

Annex C – Enabling actions

Enabling action	Performance target	PHW Progress
<i>Actions rolled over to 2026/27</i>		
Estate - ensure strengthened actions are taken to improve estate utilisation including the appropriate repurposing & disposal of under-utilised estate (Maximising Value for Money).	No performance target indicated	GREEN: All Public Health Wales actions are on track.
Ensure effective implementation of job planning policy, to include ensuring that > 90% of all Consultants have an agreed job plan in place at all times by 30 September 2026 and aligned to service demand and capacity plans	>90% of Consultants to have agreed job plan by 30/09/26	AMBER: As at February 2026, 52% of Medical and Dental Consultants have a completed job plan (completed and agreed within the previous 12-month period). This figure takes into account the rolling 12-month period and also new starters/leavers. This does not include job plans agreed outside of the Allocate system.
Continue to deliver a further and sustained reduction in agency expenditure, with a target 30% reduction in 2026/27 from 2025/26 outturn and ensuring no off-contract expenditure (Workforce Productivity).	30% reduction in 2026/27 and no off-contract expenditure	GREEN: Planning for agency reduction is embedded in internal performance reporting, with agency spend currently at 1% of the total pay bill at month 11, with a target of delivering the 30% reduction in 2026/27 from 2025/26.
Fully implement the actions outlined in the Variable Pay & Agency Control Framework Welsh Health Circular (Workforce Productivity).	Implemented actions in Variable Pay & Agency Control Framework Welsh Health Circular	GREEN: Since January 2024, the organisation has been taking action to implement the requirements of WHC/2024/031 and WHC/2023/046 to support agency workforce reduction and broader workforce transformation.
Organisations who have achieved a reduction in agency spend on Healthcare Support Worker, Admin & Clerical, and Estates & Ancillary staff to maintain that position. Organisations yet to deliver that position to deliver zero by 30th September 2026 (Workforce Productivity).	Zero by 30/09/26	AMBER: In February 2026, £112K was spent on agency staff, £71K of which was categorised as Admin and Clerical.
Ensure a reduction in sickness absence in 2026/27 in comparison to 2025/26, through maximising adherence to the requirements of agreed attendance at work policies and adhering to the all-Wales	Reduction in 2026/27 compared to 2025/26	RED: The organisational rolling 12-month sickness absence FTE % has fluctuated around 4% over the past three years. For February 2026, the rolling 12-month

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Occupational Health minimum service levels (Workforce Productivity).		absence FTE % was 4.52%. For the equivalent period in 2025, it was 4.38%.
<i>Actions rolled over to 2026/27 with re-defined action definition</i>		
Deliver, as a minimum, all principles set out in the six goals for urgent and emergency care programme community-based falls response framework and, in support, implement a focus on prevention and early intervention in line with the policy statement on population health management (Timely Access to Care).	Delivered principles in the six goals	GREEN: All Public Health Wales actions are on track. However, there are a range of actions within the All Wales programmes which are outside of Public Health Wales' Remit.
Ensure progress of the focused Diabetes High Value High Impact pathway (Population Health & Prevention).	No performance target indicated	GREEN: All Public Health Wales actions are on track. However, there are a range of actions not in the gift of Public Health Wales, which need further action and accountability.
Eradicate unsupported systems and devices and ensure a clear cyber response plan for the organisation (Improving Value, Optimising Outcomes, & minimising Variation).	No performance target indicated	GREEN: All Public Health Wales actions are on track.