



 <p>GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales</p>	<p>Name of Meeting People and Organisational Development Committee</p> <p>Date of Meeting 14 October 2025</p> <p>Agenda item: 14.4</p>
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Objectives for Line Manager to Support Nursing and Midwifery Appraisals and Discussions 2025–2026

Executive lead:	Claire Birchall Executive Director of Nursing, Quality, and Integrated Governance
Author:	<p>Caroline Whittaker Professional Lead Nursing, Midwifery and Standards Manager, Nursing, Quality and Integrated Governance (NQIG)</p> <p>Azelle Gerry Retention Lead NQIG</p>

Approval/Scrutiny route:	<p>Executive Director of Nursing, Quality, and Integrated Governance</p> <p>Approved by the Leadership Team on 17 July 2025.</p>
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Purpose

This document describes the key objectives which are intended to support one-to-one meetings and appraisal discussions for line managers with Nurses/Midwives that work within Public Health Wales. The paper also describes the mechanism for adoption of these objectives in registrants’ appraisal objectives.

Recommendation:				
<p>APPROVE <input type="checkbox"/></p>	<p>CONSIDER <input type="checkbox"/></p>	<p>RECOMMEND <input type="checkbox"/></p>	<p>ADOPT <input type="checkbox"/></p>	<p>ASSURANCE <input type="checkbox"/></p>
<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Note the objectives for 2025-2026. 				

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	2 - Promoting mental and social wellbeing
Strategic Priority/Well-being Objective	4 - Delivering Excellent Public Health Services
Strategic Priority/Well-being Objective	5 - Supporting a sustainable health and social care system

Summary impact analysis

Equality and Health Impact Assessment	An Equality and Health Impact Assessment is not necessary, as no decision is required.
Risk and Assurance	Supporting Nurses and Midwives to ensure their professional needs are met is essential to maintain professional registration.
Health and Social Care (Quality and Engagement) (Wales) Act	This report supports the implementation of the Health and Social Care (Quality and Engagement) (Wales) Act by demonstrating a transparent approach to delivering improvements that address the wider determinants of health, in line with the Duty of Quality
Financial implications	Supporting the nursing and midwifery workforce to ensure their professional needs and professional registration are maintained contribute to safe delivery of services and the reduction in nursing/midwifery staff turnover costs.
People implications	Ensuring that nurses and midwives professional needs and requirements for professional registration are supported is essential.



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Reference Number:

Version Number: V2

Date of next review: June 2026

Objectives for Line Manager to Support Nursing and Midwifery Appraisals and Discussions 2025–2026

Introduction and Aim

This document describes the key objectives which are intended to support one-to-one meetings and appraisal discussions for line managers with Nurses/Midwives that work within Public Health Wales. The paper also describes the mechanism for adoption of these objectives in registrants' appraisal objectives.

Linked Policies, Procedures and Written Control Documents

Chief Nursing Officer for Wales: priorities 2022 to 2024

<https://www.gov.wales/chief-nursing-officer-wales-priorities-2022-2024>

[Nursing and Midwifery Council. The Code. Professional standards of Practice and behaviour for nurses, midwives and nursing associates 2018](#)

https://nhs.wales365.sharepoint.com/sites/PHW_QN/SitePages/Restorative-Clinical-Supervision.aspx

Royal College of Nursing Self Care

<https://www.rcn.org.uk/employment-and-pay/Health-safety-and-wellbeing/Self-care>

accessed 6 May 2025

[West M Creating a workplace where NHS staff can flourish The Kings Fund](#)

<https://www.kingsfund.org.uk/insight-and-analysis/blogs/creating-workplace-nhs-staff-flourish-6-May-2025>

Scope

The principles will apply to all Nurses/Midwives in Public Health Wales, to be used in one-to-one meetings, appraisal discussions and performance reviews with their line Managers.

Equality and Health Impact Assessment	An Equality and Health Impact Assessment is not required as there is no impact on policy or decisions relevant to the Race, Disability and Gender Duties.
Approved by	Leadership Team
Approval Date	
Review Date	
Date of Publication:	

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Disclaimer
If the review date of this document has passed, please ensure that the version you are using is the most up to date by contacting the document author.

Summary of reviews/amendments				
Version number	Date of Review	Date of Approval	Date published	Summary of Amendments
2	2025			Revision of whole document to ensure these objectives meet the needs of NMC Registrants and line managers

1. Purpose / situation

The purpose of this paper is to provide all managers with key objectives that are required to support the professional development of nurses/midwives working in Public Health Wales (PHW). The objectives were created by the PHW Nominated Nursing and Midwifery Professional Leads and are intended to assist in one-to-one meetings and appraisal discussions for nurses/midwives employed by Public Health Wales (PHW). They provide a framework to ensure ongoing continuing professional development takes place in line with the professional standards set out by the Nursing Midwifery Council (NMC) and reflect our values as an employer prioritising the professional needs and wellbeing of the Nursing/Midwifery professionals across PHW.

2. Background

It has been identified that some nurses and midwives in Public Health Wales are managed by individuals who are not registered nursing or midwifery professionals. This presents a potential risk to the professional integrity of nursing and midwifery practice, particularly in relation to fulfilling the Nursing and Midwifery Council (NMC) requirements, during annual appraisal and professional development processes.

This led to the creation of the Nursing and Midwifery Objectives 2022-2024 to ensure that the “professional voice” for Nursing/Midwifery was included at appraisal discussions and performance reviews with their line managers. The objectives were further designed to assist in meeting the requirements for Nursing/Midwifery revalidation, in terms of Continuing Professional Development.

As part of the Nurse Retention Programme in 2024, Nursing/Midwifery Roadshows were organised to facilitate a platform for Nurses/Midwives to share their views to help inform and shape the Nursing/Midwifery retention plan for PHW. This identified that a refresh of the objectives was required to ensure that they are fit for purpose and provide a robust outline that supports and enhances the invaluable contribution that Nurses/Midwives make, to driving improvements for the health of people in Wales.

3. Description / Assessment

To support the professional development of Nurses/Midwives in PHW key objectives (Appendix A) have been developed alongside a checklist to support managers to meet the needs of registrants (Appendix B).

The key focus of the objectives is:

- Compliance with NMC Registration requirements to meet the Code of Professional Practice
- Clinical Competence and Professional Development
- Supervision and Accountability
- Supportive and Safe Working Environment
- Quality, Safety and Clinical Governance
- Decision Making and Service Improvement
- Revalidation and Reflective Practice
- Career Progression, Education and Training
- Recognition and Retention

These support Public Health Wales commitment to improving the quality and safety of services and supports the principle of continuous improvement for Nurses/ Midwives.

The Objectives are intended to be integrated within everyday professional arrangements, rather than viewed as a standalone separate activity. They are also linked to two of the five Chief Nursing Officer (CNO) Wales priorities as outlined below:

- “Leading the Profession- invest in and develop nurse and midwife leaders at all levels in health and social care through dedicated leadership programmes in order to build a talent pipeline, particularly at senior levels.”
- “Workforce- recruit and retain a competent, motivated, skilled nursing and midwifery workforce who have the capacity and attributes to assume their roles with confidence in meeting the needs of the population, whilst working to their full potential.”

4. Embedding Objectives

These objectives will be circulated to all existing Public Health Wales (PHW) NMC Registrants, and any new starters, via the PHW Nursing Midwifery Senedd. This will enable Nurses/Midwives to reflect upon and incorporate as part of their own objectives through one-to-one meetings and appraisals discussions with their Manager or Professional Lead. All Nominated Nursing Midwifery Professional Leads, will actively encourage all Nursing/Midwifery Registrants to consider how they can include this ambition as part of their objectives.


This will enhance the professional contribution to the PHW strategy and delivery across the organisation and contribute to the professional development and revalidation requirements of all its registrants.





5. Summary

Our workforce is at the heart of our ability to deliver first class healthcare, and we require talented people with the right capability, capacity and commitment to implement each of our seven strategic priorities are intended to assist in appraisal discussions and thus support career development and job satisfaction for our Nursing/Midwifery staff and support the CNO priorities.

6. Well-being of Future Generations (Wales) Act 2015

This report follows the five ways of working as defined within the sustainable development principle in the Act, in the following ways:

 The icon features a pair of red binoculars centered within a green circle. To the left of the binoculars is the word "Hirdymor" in blue text, and to the right is the phrase "Long Term" in blue text.	Ensure Public Health Wales can support and develop the Nursing/Midwifery workforce to contribute to the long-term success of the profession
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<p>Atal  Prevention</p>	<p>Effective decision making by Nurses/Midwives is paramount to successful performance of the organisation for it to achieve its purpose, whilst preventing the potential to cause harm through poorly trained and motivated staff</p>
<p>Integreiddio  Integration</p>	<p>The professional standards and objectives that relate to Public Health Wales are integral to delivering services functions and programmes, as set out in the Strategic Priorities</p>
<p>Cydweithio  Collaboration</p>	<p>Many of the organisation's services, functions and programmes require collaboration across the organisation and with external stakeholders. To support there is a requirement for a well-trained workforce</p>
<p>Cynnwys  Involvement</p>	<p>The objectives have been developed and shared with nominated Nursing/Midwifery Professional leads from across the organisation.</p>

7. Recommendations

The Leadership Team is asked to:

- Note the objectives for 2025-2026.

Key Objectives for managers to meet the diverse needs of NMC registered nurses/midwives.

Key Objectives	Objective Achievement
1.NMC Registration and Compliance	<ul style="list-style-type: none"> • Ensure all nursing/midwifery staff are up to date with their NMC registration and revalidation processes to be completed by a review of the NMC entry.
2.Clinical Competence and Professional Development	<ul style="list-style-type: none"> • Support ongoing education and training, identified through annual appraisal and management one to one, ensuring nurses/midwives are up to date with professional knowledge, skills, and clinical practice.
3.Supervision and Accountability	<ul style="list-style-type: none"> • Ensure nurses/midwives practice in line with the NMC Code of Conduct, Duty of Quality, promoting safety and accountability in care. Supporting Restorative Clinical Supervision with access to a Professional Nurse Advocate to support this process.
4.Supportive and Safe Working Environment	<ul style="list-style-type: none"> • Foster a positive work culture that prioritises the physical and mental wellbeing of nurses and midwives, while proactively addressing staffing levels and workload challenges.
5.Quality, Safety and Clinical Governance	<ul style="list-style-type: none"> • Include nurses/midwives in audit processes and quality improvement initiatives to enhance patient care and nursing practice.
6.Decision Making and Service Improvement	<ul style="list-style-type: none"> • Nurses/Midwives to contribute to shaping policy and service delivery • Recruiting managers for registered nurses/midwives, must ensure there is a nurse on the shortlisting and interview panel, preferably from within the Directorate
7.Revalidation and Reflective Practice	<ul style="list-style-type: none"> • Provide guidance, time, and resources to ensure nurses/midwives meet NMC revalidation requirements and reflect on their practice regularly through reflection
8.Career Progression, Education and Training	<ul style="list-style-type: none"> • Assist nurses/midwives in career development, opportunities for advancement, leadership roles, or specialisation
9.Recognition and Retention	<ul style="list-style-type: none"> • Acknowledge and celebrate excellence and promote a positive culture that encourages retention of the skilled nursing/midwifery workforce

Appendix B

Manager Objectives for Supporting Nursing and Midwifery Professionals-Manager's Checklist

This checklist serves as a guide for managers to meet the needs of NMC-registered nurses/midwives, ensuring they maintain professional standards and are supported in their roles. By addressing these areas, managers can contribute to the nurses/midwives development, well-being, and ability to deliver high-quality care.

Nurses/Midwives can use the checklist to assess how their needs are being met in relation to their Professional Development/ NMC registration and to aid conversations with managers.

1. NMC Registration and Compliance		Confirmed
Ensure nursing/midwifery staff maintain up to date NMC registration and complete revalidation on time		
Support compliance with maintaining the required NMC Continuing Professional Development (CPD) and professional standards		
2. Support Clinical Competence and Professional Development		Confirmed
Enable access to relevant training and education to promote evidence-based practice and professional development		
Ensure that nurses/midwives have access to mentorship or preceptorship programmes for support in their development		
Provide regular-appraisals and provide constructive feedback		
3. Provide Supervision and Accountability		Confirmed
Hold regular one-on-one meetings to discuss performance, professional goals, challenges, and concerns.		

Ensure that nurses/midwives have access to restorative clinical supervision to support reflective practice provided by Professional Nurses Advocate /Clinical Facilitators (6 hrs per year)	
Ensuring nursing practice aligns with NMC Code of Conduct.	
Promote a culture where nurses/midwives feel comfortable raising concerns about patient safety or ethical issues without fear of reprisal.	
4. Foster a Supportive and Safe Working Environment	Confirmed
Create a safe and supportive work environment where nurses/midwives feel valued and respected and encourage a work life balance	
Promote wellbeing, manage workload concerns, and address any workplace issues promptly	
5. Promote Quality, Safety and Clinical Governance	Confirmed
Ensure nurses/midwives have access to the latest clinical research, guidelines, and evidence-based practices.	
Involve nurses/midwives in audits, quality improvement, and patient safety initiatives.	
6. Encourage Involvement in Decision-Making and Service Improvement	Confirmed
Involve and encourage nurses/midwives to contribute to shaping policy, service delivery, and decisions affecting their roles.	
Create an open environment where staff can share feedback and raise concerns.	
Recruiting managers for registered nurses/midwives, must ensure there is a nurse on the shortlisting and interview panel, preferably from within the Directorate	
7. Enable Revalidation and Reflective Practice	Confirmed

Provide time, resources and guidance to support nurses/midwives in meeting the NMC revalidation requirements	
Encourage reflective practice and professional growth.	
8. Support Career Progression, Education and Training	Confirmed
Ensure that nurses/midwives have access to training, education, that support their career development and enhances knowledge and skills	
Offer development and leadership opportunities aligned with individual goals.	
9. Recognition and Retention	Confirmed
Promote a positive and inclusive culture that encourages retention of skilled nursing/midwifery professionals.	
Acknowledge and celebrate excellence in nursing/ midwifery through informal recognition, and actively support nominations for local and national awards and recognition events.	