and complex agenda encompassing workforce planning, education and workforce sustainability. Whilst I am satisfied that appropriate governance arrangements were in place and that the Group discharged its responsibilities effectively, I do not believe the year was without challenge. The Group frequently received assurance on the existence of plans, programmes and mitigating actions; however, in some areas there was less evidence available regarding the measurable impact of these interventions on workforce outcomes and service sustainability.

Through our discussions and review of assurance provided through PODCC and other governance mechanisms, it became evident that there remains an opportunity to strengthen the link between workforce strategy, workforce planning, organisational performance and demonstrable benefits realisation. Whilst progress was reported across several priority areas, the Group continued to seek greater clarity regarding outcomes, delivery trajectories and the effectiveness of mitigation actions against longstanding workforce risks. In particular, the pace of improvement in some areas

remained constrained by workforce supply challenges, financial pressures and wider service demands.

Looking back on the year, I believe SPPEG has provided the Board with reasonable assurance in relation to its areas of responsibility. However, it is equally important to recognise that assurance was not always underpinned by mature outcome measures or a sufficiently robust evidence base to demonstrate sustained improvement. As such, the has continued to encourage a stronger focus on strategic workforce planning, benefits realisation, and the development of more integrated measures that demonstrate how workforce investment contributes to organisational objectives, service transformation and long-term sustainability.

The Committee also recognised the need for a more integrated approach to workforce assurance, bringing together workforce planning, education, workforce performance and strategic risk within a single line of sight to organisational outcomes. This remains an important area of development if the Board is to gain greater confidence in the effectiveness and sustainability of workforce interventions over the coming years.

The Committee acknowledges that robust engagement arrangements remain a key source of assurance, providing an important means of testing whether strategic workforce initiatives are delivering the intended impact for staff, services and the wider organisation. Feedback received through SPPEG-sponsored programmes, including LEAP and apprenticeship initiatives, highlighted positive participant experience, strong partnership working and evidence that feedback was being actively used to improve programme delivery and impact.

As Chair I recognises that effective assurance relies not only on engagement with staff and partners, but also on the active participation and challenge provided by Committee members. Their commitment, insight and willingness to explore complex issues in depth have been integral to the Committee's effectiveness and the quality of assurance provided to the Board.

2.Terms of Reference and Workplan

The TOR for Strategic People Planning Group is reviewed on an annual basis or following any significant changes. Ongoing work around governance means that a new version of the TORs are in development. A discussion has been requested by the Chair of PODCC to reflect on the purpose of SPPEG and how we move forward.

The Strategic People Planning Group has a work plan to enable forward planning for the forthcoming year. The workplan is produced to incorporate the duties outlined in the Sub-Committee's Terms of Reference and any suggested areas of focus identified during the self-assessment process.

The Strategic People Planning Group workplan covers a range of activities including statutory reporting duties, regular items of business and priority planned pieces of work which support Board and Committee's objectives.

The work plan (see Appendix 1) is regularly updated throughout the year to ensure it remains responsive to emerging issues and risks.

2.1 Workforce Planning and Sustainability

SPPEG maintained oversight of workforce planning activity across clinical and non-clinical professions, including:

- Development and assurance of People Plans aligned to the annual planning cycle;
- Workforce stabilisation programmes for Nursing, Medical, Medical Associate Professionals (MAPs) and associated professions;
- Workforce planning for Allied Health Professions (AHPs), Healthcare Science, Pharmacy, Estates, Admin & Clerical, and Primary and Community Care;
- The development of workforce pipelines where traditional recruitment routes were constrained, including “grow your own” and apprenticeship-based approaches.

A recurring theme was the need to shift from short-term mitigation to longer-term, system-based workforce solutions supported by workforce modelling, career pathways, and succession planning.

2.2 Education, Training and Development

The Group provided strategic direction and assurance across the education and development agenda, including:

- Education and Development Strategic Priorities, covering leadership, digital capability, interprofessional education, equity of access, and data quality;
- Leadership and organisational development programmes, including LEAP and the Hywel Dda Managers Programme;
- Induction, preceptorship, supervision and advanced practice development across professions;
- Commissioning of education and training within financial constraints and in alignment with service need.

SPPEG consistently emphasised the importance of evaluation, outcomes and demonstrable impact, and sought to move beyond narrative assurance towards evidence of delivery and benefit.

2.3 Multi Professional Working and Career Pathways

During 2025/26, SPPEG increasingly focused on **multi-professional approaches** to workforce challenges. This included:

- oversight of Enhanced, Advanced and Consultant Practice roles, with agreement that governance and assurance should be considered collectively rather than profession-by-profession;
- shared workforce challenges across AHPs, Nursing, Healthcare Science, Pharmacy, MAPs and Clinical Psychology, particularly around supervision, retention, succession planning and leadership;
- recognition that multi-professional clinical leadership would be critical to future service transformation and the shift towards community-based care.

The Group supported the use of task-and-finish approaches where required to develop coordinated, strategic responses.

2.4 Workforce Pipelines and “Grow Your Own” Models

SPPEG considered a range of workforce pipeline approaches aimed at improving supply and retention, including:

- development of support worker and apprenticeship pathways;
- extension and support of “grow your own” models in professions experiencing persistent recruitment challenges;
- alignment of education commissioning with funded posts to avoid attrition at the point of qualification;
- consideration of retention intelligence, including exit data and staff experience, to inform workforce planning.

The Group recognised that pipeline models must be underpinned by robust workforce planning and financial alignment to be sustainable.

2.5 Risk, Annual Planning and Governance

A strengthened focus on risk-based assurance was a defining feature of SPPEG activity during the year. The Group:

- reviewed workforce-related risks aligned to the Annual Plan and organisational risk register;
- considered workforce risks by professional group and service area, including high and extreme-scoring risks;
- emphasised action-oriented risk management, with clear mitigation and ownership;
- sought alignment between SPPEG and PODCC in relation to workforce risk identification and escalation.

SPPEG also initiated work to:

- streamline its workplan in line with strategic priorities and risk;
- review its Terms of Reference;
- and clarify relationships and interfaces with other workforce, education and governance groups, reducing duplication and improving value.

2.6 Statutory and Mandatory Training and Workforce Intelligence

Throughout the year, SPPEG maintained oversight of statutory and mandatory training and took assurance that:

- compliance was actively monitored with targeted support for areas below benchmark;
- governance of mandatory training requests was being strengthened;
- unnecessary duplication and burden were being reviewed while maintaining patient safety;
- workforce intelligence and training data were being improved through work on “One Source of Truth” and Power BI dashboards.

The Group supported the development of clearer decision-making frameworks to balance regulatory, educational and operational considerations.

3. Group/s

The following Groups report into the SPPEG with their own terms of reference and workplan for the year.

- Future Workforce Governance Group - last reviewed March 2025 (under review)
- Statutory & Mandatory Training Group - last reviewed November 2024 (under review)
- Clinical Education Governance Group (CEGG) - last reviewed February 2024 (under review)
- Interprofessional Education Governance Group (IPEGG) - (under review)
- Medical & Dental Education Group - last reviewed March 2025

In line with their Terms of Reference, the Group is required to provide a report after each meeting. This is provided in the 3 As format: Alert, Advise and Assure.

4. Table of attendance

Membership	Date 21/11/24	Date 03/03/25	Date 29/07/25	Date 03/12/25
Workforce & OD Strategic Advisor (Chair)	Y	Y	Y	Y
Assistant Director of People Panning (Vice Chair)		Y	Y	Y
Assistant Director of People Development (Vice Chair)	Y	Y		
Assistant Director of Nursing	Y		Y	
Clinical Director of Pharmacy & Medicines Management				
Educational And Training Lead Pharmacist	Y	Y	Y	Y
Clinical Education Manager			Y	
Learning & Development Manager	Y	Y	Y	Y
Future Workforce Manager	Y	Y	Y	Y
Assistant Director of Primary Care				
Executive Director of Allied Health Professions and Health Sciences			Y	
Digital Director	Y		Y	
Head of Organisation Leadership Development	Y	Y		
Head of Research and Development	Y		Y	
Assistant Director of Public Health	Y		Y	
Senior Finance Business Partner				
Primary Care & Community Services Academy Manager	Y	Y	Y	Y
Head of Transformation Programme Office	Y	Y		
Head of Operations Facilities				
Assistant Director of Assurance & Risk				
Head of Medical Education & Professional Standards	Y			
Head of Resource & Utilisation			Y	
HEIW Representative		Y		Y
Head of Partnerships, Diversity and Inclusion	Y		Y	
Deputy Director of Health Sciences	Y	Y		Y



Deputy Director of Allied Health Professions				Y
In Attendance	Date 21/11/24	Date 03/03/25	Date 29/07/25	Date 03/12/25
Secretariat	Y	Y	Y	Y
General Practitioner, Clinical Lead Primary Care Academy	Y			Y
Clinical Programmes Manager	Y		Y	
OD Practitioner	Y			
Interprofessional education and simulation coordinator	Y			
Head of Estates Risk & Compliance	Y			
Project Manager (Workforce Planning)	Y			
Learning and Development Operational Manager	Y		Y	
Programme Manager (National Imaging Programme)	Y			
Senior Nurse for Resuscitation and Acute Patient Deterioration	Y	Y		
Digital Learning Co-ordinator	Y			
Learning and Development Officer	Y			
Workforce Planning Project Manager	Y			
Estates Manager	Y			
Assistant Finance Business Partner	Y			
Deputy Head Of Radiology	Y			
Head of Assurance and Risk		Y	Y	Y
Head of Maintenance & Engineering		Y		
Deputy Chief Operating Officer		Y	Y	
Strategic Workforce Planner – Primary Care and Community Services		Y		
Clinical Induction coordinator			Y	
Head of Nursing for Professional Standards and Regulation			Y	
Head of Nursing				Y
Consultant Clinical Psychologist				Y
Lead for Medical Associated Professions				
Meeting quorate?	Yes	Yes	Yes	Yes

Quoracy is considered to be a third of core membership. In attendance is required to bring forward wider services and issues.

5. Sub-Committee Activities – alert, advise and assure.

Alert

The following matters were areas where the Group was unable to take an assurance or had a lack of confidence that the action in place was sufficient to address the issue satisfactorily and/or it was within the scope of the operational team to resolve and were alerting the Board as engagement action or intervention was required.

Statutory and Mandatory Training Capacity, Quality, Safety and Financial Impact – SPPEG raised concerns regarding the volume of mandatory training requirements in comparison with other Health Boards, the associated backfill and financial burden, and continuing non-compliance in key training areas including Resuscitation, Safeguarding Level 3 and Consent. The Committee also highlighted

inequitable access to training because of operational release constraints and training availability. SPPEG considered that Board-level attention and support were required to address capacity and compliance challenges.

Advise

The following matters were areas of concern where assurance had been taken on actions in place but required close monitoring.

Training Course Non-Attendance (DNA Rates) – SPPEG identified increasing levels of staff non-attendance at education and development programmes, with some courses reporting DNA rates of up to 56%. The impact on delivery capacity, workforce resources and efficiency was recognised, with further work underway to identify sustainable solutions.

Resuscitation Training Capacity and Compliance – The Group received a report outlining challenges in meeting organisational demand for resuscitation training, including a significant shortfall in available training capacity. Assurance was received regarding risk management arrangements; however, the matter requires continued monitoring due to the implications for compliance and patient safety.

Educational Governance and Workforce Development Risks – SPPEG identified a number of workforce education governance risks through the Clinical Education Governance Group, including matters relating to Advanced Practice and Annex 21 arrangements. Further action plans were being developed and monitored.

HEIW Targeted Visits and Educational Risks – SPPEG monitored several HEIW educational visits and associated action plans, including General Surgery (Withybush Hospital), General Medicine (Glangwili Hospital), and workforce implications arising from GP trainee rota arrangements. The Committee was assured that action plans were in place but considered ongoing monitoring necessary.

Action-Oriented Risk Management Approach – SPPEG advised PODCC of its intention to strengthen alignment between SPPEG and PODCC risk management processes, providing greater visibility and oversight of workforce planning and education risks.

Assure

The following matters were areas where there was confidence that robust actions are in place and are sufficient to address the issues to operate effectively.

Future Workforce Governance Arrangements – Assurance was received regarding the re-establishment of the Future Workforce Governance Sub-Group, providing effective oversight of widening access initiatives, apprenticeships, school engagement, volunteering opportunities and Grow Your Own programmes.

Statutory and Mandatory Training Improvement Programme – Despite recognising continuing challenges in certain staff groups, SPPEG was assured that robust governance arrangements were in place through the Mandatory Training Group and that compliance rates continued to improve through targeted interventions and support.

People Plan Development and Workforce Stabilisation – Assurance was received that a People Plan for 2025/26 was being developed and aligned to agreed organisational priorities, supported by stabilisation plans for Nursing, Medical and other professional workforces.

Registered Nursing Associate (RNA) Programme – SPPEG was assured that appropriate governance and oversight arrangements were in place to support implementation of the Registered Nursing Associate role and to monitor workforce impacts.

Modernising Scientific Careers Programme – Assurance was received that actions were progressing to address workforce pipeline and career development challenges through collaborative work with universities and HEIW.

Education Commissioning Process – SPPEG received assurance that education commissioning arrangements were progressing as planned and would meet required organisational and national timelines.

Overall Delivery Through SPPEG Governance Structure – SPPEG confirmed that projects and workstreams across its governance framework and associated sub-groups were progressing appropriately and that action plans were being delivered, with the exception of those areas specifically highlighted under Alert and Advise.

Approved

Items Approved by the Sub-Committee During the Year 2025/26

Education Commissioning Submission and Associated Workforce Planning Arrangements – SPPEG approved progression of the Education Commissioning process and associated work plans to support organisational workforce priorities.

People Planning and Workforce Development Priorities – SPPEG approved and monitored delivery of workforce planning, education, training and professional development priorities through its established governance arrangements and sub-group structures.

SPPEG Terms of Reference and Governance Arrangements – Revised governance arrangements supporting the operation of SPPEG and its sub-groups were approved and implemented during the year.

6. Conclusion

Across the year, several consistent strategic themes emerged:

- the need for sustainable workforce pipelines, rather than reliance on short-term solutions;
- multi-professional working as a critical enabler of workforce resilience and service transformation;
- improved equity of access to education, development and funding across staff groups;
- greater emphasis on risk-driven prioritisation;

- clearer governance, accountability and impact measurement for workforce and education activity.

During 2025/26, SPPEG:

- endorsed strategic approaches to workforce planning, education commissioning and development;
- approved and amended Terms of Reference and governance arrangements for multiple groups;
- supported extensions and continuation of workforce pipeline initiatives where aligned with workforce need;
- provided assurance where robust plans were in place and identified actions where further work or escalation was required.

During 2025/26, SPPEG continued to mature as a strategic advisory and assurance group, moving increasingly towards integrated, risk-aware and multi-professional oversight of workforce planning and education. The Group's work supported the Health Board in navigating complex workforce challenges and laid important foundations for further development in 2026/27.

The Sub-Committee is satisfied that it continues to operate effectively and in line with the Terms of Reference. Issues have been escalated to the Committee as appropriate to evolve and continually improve.

HYWEL DDA UNIVERSITY HEALTH BOARD – STRATEGIC PEOPLE PLANNING AND EDUCATION GROUP WORK PLAN November 2023 – November 2025

The following table sets out the Group's proposed work plan for 2023-25, including standing agenda items (denoted by *).

AGENDA ITEM/ ISSUE	LEAD	20 Nov 2024	20 Feb 2024	21 May 2024	15 Aug 2024	21 Nov 2024	EOY 03 Mar 2025	29 July 2025	24 Sep 2025	03 Dec 2025
GOVERNANCE AND RISK										
PAPER DEADLINE TO SPPEG SECRETARIAT	IJ	n/a	6 Feb	7 May	1 Aug	7 Nov	17 Feb	18 July	10 Sep	19 Nov
Welcome, introductions and apologies *	Chair	✓	✓	✓	D	✓	✓	✓	✓	✓
Minutes and Table of Actions*	Chair	✓	✓	✓	D	✓	✓	✓	✓	✓
SPPEG Terms of Reference	Chair	✓	✓	✓		✓				✓
Learning Story	Vice-Chair								✓	
CORPORATE INITIATIVES										
Leadership & Management	CR/SPE					✓			✓	
Admin & Clerical	SPE								✓	
Digital Services	AT/CH							✓		
Financial Performance (linked to Education & Development)	AS/AG								✓	✓
SERVICE EDUCATION AND DEVELOPMENT PLANS LINKED TO ANNUAL PLAN (INCLUDING UPDATES/ RISKS/ FUTURE PLANS/ IMPACT/ TIMELINES/ CHALLENGES/ linked to workforce plans)										
Primary Care	WM/SH					✓			✓	
Nursing & Midwifery	JCW					✓				
Medical and Dental	HT/CH	✓		✓			✓	✓		

AGENDA ITEM/ ISSUE	LEAD	20 Nov 2024	20 Feb 2024	21 May 2024	15 Aug 2024	21 Nov 2024	EOY 03 Mar 2025	29 July 2025	24 Sep 2025	03 Dec 2025
Allied Healthcare Professionals	JB								✓	
Healthcare Scientists	JA						✓			
Pharmacy	RBe								✓	
Estates	SD								✓	
Non-Registered Workforce Development (Clinical)	RB					✓				
Public Health	BL								✓	
POLICIES										
Developing New Clinical Roles [Job Descriptions, Competencies, Learning and Education] Policy	RB	✓								
Preceptorship Policy	JCW/RB			✓					✓	
SUB-GROUP UPDATES										
Interprofessional Education Governance Group	LT/RK		✓		D	✓		✓	✓	✓
Medical & Dental Oversight Group	HT/AGa		✓		D		✓	✓	✓	✓
Statutory and Mandatory Training	SPE/ST		✓	✓	D	✓	✓	✓	✓	✓
Clinical Education Governance Group	RB		✓		D	✓		✓	✓	✓
Future Workforce Governance Group	CS		✓		D			✓	✓	✓
RISK MANAGEMENT										
Risks related to people planning and education and monitoring of outstanding actions	TW/AG							✓		
WIDER PROGRAMME MANAGEMENT/TASK & FINISH GROUPS/ALL WALES DEVELOPMENTS										
Higher Awards Update, challenges, risks	SPE		✓	✓						
Education & Development Strategic Priorities	AG				D	✓		✓		✓
Scoping Report: Career Progression and Role Enhancement Opportunities in Hywel Dda University Health Board	AG/TW	✓								

AGENDA ITEM/ ISSUE	LEAD	20 Nov 2024	20 Feb 2024	21 May 2024	15 Aug 2024	21 Nov 2024	EOY 03 Mar 2025	29 July 2025	24 Sep 2025	03 Dec 2025
Clinical Psychology Grow Your Workforce – Pilot Update 2024	MT			✓						
HEIW Visit Report – Trauma and Orthopaedics Glangwili	HT			✓						
Apprenticeship Programme: Driving change, commissioning commitment and alignment to internal development programmes	CS			✓						
Joint Apprenticeship Evaluation – end of programme	CS			✓						
Save a life Basic Life Support (BSL) training (TBC) - David Wastell	DW					D	✓			
One Source of Truth (Centralising data related to training & development)	SPE/CH					✓				✓
All Wales Career Framework Compliance	CS	✓		✓		✓		✓		
Registered Nurse Associate	JCW			✓		✓	✓			✓
Non-Pay Element of Pay Deal (CPD Element Only)	AG/JCW								✓	
All Wales Education & Development Updates	AG							✓		
New ESR & Education Impact	MJ/AG								✓	
SPPEG Annual Report (draft for sign off)	AG							✓		
Multiprofessional plan for School Engagement & Work Experience (2025-2028)	CS							✓		
STRATEGIC WORKFORCE PLANNING										
Annual Plan Update	TW	✓	✓				✓			
Education Commissioning Update	TW	✓	✓				✓			
Workforce Planning Maturity Matrix	TW			✓				✓		
Professional Leader's Forum ToR	TW			✓			✓			
Radiology/Ultrasound (to inform on national work & alignment to local action)	TW/GL					✓		✓		✓
Medical and MAPS	TW					✓		✓		✓

AGENDA ITEM/ ISSUE	LEAD	20 Nov 2024	20 Feb 2024	21 May 2024	15 Aug 2024	21 Nov 2024	EOY 03 Mar 2025	29 July 2025	24 Sep 2025	03 Dec 2025
INNOVATION AND COLLABORATION										
HEIW Update	MR	✓	✓	✓	D	✓		✓		✓
HEFCW Collaborative VR Project (Swansea University)	RK	✓		✓						✓
Regional Learning Skills Partnership									✓	
FOR INFORMATION										
SPPEG Workplan 2023/25*	AG		✓	✓	D	✓	✓	✓	✓	✓

Initials:

D – Deferred Chair – John Gammon AG – Amanda Glanville IJ – Indeg Jones (Secretariat Officer)	Aga – Anand Ganesan AS – Andrew Spratt AT – Anthony Tracey BL – Bethan Lewis CH – Chris Harris CR – Catherine Rees CS – Claire Steel DW – David Wastell GL – Gill Lingwood HT – Helen Thomas	HTh – Huw Thomas JA – Jonathan Arthur JB – Jo Bradburn JCW – Janice Cole Williams LT – Liz Tooby MJ – Michelle James MR – Martin Riley MT – Mark Thomas RB – Ruth Bowman	RBe – Robin Benton RK – Richard Kelly SD – Simon Day SH – Samantha Hughes SPE – Shayne Phillips-Edwards ST – Scott Thomas TW – Tracy Walmsley WM – William Mackintosh
D – Deferred			