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Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust



OUR STRATEGIC WORKFORCE PLAN

2024 - 2030

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A word from the Chair and Chief Executive



JASON KILLENS
CHIEF EXECUTIVE

COLIN DENNIS
CHAIR

Welsh Government (WG), through legislation and policy, have demonstrated a strong commitment to creating a high-quality health and social care system for its citizens.

The Wellbeing of Future Generations Act promotes sustainable development and sets seven wellbeing objectives for Wales. It urges public bodies to adopt an integrated and long-term approach to prevent problems and enhance the overall wellbeing of our communities. A Healthier Wales published in 2018, is a long-term strategy and plan to enhance the health and welfare of the people of Wales, whilst the Six Goals for Urgent and Emergency Care provides the framework to ensure that patients get the right care, in the right place, first time. These strategies have been pivotal to the development of our WAST Strategic Workforce Plan.

WAST, like other healthcare organisations, faces a myriad of workforce challenges that demand strategic attention and innovative solutions. From recruitment and retention difficulties to the strain of high-pressure work environments, the Trust contends with workforce complexities such as competitive job markets, shortages in key clinical roles, particularly nurses, and retention issues, such as in our requirement for specialist call handlers. These factors, and others, contribute to our workforce challenges.

We know that if we continue to deliver services based on our traditional model and current demand persists, the workforce required to service it is unsustainable. To ensure we maximise our effectiveness, both in value and safety for the patients of Wales, we must change the way we work, and how we deliver services.



To Support.
To Serve.
To Save.



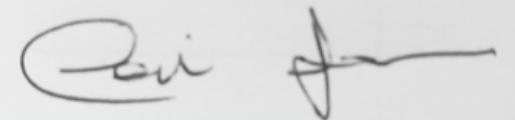
I Gefnogi.
I Wasanaethu.
I Achub.

A word from the Chair People & Culture Committee and Director of Culture Change

The People and Culture Plan for 2023-26 supports our organisational strategic ambitions which will have a focus on our workforce 3Cs: Culture, Capacity and Capability, which provide the basis for the objectives and plans for our people. It is a dynamic, iterative document, closely monitored alongside 'live' workforce data so that we can anticipate potential future workforce imbalances between supply and demand, ensuring the Trust is able to respond effectively to a changing landscape. This plan provides the cultural framework for the Strategic Workforce Plan with capability and capacity cited as critical factors to consider as key to developing the desired culture in WAST.

The Strategic Workforce Plan is designed to integrate seamlessly with the People and Culture Plan. The transformation from the traditional conveyancing model to the 'Remote Integrated Care Service' will be complex and therefore a clear plan of how we are going to get there is essential. The link between our strategies and plans is the composition of the current and future workforce, as well as the capacity and capability that is needed to deliver the services now and in future.

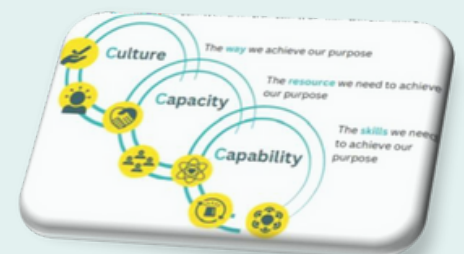
Our workforce composition changes do not happen in isolation. In addition to our own plans and strategies there are several external plans and strategies that have an impact on what we plan to do. We must consider what other organisations are doing to plan for the future and we must be aware of Wales' demographic makeup now, and where it is likely to be in future.



CERI JACKSON
CHAIR - PEOPLE & CULTURE
COMMITTEE



ANGELA LEWIS
DIRECTOR OF CULTURE
CHANGE



Introduction

The Six Steps Methodology to integrated workforce planning



The purpose of this Strategic Workforce Plan is to outline the pathway to delivering the workforce required to realise the Trust's strategic ambitions and deliver effective, efficient, quality patient care.

Workforce Planning in WAST is supported by using the NHS recognised methodology; setting out an approach that delivers achievable, realistic mapping to securing a workforce that is available in the right place, at the right time with the right skills.

Our approach and this document follow the methodology as captured in the diagram opposite.

1. Purpose and scope
 - how our plan aligns with internal and external drivers and enables delivery of our People & Culture ambitions
2. Mapping our change
 - setting out the workforce needs for our evolving delivery model
3. Defining the required workforce
 - what influences future workforce needs
4. Our workforce today - composition
 - key metrics - rich seams and blind spots
5. Call to action - the Plan
 - what we need to do over the next 2, 4 & 6 years
6. Monitoring and review - continuous improvement
 - planned. sustainable. responsive.

The Plan has been assessed under the IEIA policy.

The next page summarises our key highlights - following sections contain the detail

Population and Demand Projections

What do we know about future demand for our services?

- Population increase by 9.9% by 2036
- Increase in long term conditions
- People aged 85+ increasing by 127%
- More diversity and complexity
- People aged <16 decreasing by 8.1%
- Obesity more prevalent
- Frailty more prevalent
- Mental health demand increasing
- 45% of adults 75+ will be living with 2 or more long term illnesses

Strategic Drivers

What national policy and strategy drivers are relevant?

- A Healthier Wales: Our Workforce Strategy for Health and Social Care (2020)
- The National Workforce Implementation Plan (2023)
- More than just words (2023)
- Health and Social Care (Quality & Engagement) Act (2020)
- Wellbeing of Future Generations Act (2015)
- Six Goals for Urgent and Emergency Care
- Clinical Supervision: A Framework for UK Ambulance Services 2021
- Welsh Health Circular: Nursing Preceptorship & Restorative Clinical Supervision
- Health Education & Improvement Wales (HEIW): Continuous Professional Development (CPD) strategy for the NHS Wales healthcare workforce
- Social Partnership and Public Procurement Act (2023)

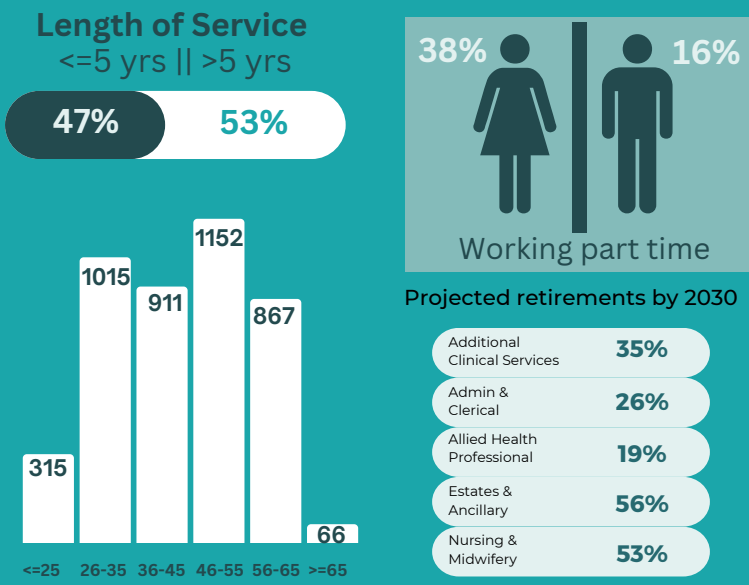
Organisational Goals

What is our organisational vision for future services?

- Remote Integrated Care Service
- Connected Support Cymru
- Transport and Discharge Service
- Urgent On-Scene Community Response
- Holistic and integrated approach
- Remote Clinical Assessment Service
- Flexible working opportunities
- Advanced Practice
- Falls Service ambitions
- Robust leadership framework

Current Workforce Supply

What is our current workforce composition?



Future Supply Requirements

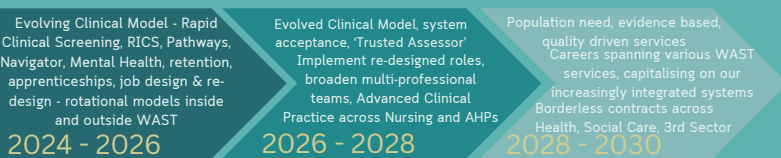
What workforce and skills do we need to meet these demands?

- Volunteer to Career pathways - building on prior experience; enriching our communities
- Multi-disciplinary workforce of professions; clinical and non-clinical, providing the system with 'Trusted Assessors'
- Stable workforce in career-long, flexible and satisfying role rewarding working at the top of their scope of practice
- Digitally literate, confident, patient centred and able to support patients increasingly using wearable technology to manage long term conditions
- Maturing understanding of our contribution to reducing Health Inequalities

Bridging the Gap

How will we bridge the gap between current and future workforce supply?

- Working with Further Education sector to develop routes into WAST
- Re-designing current roles and provide education opportunities to re-skill, up-skill, co-skill
- Providing more opportunities to develop future skills in current roles
- Ensuring how we want to be perceived reflects how we are perceived
- Forging new partnerships across the Health, Social Care and Third Sectors
- Taking control of our own destiny by investing our financial settlements in new ways



1. Defining the Plan - Purpose & Scope

This plan covers a period of 6 years, complementing Delivering Excellence, Our Vision for 2030. These 6 years will be referred to in this document as covering the first years (2024-2026) the middle years (2026-2028) and future years (2028/3030).



With confirmation of a change of government in Westminster we have entered a period where our political environment mirrors Welsh Government and our devolved NHS in Wales. A political environment with a mandate founded on commitment to lifelong learning and provision of a skilled workforce and grounded in meaningful social partnership supporting co-production. Whilst we cannot predict the specific fiscal environment we will experience over this plan, we can make some assumptions.

We believe the next 2 years will attract flat growth for Ambulance Care, limited growth for our Emergency Medical Services (EMS), aimed toward our Cymru High Acuity Response Unit (CHARU) service and Advanced Practice. Our most recent Demand & Capacity (D&C) Review indicates modest growth for our EMS Coordination Allocators, which supports our emerging clinical delivery model with an increase in remote clinical care, reduction of conveyance and increased activity relating to falls.

We also must assume that handover will remain higher than we would like given the challenges experienced across the system. This compels us to fund the changes we require in our service by *reconfiguring existing resources*; enabling us to ensure our workforce modelling maximises the levers in our control to maintain and improve levels of handover.

Our People & Culture plan identifies all of our people as our workforce, whether they be working in our Ambulance Care, Volunteer Car Service, Emergency Medical Services, Integrated Care, Community First Response, Community Welfare Response or one of our many professional Corporate functions; this Strategic Workforce Plan includes all in its scope. The forthcoming People Development Plan and Health and Wellbeing Plan will provide more detail on how we will be improving the working environment and support for our workforce.

Aspirations for the future

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As a key part of the foundational economy, we play a role across our communities that goes wider than providing quality patient care; we are the lifeblood of our communities and commit to providing rich and meaningful work for the people of Wales. We hold University Status and have an obligation to fulfil the promise and expectation that brings. We believe in democratised opportunity across all of our workforce and so our People Development Plan will be crafted to support this Strategic Workforce Plan - enabling individuals to visualise how their career maps out inside the Trust and empowers them with the skills, competencies and confidence to contribute professionally to the whole of the NHS and wider, to our Public Service.

We will take a grassroots approach to fulfilling regional skills and workforce gaps, most acutely felt in our rural areas. In turn, this sees us invest in the people who will serve their own communities, providing meaningful opportunities and realistic prospects to rural populations. Providing the Trust with a ready workforce for the future means investing in initiatives to engage our youngest volunteers now.

In the Early Years, we will be observing our Clinical Delivery model evolve to see how roles are changing. We will start to re-design roles that match our how we provide care and develop our people's skills to confidently and competently perform. We will work with the wider system to gain acceptance of our Trusted Assessors and co-produce further system wide improvements that benefit patients across Health, Care and Third Sectors



The Middle Years see us implementing these new and re-designed roles. We know a spirit of innovation is required as we try various concepts out; implement what works and learn from our failures. We will build on the trust that we have built through our confident delivery of improved and more efficient patient experience as we reduce our reliance on conveyance and mature our approach to remote and community based delivery.



Future Years hold the potential of having a much altered experience of work in WAST. We envisage frictionless rotational borders across Health, Care and Third Sector partners; shared contracts that help address shortfalls in Primary, Secondary and Urgent Care; careers that span different organisations with road-based clinicians working with Health Boards, Nurses in the Trust, Corporate role mobility to develop and share best practice for the benefit of all, digital solutions that change the way patients engage and receive care and multi-professional teams working at the top of their Scopes of Practice - realising the compound effect of our combined efforts.



Early stages of our new Clinical Delivery Model.
Design and re-design roles
Stakeholder influence & Trusted Assessor acceptance

2024 - 2026

New and re-designed roles implementation
Test & prove concepts
Build on Trusted Assessor success

2026 - 2028

Multi-professional teams across org boundaries
Population Health driven demand & Supply

2028 - 2030



Strategic Drivers

STRATEGIC WORKFORCE PLAN

As a named NHS Wales organisation under the Wellbeing of Future Generations Act (2015), we ensure our policies, strategies and plans are consistent with the Wellbeing Goals and the Five Ways of Working.

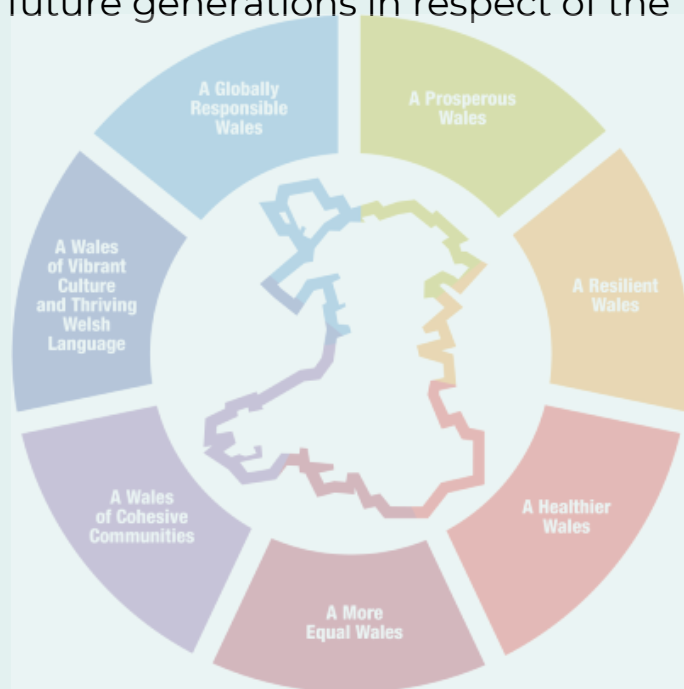
A key driver for us at the time of publication is the Social Partnership and Public Procurement (Wales) Act (2023). The Act *'provides a framework to promote the well-being of the people of Wales by enhancing sustainable development (including by improving public services) through social partnership working, promoting fair work and socially responsible procurement'* (Source: [Law.gov.wales](https://www.law.gov.wales))

We also continue to focus on our commitment to the Welsh Language (Wales) Measure (2011) and compliance with the Welsh Language Standards, taking a step forward in employing internal Welsh translation to support our operational and corporate teams.

We are committed to our responsibilities to future generations in respect of the Environment Wales Act (2016).

Our plan takes account of many other legislative, policy, strategic and financial drivers, including:

- Duty of Quality
- Duty of Candour
- Socio-Economic Duty
- Strategic Equality Plan
- The Race Equality Plan for Wales
- More than Just Words Action Plan
- The National Integrated Workforce Plan
- A Healthier Wales
- The NHS Long Term Workforce Plan England



These policies have been pivotal to the development of our Strategic Workforce Plan. The Wellbeing of Future Generations Act (2015) promotes sustainable development and sets seven wellbeing objectives for Wales. It urges public bodies to adopt an integrated and long-term approach to prevent problems and enhance the community's overall wellbeing and provides a foundation for our plan.

See Appendix 2 for more detail.

Stakeholder Engagement

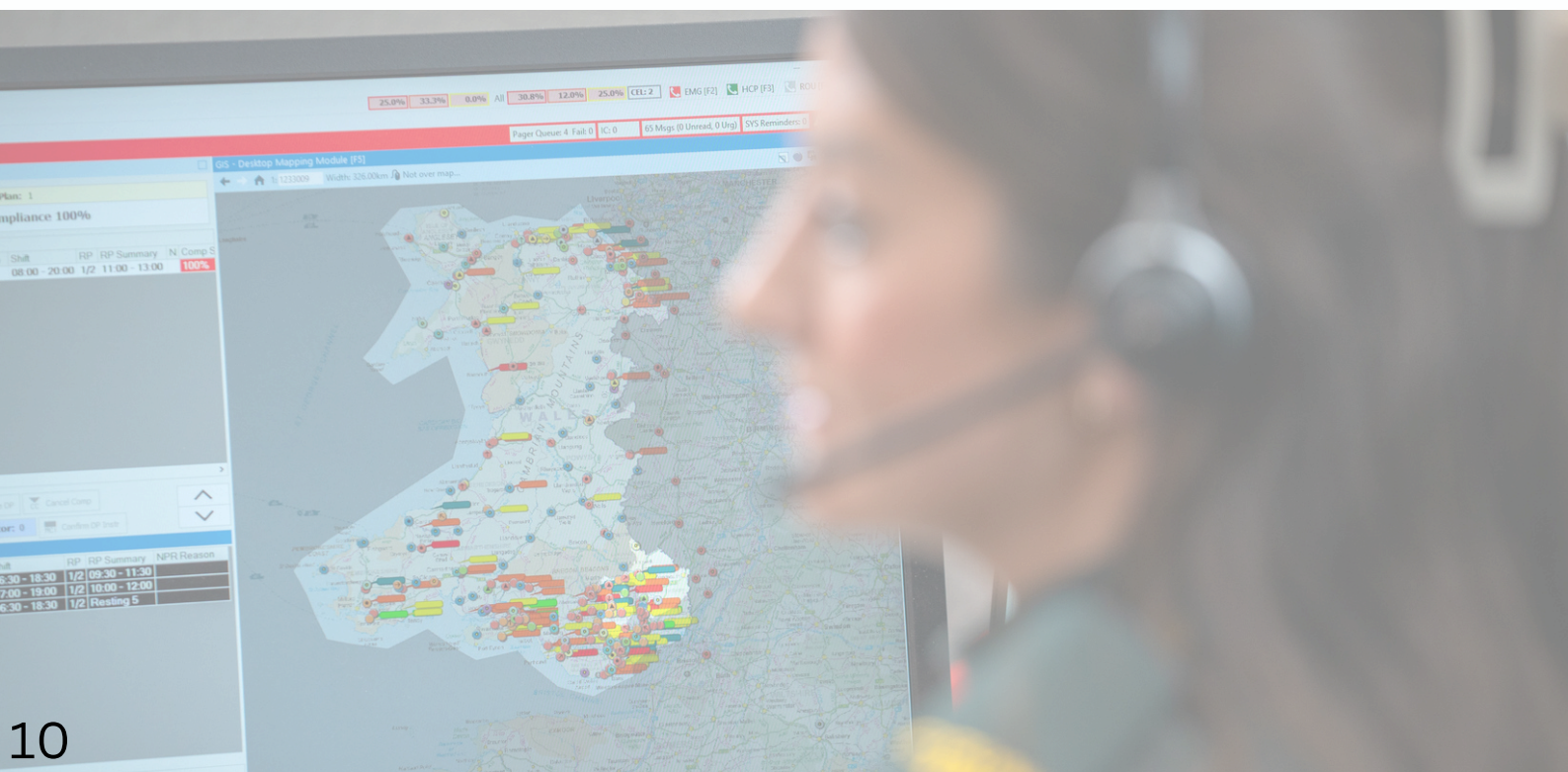
STRATEGIC WORKFORCE PLAN

In WAST we have strong partnership working arrangements with our Trades Union representatives, internal and external partners including Health Boards and Welsh Government. This commitment to systems and partnership working aids effective positive change around our workforce and has been crucial in the development of this plan.

We have collected and included a diverse range of views from our stakeholders by holding several events which included:

- A range of 1:1s and focus group meetings
- Discussions from team and board meetings
- Input from surveys
- Workshops
- Outputs from key strategic meetings
- Input from our patients and volunteer teams
- Discussions with our Commissioners and other key external stakeholders

To accurately understand the current position, we invited a cross-section of colleagues to several workshops. We plotted our critical posts and developed a skills inventory. To define the external environment we operate in, we carried out PESTLE analyses and developed these findings further by working on focused SWOT analysis for key areas of the organisation. From these activities we developed a picture of where we are and where there is potential for change, innovation and future growth. A summary of this work is available in Appendix 3.



Strategic Workforce Plan Objectives

One of the key elements of this plan is the work we have undertaken to align to the overarching Wales, Six Goals for Urgent and Emergency Care, WAST Delivering Excellence: Our Vision for 2030, Integrated Medium Term Plan, People & Culture Plan and our forthcoming People Development Plan. Our People & Culture Rich Picture illustrates our desired future state as found in Appendix 4.



The IMTP 2024-2027 has a detailed account of our strategic objectives and how our current services are configured, with outlined plans for workforce changes being planned to meet future demand. The Strategic Workforce Plan seeks to take the wider view and set the context for where we are and where we need to be by 2030.

As the review of the current workforce data undertaken to develop this plan demonstrates, there are several priorities for leaders and managers to consider. We have aligned this plan to the IMTP and other WAST strategies. The following themes / strategic objectives have been highlighted as a result of the stakeholder engagement work undertaken to develop this Plan.



Strategic Workforce Plan Equality Objectives

Workforce Equality Objective	Strategic Workforce Plan Objective
<p>We will continue to celebrate and promote the diversity of all our people, to ensure they feel safe, valued and respected at work.</p>	
<p>We will take action to maximise health opportunities and strengthen the voice of all citizens and staff to ensure the people who use our services have equity of access and improved experience with access to services that are sensitive to the needs of all.</p>	<p>1. Developing the employees, managers and leaders of the future</p>
<p>We will take action to increase awareness and tackle key equalities issues that may arise from a person's 'protected characteristics' to ensure our services, our culture and our people understand and are responsive to the needs of all.</p>	<p>2. Re-shaping and enhancing the workforce for the future</p>
<p>We will take positive action to increase representation and create a positive experience of work for individuals from diverse backgrounds, cultures and identities to ensure the Trust is seen as a great place to work, volunteer, develop, and grow for all.</p>	<p>3. Recruitment and retention processes fit for the future</p> <p>4. Improving our people's workplace experience</p>

Equality, Diversity and Inclusion

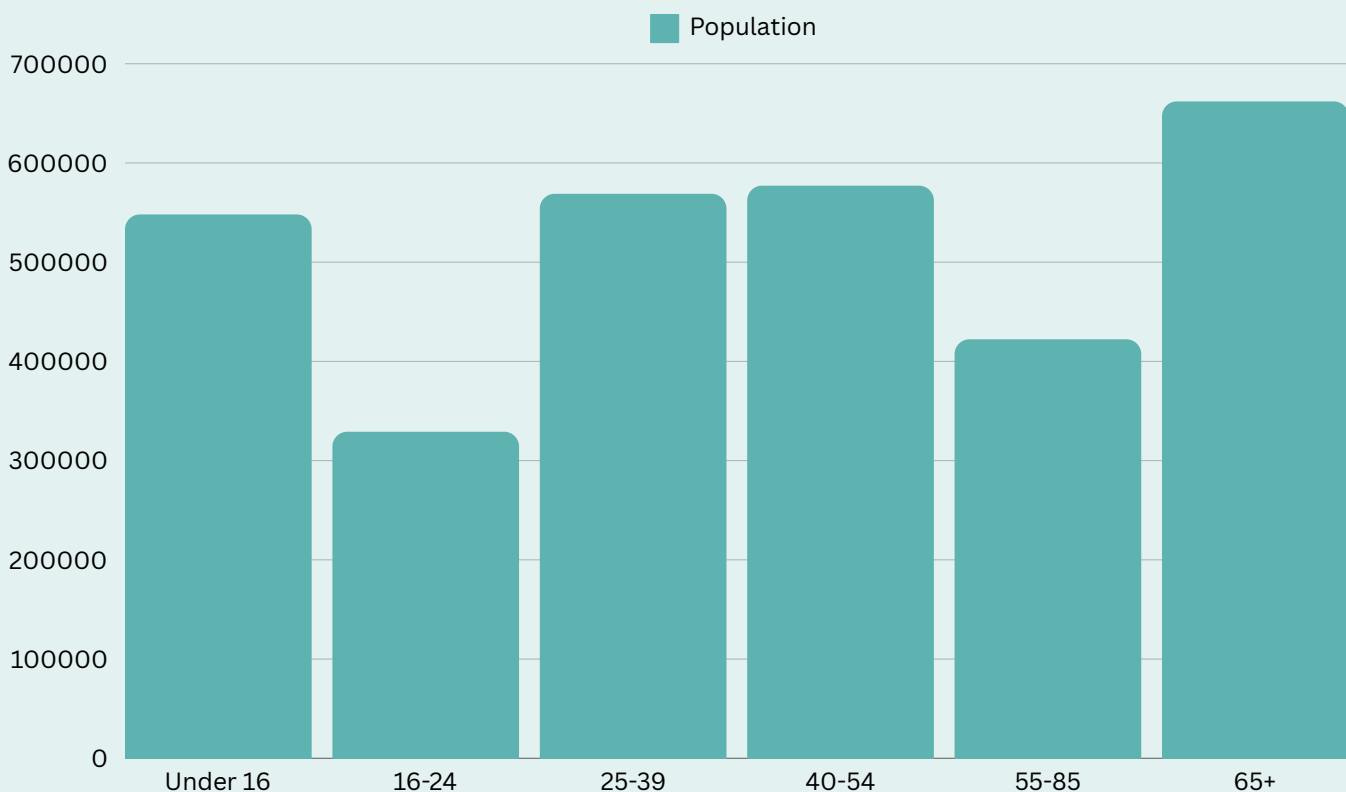
By aligning the Strategic Workforce Plan with the People and Culture Plan, the Equality Plan and the forthcoming People Development Plan and Health and Well-Being Plan, we will continue to see diversity and inclusivity as cornerstones of our workforce agenda. These plans directly affect our workforce and aim to reflect our commitment to creating an inclusive environment where all voices are valued, where individuals from diverse backgrounds are empowered to bring their best selves to work and propel our organisation forward into the future. As part of developing this plan, we have aligned equality and the workforce plan objectives demonstrating an integrated approach.

Defining the Plan - Wales 2021 Census Update

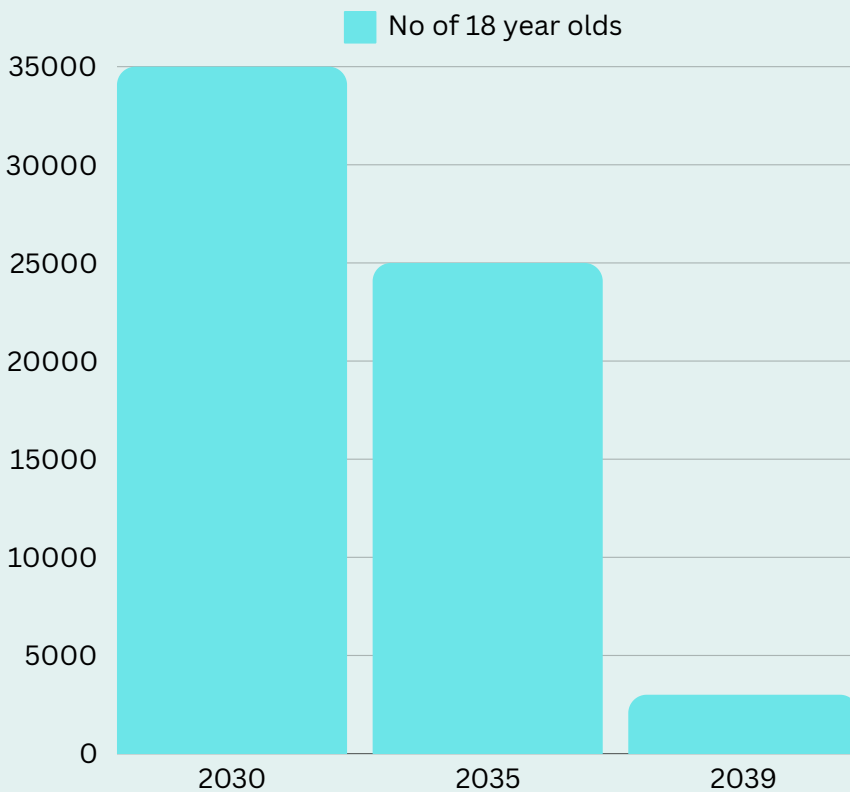
The Census 2021 data tells us that we have a population that is aging, and this is reflected in the aging working population across Wales. The reducing numbers of younger people in Wales is a potential future problem for all employers, WAST included. The economically inactive population in Wales which indicates high levels of long-term health conditions, the increasing economic deprivation and the associated higher levels of poor general health increase the need to access health and social care services. The following tables highlight these issues.

The under 16 population is currently showing as fairly healthy but this group will be in their late 20s by the time we reach 2039. As shown in the population change projection chart, the picture for the next 15 years demonstrates that there will be a significant increase in numbers for our older population, and a freefall for lower age groups.

Population of Wales by Age group Census 2021

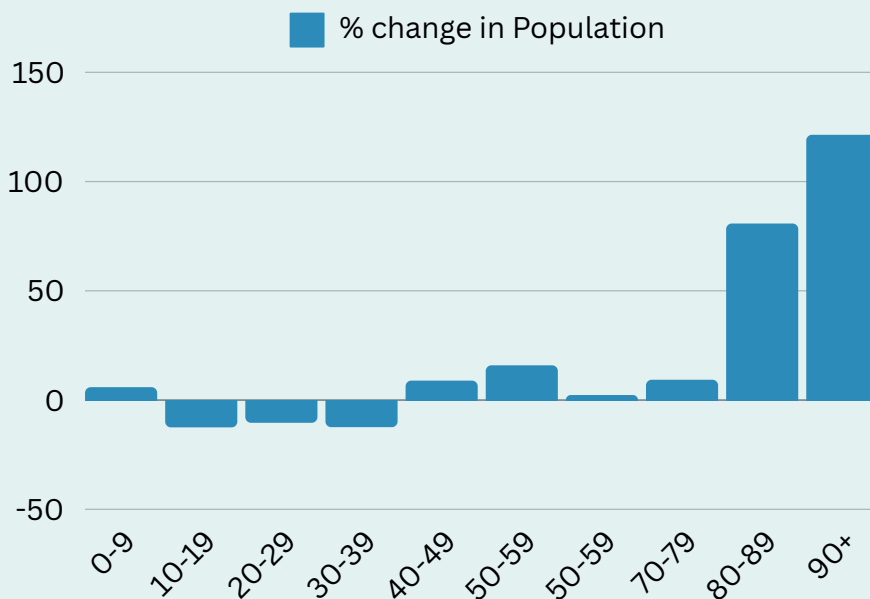


Projections for 18 year old population in Wales



Of greatest concern is the projections for the numbers of 18 year olds who will be available to work over the next 15 years. The 2021 Census shows that there has been a decrease in 16-17 year olds of 9.8% since 2011, and a decrease of 12.5% in the numbers of 18-24 year olds. Over time it is projected that there will be a significant reduction in available 'school leavers' by 2040.

Projected % in population Age Groups (Wales) by 2050



Our employed workforce age profile is segmented as follows:

- 22% are over 55
- 36% are over 50
- 40% are aged between 41 and 55
- 21% are under 30
- 7% are under 25

We will need to focus on who and how we recruit our future workforce with age profile and our working age population in mind.

Our socio-economic challenges

The socio-economic challenges that we face here in Wales are significant. A snapshot of the economically active and inactive workforce across some of our health boards demonstrates the size of the potential problem:

The issues WAST has regarding rurality correlate with the Census data shown in the table below. *Our most rural region covers most of mid Wales.* However, Wales overall has a high level of economic inactivity of the working age population, and this is the driver for future health strategies of Welsh Government. WAST will be playing a key role in how we adapt our services and workforce.

This is a key influencing factor and it will have implications for how we deliver our services going forward.

Wales' working age population - Census 2021

Characteristic	Measure	Area Low	Low	WALES	High	Area High
Economic activity	in employment	Swansea Bay HB	42%	44%	46.4%	Powys THB
Economic Inactivity	Inactive	Cardiff and Vale HB	34%	35.8%	38.2%	Hywel Dda HB
Economic Inactivity	Long term sick	Powys THB	3.6%	4.9%	6.1%	Cwm Taf BM HB



2. Mapping our change



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A significant proportion of our demand is for patients who have an urgent or lower acuity health need, presenting either through a 999 call or via the 111 system. For these patients, irrespective of how they have accessed our services we need to work with our partners to create an integrated 24/7 urgent response service which is bespoke, i.e. meeting patient's individual needs closer to home. This service includes:

- a **Remote Integrated Care Service** where our existing NHS 111 and 999 clinical teams will come together, working closely with health board remote clinical hubs and developing mechanisms to support their clinical decision making, including access to real time observations through Connected Support Cymru;
- an **Urgent Community Response** service providing face-to-face assessment and treatment.

We already provide a range of responses, such as advanced practitioners, falls services, mental health response and palliative care paramedics, and we want to work with health boards to grow and integrate these with their own community response services. Key to the success of these teams will be developing access to community pathways.

Our Ambulance Care patient transport service will also have a greater role in the future in supporting flow across the system, whether that is through flexible discharge services, dedicated and responsive inter-hospital transfer schemes or an 'on the day' planned health transport service accessible to HCPs or our own clinicians.

This Strategic Workforce Plan focuses on the challenges we will face that are relevant to ensuring we have the right people, in the right place, at the right time, at the right cost, *when they are needed*. Looking into the future requires us to think differently. It also requires us to focus on the evidence that is available to us to make good decisions regarding changes we need to make over this next planning period on behalf of our patients and communities.

3. Defining the Future Workforce



What influences future workforce needs and composition?

Our Current workforce

We are currently undergoing significant change across the organisation in order to modernise our services and improve outcomes for patients and staff. We have a workforce that is highly skilled and committed to service Wales to the best of our ability. A review of our workforce profile indicates that we have rich seams but also some blind spots that need to be addressed.

Collaborative efforts between the Trust and commissioners are vital for optimising service delivery across 111, EMS, EMSC and NEPTS. By utilising data evidence and fostering strategic partnerships with Unions, Health Boards and others, we will continue to strive to deliver a resilient and responsive healthcare system that meets the diverse needs of the community.

Investment in clinical skills, particularly in advanced practice, remains a priority for the Trust, ensuring the delivery of high-quality care. Our operations services comprise 89% of our workforce and we have therefore identified a gap in support staff necessitating a focus on bolstering support services across our corporate functions to complement our frontline operations effectively.

Recent workforce assessments highlighted team working as a prominent soft skill within our workforce, closely followed by flexibility and adaptability. However, there is room for improvement in Welsh language proficiency and stakeholder relations skills across various staff groups. We are dedicated to enhancing diversity, equality, and inclusion across the organisation, increasingly reflecting the communities we serve.

As we prepare for the future of work, prioritising the upskilling, cross-skilling and reskilling needs of our existing and future workforce will assist with ensuring our team is ready to tackle challenges and maintain high health care and patient experience standards.



Future workforce composition

Developing our employees, managers and leaders

In the next 5 years, our vision is to establish a culture of leadership that is rooted in 'OUR Best' behaviours and values ('OUR WAST Way'). We envisage a future where employee, management and leadership development at WAST is both personalised and inclusive, recognising the unique strengths and growth areas of each leader and potential leaders of the future. As a University Trust it is incumbent upon us to maximise local learning and development opportunities for our employees.

Reshaping the workforce for the future

We are transforming our services by reducing our traditional role of taking patients to hospital. We are increasing the role of remote assessment and providing expert advice to patients, developing fast track pathways to care, and delivering more 'see and treat' at home. This requires a detailed plan of how we intend to reshape the future workforce to meet demand and emerging needs that require new ways of working.

Recruitment and Retention fit for the future

WAST offers uniquely specialised roles across the organisation, including clinical and professional roles that provide critical behind-the-scenes work that includes clinical and research opportunities. We will develop new roles and career pathways to ensure we have the right skills in the right place at the right time to meet demand and deliver our services.

Improving Our People's Workplace Experience

The key to delivering the best patient care is focusing on the needs of our people. We are actively listening, learning and ensuring we take action to address some of the biggest issues that are impacting on the daily lived experience of our colleagues. Acknowledging the cultural issues that have come to light in the wider emergency service sector, we are continuing work to build a safe, positive culture with an emphasis on wellbeing, support and development, where we can bring 'our best' selves to work.

Future Supply Requirements

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Education

Investing in a range of pathways and experiences:

- Work Based Learning - Apprenticeships, regulated qualifications, routes to registration
- undergraduate to registration
- post graduate programmes
- inter-professional and cross profession programmes for a multi-discipline rich talent pool and pipeline

Attraction

Our workforce supply comes from 5 main sources:

- WAST career pathways
- graduates from education and training programmes
- volunteers moving to careers
- evolved roles based on experience
- those seeking relocation opportunities across Wales

Role Redesign

Ensuring our roles meet patient, service and system needs:

- rotational models within WAST
- shared contracts across NHS & Social Care Wales
- Advanced and Consultant Practice - single and multi-profession
- portfolio careers

Retention

Ensuring our offer and opportunities meet colleagues' career spanning needs:

- enhancing job satisfaction: flexible working arrangements - annualised hours, shared contracts, rotation - across the NHS - on and off the road for all registrants
- professional development and equitable recognition
- career progression opportunities within the communities we serve



Future Roles and ways of working

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Remote Clinical Assessment

Calls will be transferred to our remote clinical assessment team from clinicians in EMSC. They will contact the patient via telephone or video call, undertake an assessment and determine the most appropriate response, which may include advice on self-care, signposting to alternative pathways, advising alternative transport, or dispatching a range of our clinicians for an on-scene assessment. Additional capacity has already been planned for 2024/25 and is being integrated into the workforce over the summer 2024.

Advanced Paramedic Practitioners (APPs)

We are planning to increase our APP workforce year on year for the next 3 years. This segment of the workforce will be deployed within the Trust, directly providing clinical care for patients with urgent care needs *and* may also be embedded in health board services. We therefore need to be aware that we will continue to be a future recruitment source for other areas of NHS Wales, and potentially beyond our borders.

Paramedic and EMT:

We continually review the requirements for these roles and undertake annual recruitment campaigns. As a Trust we are looking to diversify the routes to these roles.

Cymru High Acuity Response Unit - CHARU:

We will continue to recruit to the CHARU service, with focused recruitment into rural areas and action taken to adapt the model to maximise the best outcomes for patients.

Future Roles and ways of working

Organisational Support:

We are planning to consolidate support for the Recruitment and Education Centre of Excellence functions to maintain capacity at commissioned levels, whilst smoothing the balance of the available workforce between urban and rural areas. We acknowledge the invaluable role played by our Corporate functions and all those who work within them to ensure our frontline services are able to operate effectively and efficiently.

Our People & Culture Rich Picture:

This plan and our enabling People Development Plan centre on identifying how to grow and develop our job families and ensure they flourish in a professional environment with clear career pathways and active support to engage in personal and professional development across the whole Trust.

Volunteers - Community Welfare Responders:

The development of this role is part of the broader Connected Support Cymru programme, which is at the heart of our enhanced volunteering programme. We will also develop a function-based model across the volunteer management team to support the increasing numbers of our Community First Responders and Volunteer Car Drivers.

New Ways of Working

It may seem too difficult a task to implement new terms and conditions to an Ambulance Service. However, consideration of 'term time working', annualised hours, new shift patterns that support part time and flexible working patterns should not be placed in the 'too difficult' box. WAST will be considering how we can improve the way we work to help our employees get the most out of work, and this should include options to change how we set up the environment for *how we work*. As delivery during COVID demonstrated, we can respond to changing circumstances swiftly and innovatively, when necessary - working from home was embraced more readily than anyone expected.

4. Our workforce today



Our operations services comprise 89% of our workforce and we have therefore found that there is a potential gap in support staff. We have recently undertaken staffing level reviews of support services to identify whether there are any areas where additional resources are needed to meet the changing needs of the organisation.

Our Administration and Support Services Review in 2023 has shown us that this key segment of our workforce are eager to contribute and hungry to develop. Between 2023 and 2025, we have an ambitious Administration Review Delivery Programme where we will implement the recommendations.

We are making steady progress as we deliver various workstreams powered on by co-production of many of the improvements alongside staff within this critical cadre. Career pathways and progression opportunities are the top priority along with skill development that keeps them at the forefront of best practice.

Apprenticeship routes will be designed to meet the needs of this function within the Trust and help to realise the ambitions of this professional job family.

Many of our corporate roles have well established relationships with their various institutes, some examples include our FinCoR Directorate affiliation as an ACCA Approved Employer scheme, our dual registrant Education workforce, our many CIPD qualified People & Culture colleagues - we want this professional standing for everyone in the Trust and see this Strategic Workforce Plan and our enabling People Development Plan as catalysts to deliver this change.



WAST Volunteer Strategy

WAST recognises the vital contribution the volunteers make to the delivery of our services to our communities across Wales. In 2024/2025 we will be recruiting to a new role, the Community Welfare Responder. This is a key part of our priority to build awareness and embed a culture of volunteering across WAST. Here is our current strategy summary:

Build awareness and embed a culture of volunteering

To achieve this priority we will:	Key objective we aim to achieve:
Encourage a culture of open, effective and honest dialogue between employees and volunteers that embraces the voice of our volunteers	<ul style="list-style-type: none"> • More opportunities for employees and volunteers to openly discuss volunteering across WAST • Create a governance structure that recognises the role of Volunteers
Ensure that volunteering is embedded within our organisational Strategies	<ul style="list-style-type: none"> • Highlight volunteering within our People and Culture Plan and our local development plans
Celebrate the success and contribution of our volunteers	<ul style="list-style-type: none"> • Ensure stories of our successes are shared; raise the profile of volunteering within WAST and at national events
Seek to increase partnership opportunities with the Volunteer Sector and Blue Light partners across Wales to maximise their contribution	<ul style="list-style-type: none"> • Strengthen our partnership model and model of care and explore opportunities for innovation and collaboration
Encourage, support and equip our workforce to pursue volunteering opportunities and work alongside our volunteers	<ul style="list-style-type: none"> • Explore and support more opportunities for our workforce to volunteer both at home and abroad; create the right infrastructure to support volunteering
Create opportunities to volunteer and ensure we work to the highest standards in volunteering	<ul style="list-style-type: none"> • Achieve externally recognised accreditation

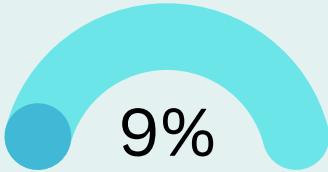
Establishment

Leavers Starters

FT v PT



Turnover rate

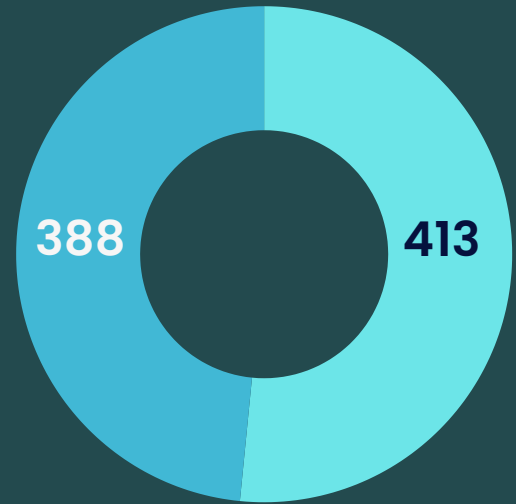


Normal range 6-8%

16% 11%



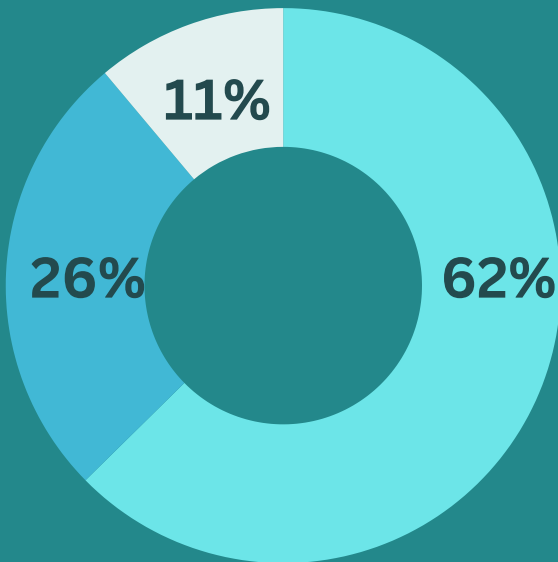
Working part time



Workforce Segmentation

Ops on the Road

Ops off the Road Other than Ops



Projected retirements by 2030

Additional Clinical Services **35%**

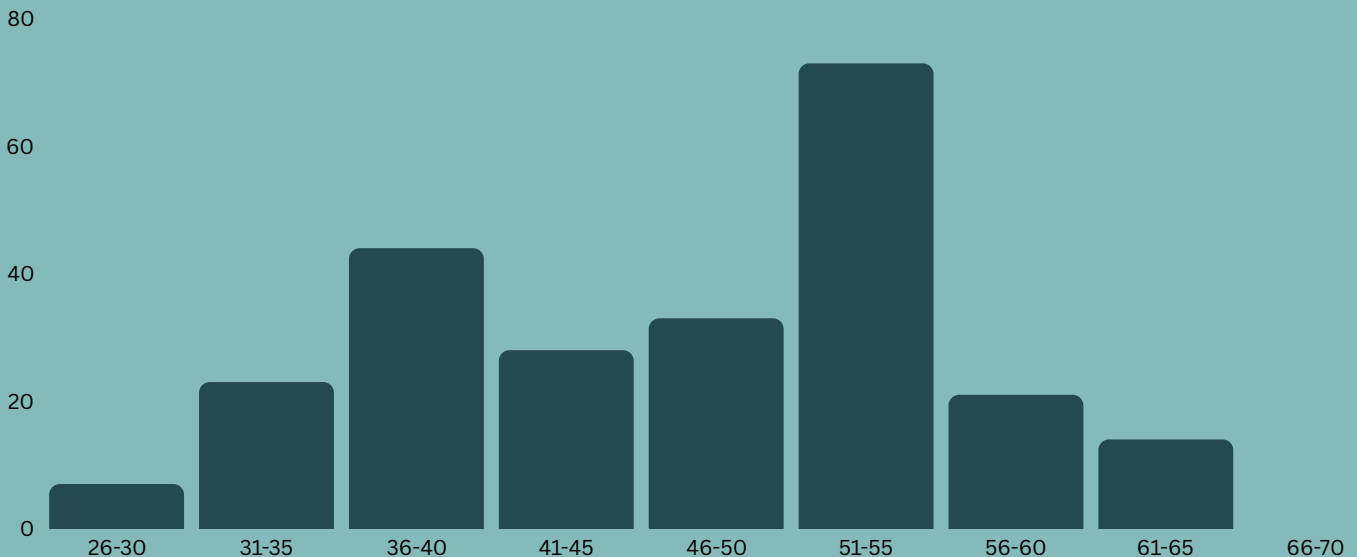
Admin & Clerical **26%**

Allied Health Professional **19%**

Estates & Ancillary **56%**

Nursing & Midwifery **53%**

Band 8 employees by Age Band

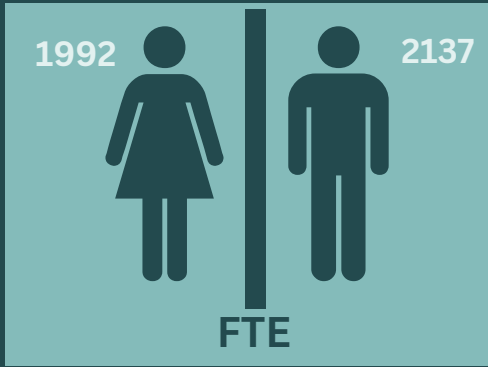


Current Workforce - Protected Characteristics

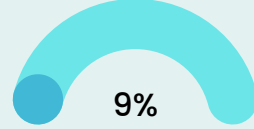
Gender split



49%F/51%M



Disability Declared - Yes



9%

Ethnicity



<5% Other than White

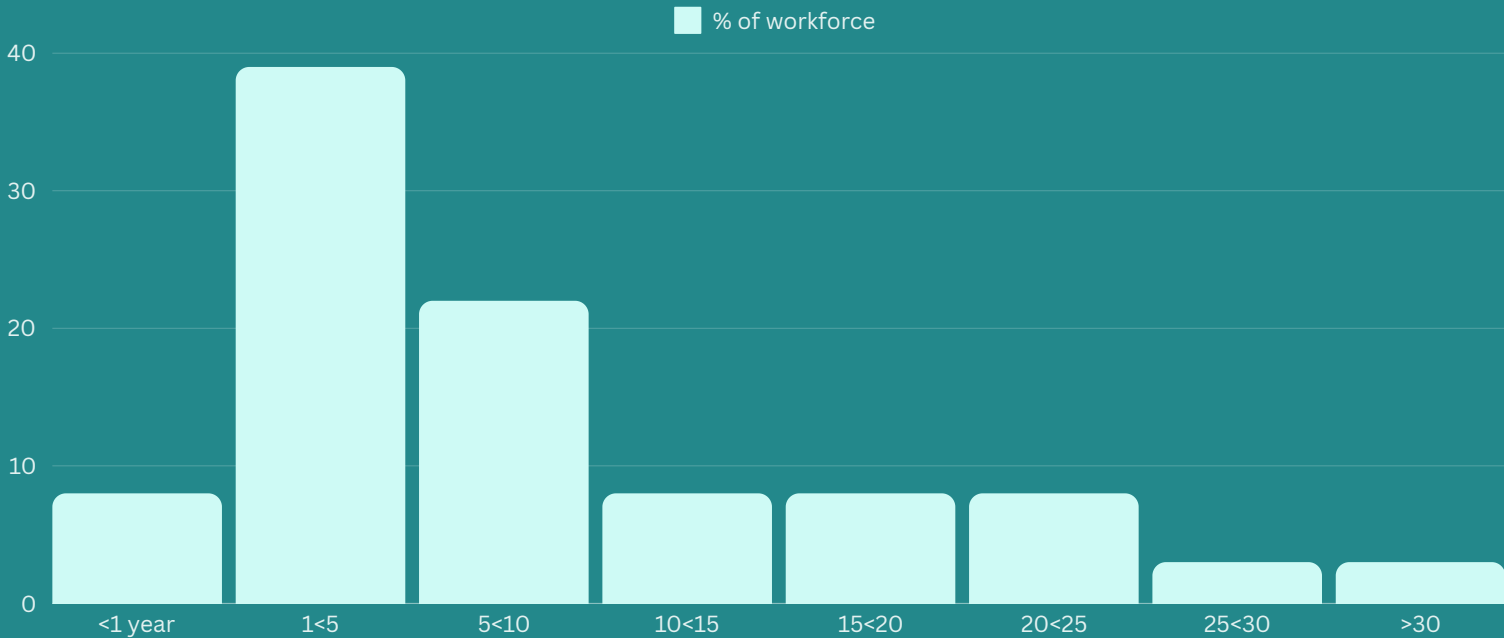
Sexual orientation



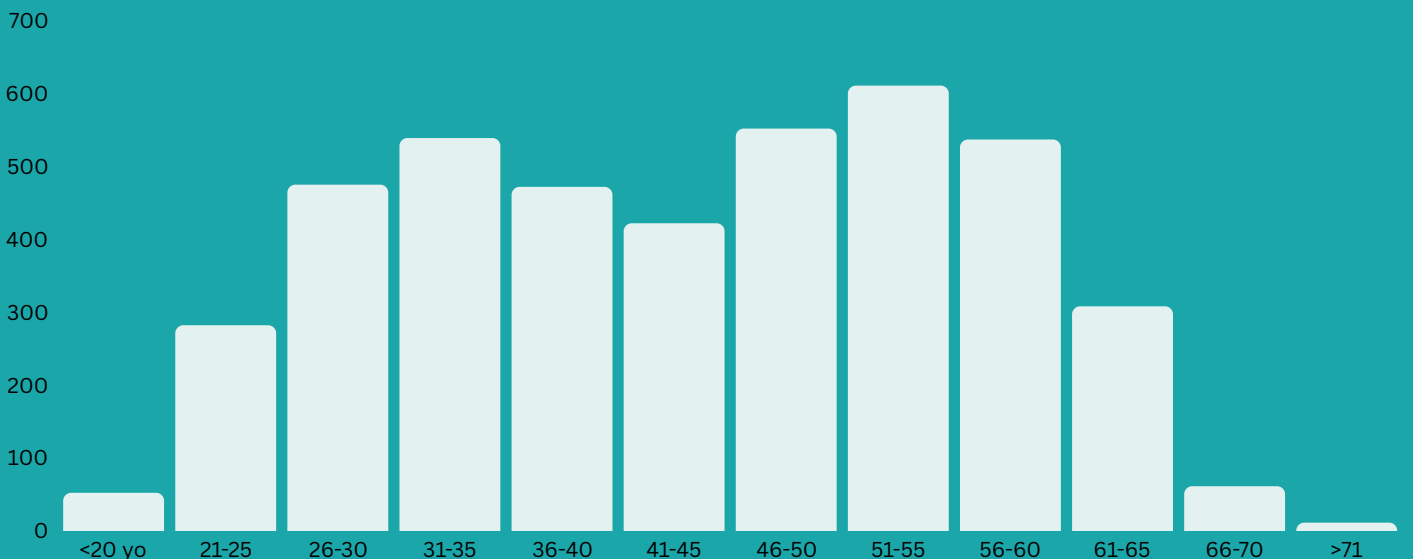
<10% LGBTQ+

Data is limited - numbers too small to publish

Length of Service profile



Current Workforce Age Profile



Retention

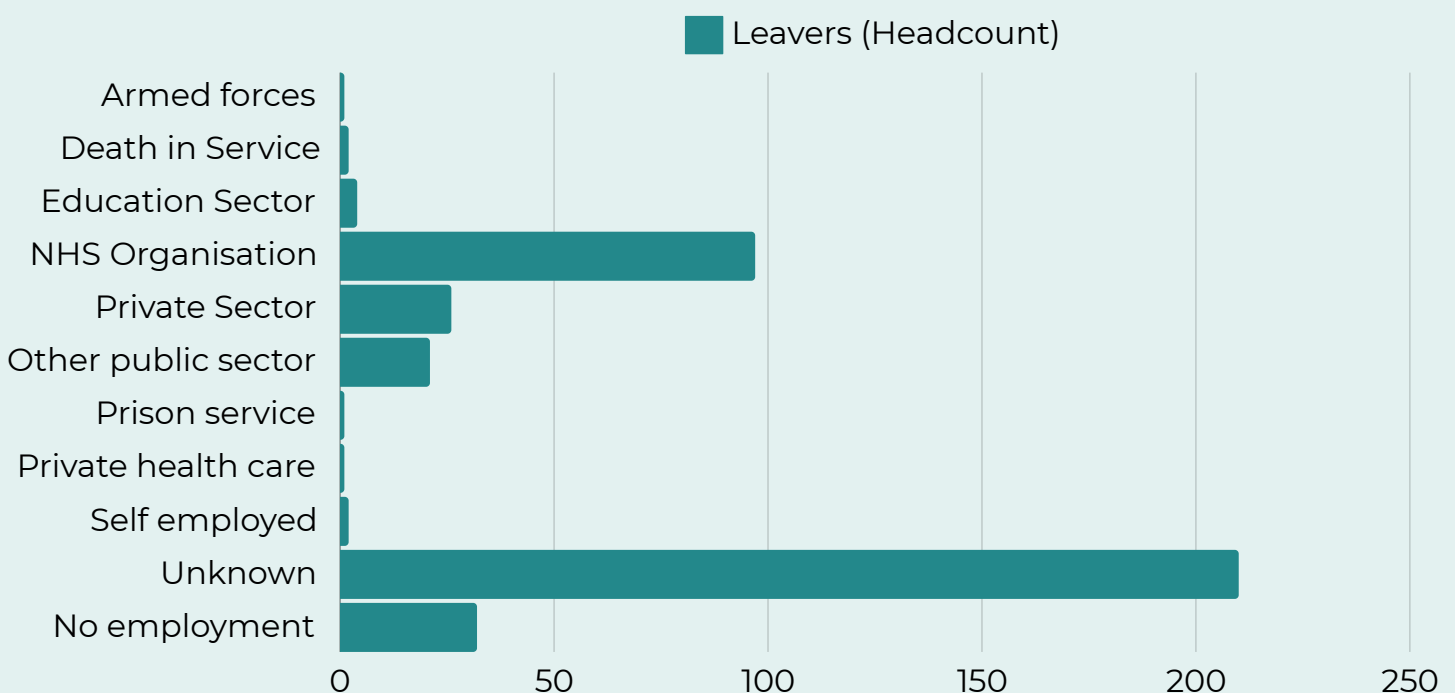
With the aging workforce profile and the projections for potential retirements forthcoming up to 2029/30, it is essential that managers and employees are open about their intentions regarding the uptake of flexible retirement and or retire and return options to assist with future planning.

The data demonstrates that to date there has been a relatively low reduction in numbers due to retirements. The Retirement Rate for 23/24 was 2.05% of the total workforce; we can extrapolate the likely retirements going forward year on year to 2030. This will support workforce design and re-design activities and help managers to manage succession appropriately.

We have a robust *internal labour market*. However, our greatest competitors are other NHS Organisations across Wales, and as we develop new roles which take time and investment, these employees will also become more attractive to those competitors.

Our Retention Lead is working on a Retention Plan for our nursing workforce. In due time, the lessons learned from the recommendations of this plan will be implemented as appropriate in other areas.

Where are our leavers going?



Welsh Language

Currently 24.6% of our workforce can communicate in Welsh at Level 2 or above in Speaking and Listening categories, compared to 2020, where it was 23.19%. This is proportionally almost equivalent to the current percentage of Welsh speakers in Wales.

Over the next planning period we intend to offer additional support to the workforce to develop more confidence in using the Welsh Language at work, providing the environment to re-establish and enhance their proficiency. Being able to say a few words in Welsh can go a long way and even if staff don't speak Welsh, an understanding of the needs of Welsh speakers can make a big difference.

We will continue to promote our Welsh Language training offer to our employees and facilitate the 'Active Offer' to patients and strive to increase the use of Welsh across the organisation as part of business as usual. Our aim is to reach the same level of Welsh speakers as we have nationally, currently 27%, by 2030 (Census 2021).

We have added a Welsh Language e-Learning module to our mandatory training requirements and will continue to assist our employees with improving these skills.

Performance Appraisal

The WAST Target for PADR completion is 85% annually across the whole workforce.

Managers and employees participate in regular personal development reviews and annual appraisals and managers are therefore able to take steps to recruit to vacancies or reshape roles to meet changing organisational needs.

The PADR process is an essential tool in developing our people 'Our WAST Way'. New roles and career paths are under consideration and will form a key part in future succession planning activities across all roles.



5. The Workforce Action Plan

During our engagement process our stakeholders raised a number of key priorities for action which we have themed under the workforce plan objectives. We would like to be able to undertake all these actions as quickly as possible, but with limited resources, we have had to prioritise.

The Action Plan is phased into 3 blocks - 2 yearly increments - which will be implemented over the next 6 years. As the plan is 'live', these priorities may move from one phase to another or indeed be revised or changed.

At this point in time, however, we have made decisions based on immediate requirements and then longer term needs of the organisation based on our stakeholders views. During engagement with colleagues over the past year, we have gleaned that while we do a lot of things right, we can do more to improve our working environment, making our organisation a place where our people can develop their careers and thrive. We are working to develop our services to meet the future head on, embracing new technologies and new ways of working at pace.

Our forthcoming Health and Wellbeing Plan 2025-2029 will focus on supporting the workforce to bring their best selves to work and shaping the workplace environment to improve the health and well-being of the workforce.

We have also taken into account what our patients have told us recently. Patient stories help us to understand their experience. We listen to our patients, both callers and in face to face situations, so we can focus our discussions around where we can improve our services.

Developing our workforce action plan has required some tough decisions. We cannot do everything we would like to do, but we can prioritise the 'big things' that will have the most impact for our employees and our communities.

All of our planned tasks are aligned to the People and Culture Plan and the current IMTP (2024-2027).



Strategic Workforce Action Plan 2024-26

Each action aligns with objectives outlined in other Strategic Plans:
 Code- Q for the Equality Plan, IMTP for Integrated Medium-Term Plan, LDP for Local Development Plans, P&C for People and Culture, PDP for People and Development Plan, V for Volunteer Strategy, R for Retention Plan, S for SWFP, HWB for Health and Wellbeing Strategy, WLS Welsh Language Recruitment Strategy

Objective	Action	Owned by	When	Link to other plans
Developing employees, managers and leaders for the future	<ul style="list-style-type: none"> Review and implement Digital Skills strategy for 2025-2030 Develop and implement People Development Plan 2025 - 2030 Review and update existing eLearning provision Expand Apprenticeship Programme and CPD opportunities across the Trust 2025-2030 	Digital & Education Education Education Education	2024 - 2025	IMTP R P&C; PDP HWB
Reshaping the workforce of the future	<ul style="list-style-type: none"> Refresh the current Volunteers strategy - include plan for new roles / opportunities for volunteer cadre Develop and implement revised clinical leadership structure to support new delivery models Develop service specific workforce plans for each Directorate (and each Operational Service area) Continue to develop workforce planning data in ESR / reporting and management WFP skills 	Operations - Volunteers Clinical All Directorates Workforce Planning	2024 - 2026	IMTP / V / P&C LDP R HWB

Strategic Workforce Action Plan 2024-26

Each action aligns with objectives outlined in other Strategic Plans:

Code- Q for the Equality Plan, IMTP for Integrated Medium-Term Plan, LDP for Local Development Plans, P&C for People and Culture, PDP for People and Development Plan, V for Volunteer Strategy, R for Retention Plan, S for SWFP, HWB for Health and Wellbeing Strategy, WLS Welsh Language Recruitment Strategy

Objective	Action	Owned by	When	Link to other plans
Recruitment processes fit for the future	<ul style="list-style-type: none"> Develop and implement a Welsh Language Recruitment Strategy to 2030 (link to More than Just Words) Develop and implement centralised recruitment function for WAST 	Corporate Governance Workforce Planning	2024-2026	WLS/ P&C Q R
Improving our people's workplace experience	<ul style="list-style-type: none"> Review employee benefits and Employee Value Propositions and update flexible working arrangements Review job descriptions and identify roles that require job redesign Support employees learning Welsh (Undertake skills survey - 27% by 2030) 	People Services People Services Corporate Governance	2024-2026	WLS/ P&C Q R HWB

Strategic Workforce Action Plan 2026-28

Each action aligns with objectives outlined in other Strategic Plans:

Code- Q for the Equality Plan, IMTP for Integrated Medium-Term Plan, LDP for Local Development Plans, P&C for People and Culture, PDP for People and Development Plan, V for Volunteer Strategy, R for Retention Plan, S for SWFP, HWB for Health and Wellbeing Strategy, WLS Welsh Language Recruitment Strategy

Objective	Action	Owned by	When	Link to other plans
Developing employees, managers and leaders for the future	<ul style="list-style-type: none"> Develop and implement Coaching and Mentoring framework across the Trust 	Education & OD	2026-2027	P&C; PDP Q R HWB
	<ul style="list-style-type: none"> Develop and implement multi-level Leadership programme 	OD	2027-2028	
Reshaping the workforce	<ul style="list-style-type: none"> Review workforce planning skills across WAST management cadre - update training as required 	Workforce Planning	2027-2028	S
Recruitment processes fit for the future	<ul style="list-style-type: none"> Review Recruitment Strategy, Plan, processes and continue to utilise social media to maximum effect 	Workforce Planning	2027-2028	P&C S Q R
Improving our people's workplace experience	<ul style="list-style-type: none"> Develop new career pathways across the Trust Develop a Welsh Language Network for employees 	People Services & Education Corporate Services	2026-2027	S Q P&C R HWB

Strategic Workforce Action Plan 2028-30

Each action aligns with objectives outlined in other Strategic Plans:

Code- Q for the Equality Plan, IMTP for Integrated Medium-Term Plan, LDP for Local Development Plans, P&C for People and Culture, PDP for People and Development Plan, V for Volunteer Strategy, R for Retention Plan, S for SWFP, HWB for Health and Wellbeing Strategy, WLS Welsh Language Recruitment Strategy

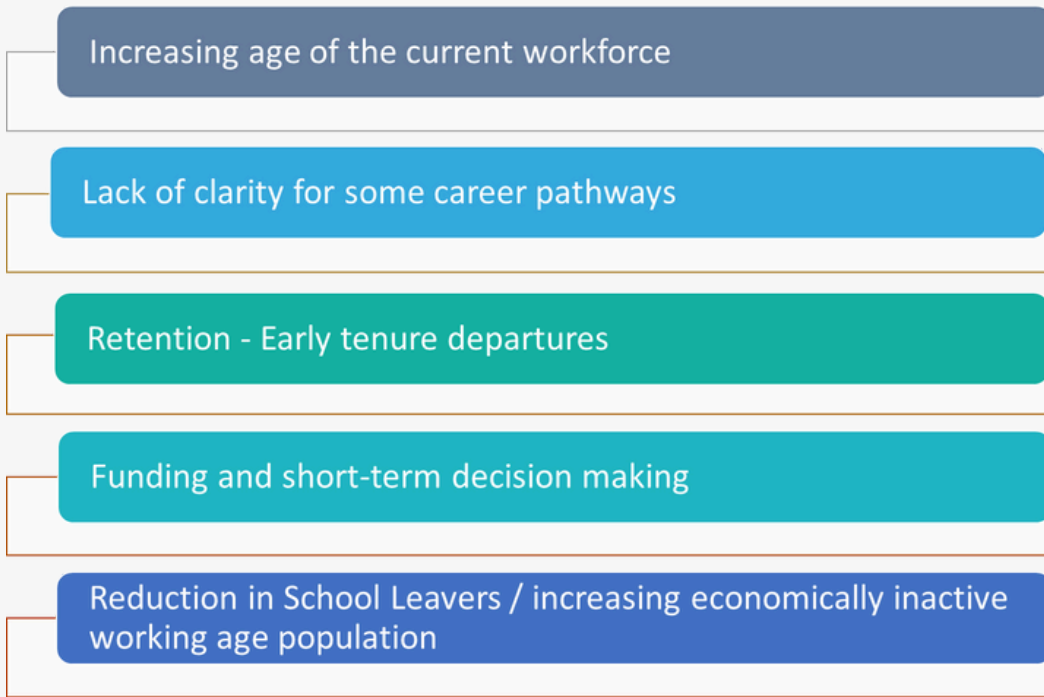
Objective	Action	Owned by	When	Link to other plans
Developing employees, managers and leaders for the future	<ul style="list-style-type: none"> Succession Planning in place for all lead and critical roles 	People	2028-2030	S Q R HWB
Reshaping the workforce of the future	<ul style="list-style-type: none"> Implementation of new workforce solution (National Project) 	Workforce Planning	2028-2030	S Q
Recruitment processes fit for the future	<ul style="list-style-type: none"> Review recruitment processes to ensure fit for new workforce solution 	Workforce Planning & Education	2028-2029	S Q R
Improving our people's workplace experience	<ul style="list-style-type: none"> Identify new channels to support Health & Wellbeing for future workforce 	People - OH & Wellbeing	2029-2030	S Q R HWB

Risk Assessment

WAST has identified several risks related to our workforce planning activities for the next planning period. There is a significant inter-relationship between the Operational service areas that impacts the recruitment and retention of our workforce. Overall, the majority of our workforce is recruited from within, and therefore we have to take into account that when we recruit we are promoting internal talent in most cases.

Growing our Own is an important part of the future workforce strategy for WAST, and therefore the plan will ensure that analysis of future skills requirements and the identification of critical posts are regularly reviewed and plans are adjusted accordingly.

Our top 5 Workforce Planning risks:



- Increasing age profiles across our workforce will require significant investment in retention activities to extend the working life of existing staff
- Increasing turnover of staff with relatively low years' service may be impacting the knowledge capital of the workforce overall
- Lack of clarity in some career pathways may be contributing to the short stay figures we are seeing
- Lack of funding and reactive changes to short term funding can disrupt workforce planning activities.
- Reduced school leavers and the high level of economically inactive working age population over the next 5-10 years will impact our ability to recruit the right people with the right skills.

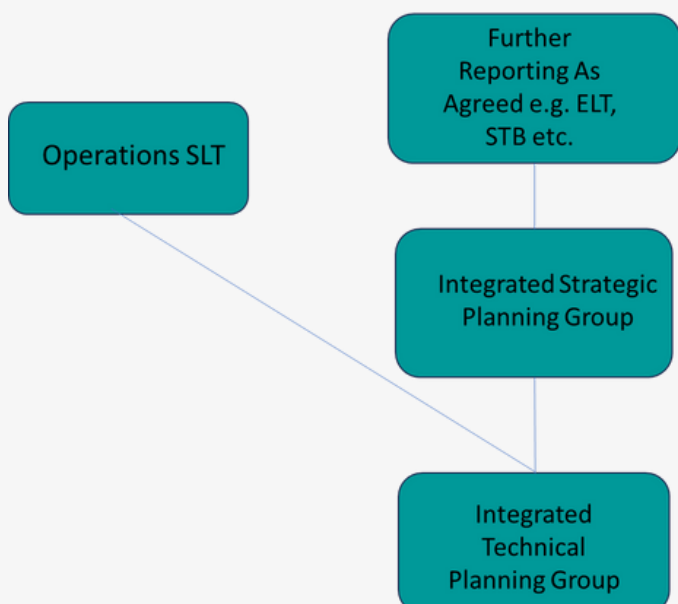
6. Implementation, monitoring, review

WAST requires constant vigilance regarding its frontline resource requirements and therefore ensures that there is continued surveillance on the frontline workforce capacity and productivity. The Strategic Workforce Plan is a live document that will be kept under regular review. There is a clear governance structure in place to ensure we have the workforce we need when we need it.

The Integrated Technical Planning Group (ITPG) connects, integrates and manages the detailed technical planning for workforce, recruitment, estate, fleet, rosters and finance in the Trust. This group provides WAST with an integrated approach to the Trust's workforce planning activities, ensuring that potential future workforce imbalances between the supply and demand for different skills are anticipated in time for appropriate action to be taken. Therefore, operational changes to the workforce can be addressed quickly, and longer-term planning can be aligned to current and new strategies.

Crucially, the ITPG supports the delivery of the strategic ambitions of the Trust. The Group meets informally (weekly) and formally (monthly). The Group reports into the Strategic Planning Programme Board and workforce planning activities are disseminated across WAST ensuring that we have the workforce required to deliver services. Regular meetings ensures we are aware of the workforce position and can adapt plans quickly when necessary. *The ITPG aim is to maintain clear focus on the Strategic Workforce Plan objectives and amend priorities and actions as required.*

Integrated Technical Planning Governance:



ITPG reporting process:

- *ITPG weekly meeting - open agenda (30 minutes).*
- *Formal ITPG monthly meeting (1.5 hours).*
- *Workforce Monitoring Report to monthly meeting.*
- *AAA to ITSG and Ops SLT.*
- *SROs are Executive Director of Strategy, Planning & Performance and Director of People & Culture.*
- *ToR agreed with both SROs and ISPG.*

Conclusion - What will our Workforce be like in 2030?

It is clear to us that there remains a pressing need to change the way in which we and our partners respond to and meet our patients' needs. Previously, our service transformation ambitions were visualised through the concept of 'Inverting the Triangle'. This is focused primarily on transforming our response to patients who call 999 - moving away from the traditional ambulance model of care of clinical logistics and conveyance to a future where the majority of care needs are met and resolved in or close to the patient's home.

In order to maximise the impact and benefits for our patients, we want to broaden our thinking and adopt a more holistic and integrated approach, considering how all of our services (999, NHS 111 and NEPTs) contribute to the transformation of care. It is important to us that our transformation agenda aligns to and delivers the priorities of health boards and the Six Goals Programme. We are starting to describe a new integrated clinical response model, which has a number of key components which are described in more detail in the IMTP.

Our primary and most important priority has always been and will continue to be the provision of a world class emergency response service. Our strategies must ensure that we have sufficient, available emergency ambulances, CHARU and other resources to provide this rapid emergency response to secure the best possible outcome for each and every patient. But those needing an emergency response are a small proportion of the overall numbers of patients who contact or call us.

By implementing this Strategic Workforce Plan we will transform the composition of our workforce and this will enable us to deliver the following by 2030:

- A Rapid Integrated Care Service: we already have a national clinical footprint and infrastructure supporting NHS 111 and 999 services - we will implement new technology to ensure service improvement for patients
- An Urgent Community Response: Many patients will still need face-to-face assessment and treatment.
- A patient transport service that supports 'planned' care that is modernised and provides a better patient experience
- Effective utilisation of data to transform performance, following patients through the system and developing methods to share our data with Health Boards, ensuring improved efficiency and productivity.

Appendices

Appendix 1 - NHS Wales 10 year look forward



Llywodraeth Cymru
Welsh Government



NHS

Population Projections	Long-Term Conditions (LTCs)	Risk Factors
Ageing population: 1 in 5 age 70+ by 2038	Ageing population means a higher proportion living with LTCs	21% of people in Wales living in relative income poverty
UK life expectancy growing slower than similar countries	People living with 4+ LTCs to almost double by 2035	Cost of living crisis likely to deepen existing health inequalities
Stark differences in life expectancy between least and most deprived groups	The majority of people with 4+ LTCs will have mental ill-health by 2035	Rates of obesity are expected to rise until 2031-37
Potential causes: widening health inequalities, slow economic growth	More cancer cases in people aged 70+ by 2040	Adult smoking trends have been decreasing over time
	Diabetes prevalence to rise, a 22% increase by 2035-36	Modifiable behaviours are risk factors for many LTCs
	Deprivation is a risk factor for many preventable LTCs	

* By 2030-31 to deliver 2018-19 rates of care **EU-14 are countries who were members of the EU



Supply: NHS staff, beds, social care	Economic Considerations	New Technology, Genomics and Artificial Intelligence (AI)
Reductions in time spent in hospital expected	NHS Wales under significant pressure from growing patient needs and restricted capacity	Advanced tech will likely increase self-management of some LTCs
Significant increase in NHS staffing needs*	Funding gap in Wales – spending per person is like England, but less than EU-14 **	Increased use of digital and tech will likely improve health surveillance
Impacts may be mitigated by changes in technology and workforce composition	UK spends 55% less on Capital Health spending than EU-14** (eg, buildings and equipment)	Improvements to medicine and public health through new genetic and genomic technologies
Burden on GPs and community/ social care is likely to increase	Population health impacts individual and national prosperity	Adoption of AI and supporting Research and Development will drive innovation in healthcare
Number of 65+ requiring unpaid care is growing	Poor physical and mental health is associated with drop in earnings	AI needs to be regulated, ethical and transparent
Addressing waiting lists would have economic benefits	Onset of ill health increases likelihood of employment exit	

* prior to 2004

Appendix 2 - Additional Documents

2021 Census ONS

<https://www.gov.wales/census-population>

Welsh Government: National Workforce Implementation Plan: Addressing NHS Wales Workforce Challenges

<https://www.gov.wales/sites/default/files/publications/2023-01/national-workforce-implementation-plan.pdf>

A Healthier Wales: Long Term Plan for Health and Social Care
Welsh Government

<https://www.gov.wales/sites/default/files/publications/2021-09/a-healthier-wales-our-plan-for-health-and-social-care.pdf>

Future Generations Commissioner for Wales: Well-being of future generations act <https://www.futuregenerations.wales/about-us/future-generations-act/>

Six Goals for urgent and emergency care <https://www.nhs.wales/sa/six-goals-for-urgent-emergency-care/>

Welsh Government: LGBTQ+ Action Plan For Wales

<https://www.gov.wales/lgbtq-action-plan-wales>

Welsh Government: The Duty of Quality Statutory Guidance 2023 and Quality Standards 2023

<https://www.gov.wales/sites/default/files/consultations/2022-10/the-duty-of-quality-statutory-guidance-2023-and-quality-standards-2023.pdf>

NHS England: NHS Long Term Workforce Plan

<https://www.england.nhs.uk/publication/nhs-long-term-workforce-plan/>

Appendix 2 - Additional Documents

Welsh Government: Race Equality Action Plan: An anti-racist Wales
<https://www.gov.wales/race-equality-action-plan-anti-racist-wales>

NHS Health Education England: The Topol Review – Preparing the healthcare workforce to deliver the digital future
<https://topol.hee.nhs.uk/>

Welsh Government: Stronger, fairer, greener Wales: a plan for employability and skills
<https://www.gov.wales/stronger-fairer-greener-wales-plan-employability-and-skills>

Welsh Ambulance Service Strategies and Plans:
<https://ambulance.nhs.wales/about-us/publications/>

Appendix 3: Stakeholder Workshops Summary

Representation has played a pivotal role in shaping the process of developing WAST's strategic workforce plan as it allows for diversity and richness of ideas. As part of our commitment to empowering every individual to contribute their best, the environmental scanning workshops were held across different service areas to give room for all views to be collated. A cross section of the workforce and TU representatives were invited to attend.

PESTLE

PESTLE analysis formed the first part of our environmental scanning workshops. These workshops were designed to systematically gather, analyse, and interpret information and data relating to WAST's external environment. The PESTLE tool audited six external influences on the Trust and covered aspects of political, economic, sociological, technological, legal and environmental factors that impact what we do.

SWOT

The SWOT analysis tool was utilised to gauge both internal and external factors that may impact WAST's strategic objectives. By highlighting strengths, weaknesses, opportunities and threats, this technique provided a comprehensive understanding of the Trust's position and assisted with the prioritisation of tasks for the Action Plan.

Future Scenarios

These workshops collated information from senior managers, Assistant Directors and Directors from across WAST. The groups considered developing their scenarios based on extreme views for 2 scenarios and then aiming to build a most likely future scenario. These scenarios will help to shape the future workforce and prepare for future planned and unexpected change.

As a result of these activities, we developed our 6 year workforce plan that aims to deliver innovative change to roles, the way we learn and develop and also, how we deliver our services. The Plan itemises the prioritised activities required by 2030.

Appendix 4: People and Culture Plan 'Rich Picture'





GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwllans Cymru
Welsh Ambulance Services
University NHS Trust

