

Present: 18 March 2026			Apologies:
<p>Welsh Government</p> <p>Amy Andrews Annie Jones Emma Coles Helen Arthur Martin Mansfield Sara Whittam Chantelle Jenkins Clare Chard</p>	<p>NHS Wales</p> <p>Alex Howells (Chair) Gareth Hardacre Rachel Gidman Debbie Eytayo Jenny Winslade Shelley Williams Nicola Prygodzicz Sam Morgan Neil Stoodley</p> <p>Andrea Thomas Andrew Davies Kirsty White Sue Green Tripti Megeri</p> <p>Guest Speakers Helen Thomas Jeremy Griffith</p>	<p>Trade Unions</p> <p>Dawn Ward – Unison Dulcie Thomas – RCN Iona Collins – BMA Lucy Merredy - BMA Jackie Davies - RCN Jan Tomlinson – Unison Julia Chandler – BDA Leanne Chapman – GMB Nicky Hughes (NHu) – RCN Paul Seppman – Unite Peter Hewin – BAOT Sharon Davies – RCM Julie Richards - RCM Tanya Bull – Unison Jonathan Strachan-Taylor – GMB Caroline Hurley – SOR Andrea Prince - Unison Alison Cleaton – Unite Janice Burke-Lang - BAOT Chris Musgrave – CSP</p>	<p>Welsh Government</p> <p>Jacqueline Totterdell Rhiannon Jones</p> <p>NHS</p> <p>Tina Ricketts (TRi) Helen Watkins Lisa Gostling Sarah Simmonds Hywel Daniel Neil Lewis Hannah Evans Ruth Alcolado Angela Williams Tabitha Rodway (TRo)</p> <p>Trade Union Members</p> <p>Amanda Milward – RCN Diana Scott-Brown – RCP Gareth Williams – BMA Nathan Holman (NHo) – GMB Louise Wright – CSP Nadia Probert – Unison Rachel Hadland – RCN Stefan Senese (SSe) – Unison Vicky Richards – RCM Tanya Bull - Unison</p> <p>Secretariat</p> <p>Andrew Davies</p>

1.	WPF18/03-1 Welcome and Apologies	Actions
	AH welcomed colleagues to the meeting and apologies for absence were noted.	
2.	WPF18/03-2 Welsh Government Update	Actions
	<p>HA gave a verbal update and agreed to circulate a written update following the meeting. She noted the improvements to waiting times, reduction in waiting lists and improved ambulance handovers, whilst acknowledging the challenging financial position.</p> <p>TU colleagues expressed their concern in relation to the NHS in Wales being unable to offer pay awards in line with inflation. Colleagues recognised the challenges of the current financial environment and the need to work in partnership to identify solutions. It was agreed to hold a more detailed conversation/workshop on the financial challenges/potential solutions at the WPF meeting in July.</p> <p>HA agreed to include an update on the CMO's "Community by Design" initiative in the written update. It was noted that the focus was on prevention, chronic illness management and urgent/same day access.</p>	<p style="text-align: center;">HA</p> <p style="text-align: center;">TRo/AD/MM/NH/PH/TB</p> <p style="text-align: center;">HA</p>
3.	WPF18/03-3 Identify any other business to be discussed	Actions
	A number of items of Any Other Business were noted.	
4.	WPF18/04-4 Leadership and Management Framework	Actions
	<p>Helen Thomas (HEIW) attended for this item and gave an update on the National Management and Leadership Competency Update which was due to be launched in NHS England in spring 2026, with the final framework embargoed until after the launch.</p> <p>The following key points were noted from a Wales perspective: -</p> <ul style="list-style-type: none"> • NHS Wales have aligned closely with the NHS England Steering Group and the national appraisal group. • Executive level, Welsh Partnership Forum and Peer Group communications and engagement have been undertaken to harness support and inform direction for NHS Wales. 	

- **Transforming Leadership and Management Development for Future Needs** - the Framework offers NHS Wales the chance to fundamentally reshape leadership development, ensuring it aligns with future system needs including system leadership, transformation, digital capability and population health approaches
- **Pre-deployment planning** is underway positioning NHS Wales to adopt the Framework at pace once formerly approved. This will include:
 - ✓ Establishing a Design / Oversight Group with terms of reference
 - ✓ Development of PID and formal programme
 - ✓ Mapping of all HEIW national leadership programmes against the national Framework.
 - ✓ Identification of all NHS Wales organisational management and leadership programmes and resources in line with WOD 2026-27 workplan
 - ✓ Focused communications and engagement including webinars, workshops and targeted focus groups
 - ✓ Secure a design and implementation Partner (Chartered Management Institution) and development of templates and support materials.
 - ✓ Establishing the HEIW PMO and developing a suite of templates and supporting materials including support communication and engagement webinars

The group also noted the proposed design principles to effective implementation of the national Management & Leadership Code and Competency Framework within NHS Wales: -

- Setting Up for Success
- A Shared Vision
- Stakeholder Engagement
- Providing Support
- Piloting
- Evaluation and Review

Colleagues recognised the need for effective succession planning and gap analysis in order to make the framework a success, as well as linking closely with the PADR process and CPD.

HT confirmed that there is TU representation on the national oversight board. She also confirmed that the issue of regulation was still under consideration with more detail to come and that developments in England on this matter were being closely monitored.

5.	WPF18/03-5 Handover 45 Update	Actions
	<p>Jeremy Griffith, Director of Operations for NHS Wales, Welsh Government, attended for this item and gave an update on the project looking at delivering timely ambulance patient handover for betterment of outcome and experience.</p> <p>He advised that timely ambulance patient handover matters have positive impacts on patient safety, staff experience, ambulance availability and betterment of clinical outcomes for those with time sensitive complaints. He highlighted the shared ambition to eliminate excessive handover delays, limit care in temporary spaces, and deliver all ambulance patient handovers in no longer than 45 minutes (aiming for <15 minutes).</p> <p>He highlighted core elements of the improvement plan, as follows: -</p> <ol style="list-style-type: none"> 1. Clear national expectations set by H-45 clinical taskforce: Reinforced focus on short ambulance patient (H-45) handover times and patient dignity 2. Operational grip and escalation: NHS P and I operational command plan inc. revised escalation framework 3. Additional funding for faster acute assessment of older frail people and same-day emergency care 4. Improving flow beyond the ED: significantly enhanced focus on first 72 hours of care to reduce length of stay 5. Additional funding for social care capacity to reduce pathways of care delays 6. Real-time visibility of handover delays and system actions taken 7. Jointly developed 'immediate-release protocols' by WAST and LHBS 8. Additional funding for equipment to ensure safety 	

	Colleagues welcomed the approach but highlighted the need for investment and improvements on a whole systems basis, e.g. A&E, ward discharge arrangements, patient flow, reduction in corridor care, with a focus on goals 5 and 6 of the NHS Wales Six-Goal approach.	
6.	WPF18/03 - 6 A4C Pay Reform	Actions
	<p>EC advised colleagues that the draft mandate had been issued to WPF members under separate cover and should be treated as private and confidential. She emphasised that the negotiations would be taking place on a tri-nations basis (England, Wales and Northern Ireland). In addition, it was noted that a single-issue negotiation would be taken forward at pace in Wales, outwith the structural reform, relating to the impact of the application of the Real Living Wage on Band 2 and 3 pay points. It was noted that the outcome of these negotiations would need to be funded from the same quantum as the wider structural reform.</p> <p>SG stressed the need for Wales and Northern Ireland to be front and centre in the negotiations and agreed to keep the WPF and organisations up to date as the negotiations progressed.</p> <p>NHu confirmed that following consultation with elected members, agreement had been reached for Wales TUs to enter into the negotiations based on the draft mandate. She also stressed the need to avoid any agreements that would have a detrimental effect on NHS Wales staff. She recognised the need for further engagement with TU elected members on any outcomes.</p>	
7.	WPF18/03-7 Job Descriptions for Approval	Actions
	<p>The WPF agreed the following All-Wales JDs: -</p> <ul style="list-style-type: none"> - Diagnostic Radiographer Band 5; - Senior Diagnostic Radiographer Band 6. 	
8.	WPF18/03-8 Chair's Action between meetings	Actions
	The WPF noted that a revised version of the All-Wales Disciplinary Policy, following comments from the Plain English Campaign, was agreed by chair's action on 12 February 2026.	

9.	WPF18/03-9 NHS Staff Council Update	Actions
	<p>SG fed back from the meeting held on 11 March 2026 and highlighted the discussions on the A4C pay reform and the need to move forward at pace and hoped that the mandate would be agreed by all parties shortly. She also updated on the review of Section 16 (Redundancy Pay) of the Terms and Conditions of Service and advised that discussions were ongoing on whether partial retirement should be included or excluded.</p> <p>She also updated on the beginning of discussions on a UK-wide basis to address the discrepancies relating to Public Health consultants and trainees, with some being on M&D and some on A4C terms and conditions.</p> <p>NHu highlighted the UK Government's commitment that NHS organisations will review Band 5 nursing job descriptions in England.</p>	
10.	WPF18/03-10 Business Committee Update	Actions
	<p>The WPF noted the written report, particularly the minor change to the appendix in the All-Wales Flexible Working policy and the stopping of the Planned Additional Activity Rate (PAAR) with effect from 31 March 2026.</p>	
11.	WPF18/03-10 Medical and Dental Business Group	Actions
	<p>The WPF noted the written report.</p>	
12.	WPF18/03-11 Previous WPF minutes and actions	Actions
	<p>The notes of the meeting held on 19 November 2025 were agreed as a correct record. Actions to be brought forward are included in the Action section of this document.</p> <p>HA agreed to circulate the updated Value and Sustainability Agency Update slides with revised numbers.</p> <p>IC advised colleagues that she had met with Jacqueline Totterdell on waiting list definitions and targets, but discussions were ongoing.</p>	HA

13.	WPF18/03-12 Any Other Business	Actions
	<p>SG updated colleagues on the discussions relating to CPD protected time and the inclusion of statutory and mandatory training. She recognised TU colleagues' concerns in allowing organisations to determine what should be included themselves. She advised colleagues that an interim proposal (likely based on the NHS Scotland Approach) for the 1st quarter of 2026/27 would be issued shortly pending the development of the implementation plan for the recommendations included in the review of statutory and mandatory training.</p> <p>AD advised colleagues that the WPF workplan was currently under review by the WPF Co-ordinating Group and an updated version would be presented to the WPF Business Committee in and Full WPF in July.</p> <p>EC confirmed that the Cabinet Secretary was aware of the BMA's concerns in relation to the stabilising of the number of training places in the Education and Training Plan.</p> <p>AD agreed to circulate the guidance issued to organisations on staff stranded abroad as a result of the conflict in the Middle East.</p>	<p style="text-align: center;">SG</p> <p style="text-align: center;">AD</p> <p style="text-align: center;">AD</p>
14.	WPF18/03-13 Date of Next Meeting	Actions
	<p>Dates of 2026 meetings</p> <p>Full Business Committee</p> <ul style="list-style-type: none"> - Wednesday 3 June 2026 - Tuesday 13 October 2026 <p>Full Welsh Partnership Forum</p> <ul style="list-style-type: none"> - Tuesday 7 July 2026 - Wednesday 18 November 2026 	

Action Log

Agenda Item	Action	Responsibility	Status	Due Date
WPF18/03-2 Welsh Government Update	HA to circulate a written update following the meeting.	HA		18 April 2026
	HA agreed to include an update on the CMO's "Community by Design" initiative in the written update.	HA		18 April 2026
	Regarding the current financial environment, it was agreed to hold a more detailed conversation/workshop on the financial challenges/potential solutions at the WPF meeting in July.	TRo/AD/MM/NH /PH/TB	To be confirmed on the agenda at the WPF agenda planning meeting on 14 May 2026.	14 May 2026
WPF18/03-11 Previous WPF minutes and actions (19/11/25)	HA agreed to circulate the updated Value and Sustainability Agency Update slides with revised numbers.	HA		18 April 2026
WPF18/03-12 Any Other Business	CPD Protected Time: SG to issue the interim proposal (likely based on the NHS Scotland Approach) for the 1 st quarter of 2026/27 when available.	SG		When available
	WPF Workplan: AD to ensure an updated version of the WPF Workplan is presented	AD/TRo	To be confirmed on the agenda at the WPF agenda planning meeting on 14 May 2026.	14 May 2026

	<p>to the WPF Business Committee in and Full WPF in July.</p> <p>Staff stranded abroad: AD agreed to circulate the guidance issued to organisations on staff stranded abroad as a result of the conflict in the Middle East.</p>	<p>AD</p>	<p>Complete</p>	<p>Circulated on 20 March 2026</p>
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