

**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	17 February 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Delivery Against Planning Objectives Aligned to the People, Organisational Development and Culture Committee
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling (Executive Director of Workforce & OD / Deputy CEO)
SWYDDOG ADRODD: REPORTING OFFICER:	Angharad Lloyd-Probert Senior Project Manager (Strategic Planning) Anna Bird, Assistant Director of Strategic Partnerships,

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

A set of 10 Planning Objectives (PO) have been developed and reviewed through Quarter 1 of 2025/26 as an integral part of the Hywel Dda University Health Board's (HDdUHB) Annual Plan for 2025/26. The POs set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable actions, which move the organisation towards that horizon over the next year.

For 2025/26, one PO has been aligned to the People, Organisational Development and Culture Committee (PODCC), namely PO1 Happy healthy workforce ensuring equality, diversity and inclusion.

As in previous years it is the expectation that PODCC will receive an update on the progress made in the development (delivery) of the PO for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

The Planning Objectives are the bedrock of our Annual Plan for 2025/26, and this report is presented as an update on the key elements of PO 1 and to demonstrate where progress has been made in delivering the PO through Quarter 3.

The PO is made up of several different components, and the overarching narrative is described as follows:

“To foster a workplace culture of connection, appreciation and positivity, enabling our people to thrive.”

“To Create a compassionate, inclusive and respectful experience for colleagues and patients”

The Committee should note that the Value and Sustainability Group have reviewed the PO before the Committee.

Asesiad / Assessment

The overarching status of the PO is **On Track**. Highlight reports for the individual components of the PO can be found in Appendix 1 demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months

Argymhelliad / Recommendation

The Committee is asked to:

- **RECEIVE ASSURANCE** on the current position regarding the progress of the Planning Objective aligned to the People, Organisational Development, and Culture Committee, in order to assure the Board that the Planning Objective is progressing and is on target, and to raise any concerns where a Planning Objectives is identified as behind in its status and/or not achieving against its key deliverables.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.4 To receive an assurance on delivery against all relevant Planning Objectives
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Report presented to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Value and Sustainability Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable



Submitted By: Heather Hinkin / Corinna Lloyd-Jones

Date Submitted: January 2026



Planning Objective: Create a positive workforce culture : 1.1 Establish a group to support staff wellbeing through the provision of proactive occupational health and staff wellbeing services, which includes cultural conversations around health and wellbeing and encourages wellbeing through healthy lifestyles.

Executive Lead: Corinna Lloyd-Jones, Assistant Director of Organisational Development and Heather Hinkin, Assistant Director of People Management

Reporting Period: Quarter 3 2025/2026

Overall status: On track
Rationale: Delivery is progressive

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances)
 Sickness absence remains circa. 6.6% but expected to increase slightly with the seasonal variations due to the increasing cases of flu reported - figures for December not available at time of submission. A number of our long-term sickness absences cases have been concluded with a successful return to work via phased return to work plans supported via Occupational Health (OH).

Activities completed in previous reporting period

- Occupational Health Key Performance Indicators (KPIs) continue to be met.
- All Recovery in Nature Programmes for 2025-26 have been delivered.
- Flu campaign figures for Q3 (Oct to Dec 25) show that uptake is on track as per our trajectory. Target was 42% by end of Dec 25 and we achieved 41.89% according to the Welsh Immunisation System (WIS) records.
- Two sessions have been delivered on reasonable adjustments and this will continue in Q4.
- Work is ongoing on a suite of resources to support neurodiversity as part of our employee relations case management support for staff.
- Comments have been received on an initial draft of a Wellbeing Passport, and these will inform a further iteration which will be issued for wider consultation.
- The inaugural meeting of the Health & Wellbeing Group took place on 27 November 2025.
- Wellbeing Champion Training took place on 17.12.25, covering staff benefits/rewards and performance management to support wellbeing.
- Currently exploring the development of a OH Wellbeing newsletter.
- Between its introduction up to 31.12.25, Organisation Development Relationship Managers (ODRMs) have closed and reported on 78 team culture surveys across the HB as part of the culture journey exploration phase. Results are triangulated with intelligence from culture conversations and feedback informs the co-creation of people culture plans.

Activities planned for next milestone and reporting period

- Analysis of Recovery in Nature Programme outcomes for the sessions delivered in 2025-26 should be completed in January 2026.
- A further eight training sessions on reasonable adjustments are planned.
- Wider consultation on the Wellbeing Passport is planned.
- Currently finalising an OH training course to be delivered to all “newly recruited” managers to the NHS commencing Feb 26 – course material deadline is 27th Jan 26.

Matters for information:
Risks to delivery:
Any other comments:



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Submitted By: Anna Bird / Tracy Walmsley / Corinna Lloyd-Jones / Heather Hinkin
Date Submitted: January 2026



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 University Health Board

Planning Objective: Create a positive workforce culture – 1.2 Strengthen the workforce by: a) equipping all with the knowledge, skills and development needed through education and simulation b) by attracting high calibre candidates to vacancies c) by collaborating with schools, colleges and universities to ensure future generations think of careers in health

Executive Lead: All Pillar Leads

Reporting Period: Quarter 3 2025/2026

Overall status: On track
Rationale: Delivery is progressive

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances): National attraction campaigns continue as well as professional journal innovative content. Results include appointments into Hard to Fill vacancies eg: Consultant O&G, Community Consultant Paediatrics, Midwife, Advanced Pharmacist.

Activities completed in previous reporting period

- New suite of Job Descriptions for Medical & Dental staff group were approved by executive colleagues.
- Welsh essential Band 3 Nursing Support Worker vacancy advertised to encourage applicants from the local community.
- Increase in enquiries for reasonable adjustments/Access to Work.
- An internal audit is underway to review Locum Consultant appointments during 2025 to confirm they all had relevant Royal College Qualifications (Mem/Fell). Submission of 2026/27 International Recruitment plans to include ANCIPs 27 (Mental Health and Learning Disabilities (MHL) recruitment) and Finders Fee recruitment.
- 103/112 Newly Qualified Nurses started during Q3 + vacancy preparation for SSP March 26 cohorts.
- Progression to Level 4 remained strong within the Apprenticeship Academy with 34 apprentices progressing this quarter, and delivery of a 79% progression rate for this cohort.
- 1,909 school pupils engaged in Q3, reinforcing the scale of Future Workforce activity. Analysis of Becoming a Dr application data demonstrates a positive correlation with Future Workforce engagement activity, suggesting targeted engagement is influencing applicant origin and volume.
- 57 clinical elective and 30 generic work experience placements were delivered, with a further 34 placements processed and awaiting dates, and 166 additional enquiries received
- Interim dashboard created for statutory & mandatory training
- Supporting the Strategic Mental Health Plan through identification & support for various training needs and procurement of programmes

Activities planned for next milestone and reporting period

- Roll out of new Medical and Dental Job Descriptions during Q4.
- Audit will be shared with the Task & Finish Group established to review Locum Consultant recruitment.
- Medical & Dental recruitment trip planned for India at end of January and will focus on three hard to fill areas - Haematology, Radiology and MHL.
- Develop the plan for apprenticeships for 2026/27
- Develop future plan for volunteering 2026/27
- Develop the plan for school engagement, colleges and universities for 2026/27
- Receive report and agree programme of work with Swansea University for Simulation
- Review governance and planning for People Education & Development with a view to strengthening a multi disciplinary approach
- Design process to ensure education commission submission work feeds Learning Needs Analysis and vice versa and reflect on how we can improve strategic alignment
- Feed into consolidated report on the Strategic Workforce Plan for Mental Health

Matters for information: capacity issues have challenged areas of work, however, good progress has been made across all people development teams (please see notes in Deep Dive for further detail)

Risks to delivery:

Any other comments:



Submitted By: Corinna Lloyd-Jones / Anna Bird

Date Submitted: January 2026



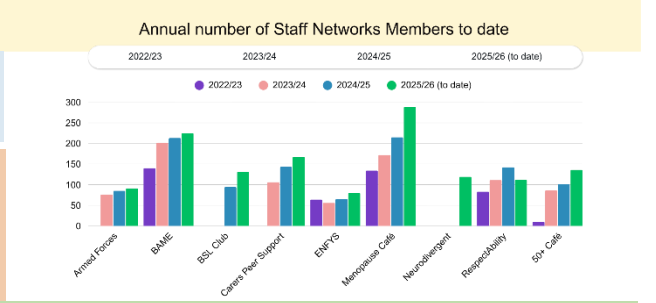
Planning Objective: Create a positive workforce culture -1.3 Improve the experience of staff and patients by ensuring happiness at work and excellent customer service.

Executive Lead: Corinna Lloyd-Jones, Assistant Director of Organisational Development and Anna Bird, Assistant Director of Business, Partnerships and Inclusion

Reporting Period: Quarter 3 2025/2026

Overall status: On track.
Rationale: Delivery is progressive.

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):



Activities completed in previous reporting period

- The Business, Partnerships and Inclusion team co-ordinate eight staff networks which have continued to see an increase in membership (see infographic above).
- During Q3, a total of 109 veterans and members of the Armed Forces community applied for job roles using the Guaranteed Interview Scheme, 23 more than during Q2. Of the 109, 40 or 37% were invited for interview and 11 or 10% were offered a role.
- Phase 1 of the development of the Healthcare for Veterans e-learning module, in partnership with NWSSP and other health boards has been completed.
- At the start of the 2025-26 financial year, a T&F Group was convened to develop a proposal for the Exec Team on how to enhance the Health Board’s appreciation programme. Although the Group met in June and outlined some initial proposals, progress was temporarily paused due to financial constraints. An interim proposal was recently submitted to Charitable Funds to introduce some additional elements aimed at broadening and strengthening the overall offer, however this was not approved. The Culture, Wellbeing and Experience team has since incorporated the feedback received and is preparing a revised proposal for resubmission in 2026 (date to be confirmed).
- Making a Difference has engaged 253 staff in 2025, with 1,426 feedback responses since inception (92% rating it 5/5; 4.91 overall), is delivering significant emotional, wellbeing and behavioural benefits, with staff feeling valued and re-energised and reporting improved communication, empathy, self-care and team culture.

Activities planned for next milestone and reporting period

- Plans are currently being pulled together for HDdUHB to host an all Wales LGBTQ+ staff network session in the Spring of 2026.
- Further work understand the recruitment experiences of Armed Forces community and produce guidance for recruiting managers.
- Work is underway for a soft launch of the module at the end of January and Health Board launch by end of Q4. This module is expected to increase awareness in identification and recording of veteran status both in Primary and Secondary care.
- Appreciation & Recognition T&F Group will reconvene in the final quarter of 2025-26 to review overall progress and agree future funding options.
- Bi-annual Speak Up Update Report to be presented to PODCC in February.
- Annual Retention Deep Dive to be presented to PODCC in February.
- Making a Difference delivery team will continue to deliver across all 3 counties in 2026, building on current successes.

Matters for information:
Risks to delivery:
Any other comments:



Submitted By: Corinna Lloyd-Jones

Date Submitted: January 2026



Planning Objective: Provide compassionate experiences - 2.1 Enhance the operational efficiency and workplace culture of the Health Board by implementing comprehensive support strategies for staff, fostering compassionate communication and reinforcing our commitment to inclusive values. This will include people practices, values refresh, compassionate visible leadership, acting upon staff survey results.

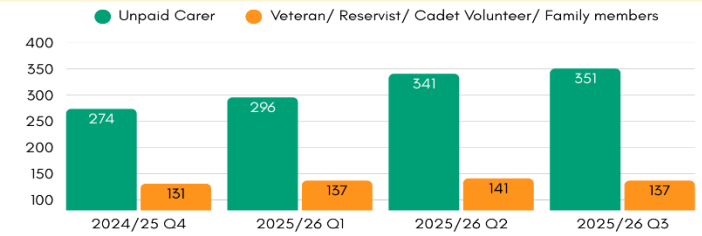
Executive Lead: Corinna Lloyd-Jones, Assistant Director of Organisational Development

Reporting Period: Quarter 3 2025/2026

Overall status: On track
Rationale: Delivery is progressive

- Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):** 351 staff have now recorded their unpaid caring role, an increase of 77 since 31 March 2025.

Total number of staff recording Supplementary Roles in ESR



- Activities completed in previous reporting period**
- The EDI team engaged with all of our staff networks to find out what our members want from the networks, what barriers are they currently experiencing and what improvements would they like to see. This is informing the future structure and organisation of the networks.
 - Work has continued to encourage staff to record Unpaid Caring and Armed Forces status within ESR and the numbers continue to increase steadily (see infographic).
 - Values Refresh feedback sought from TU Reps with many liking the themes, but noting a risk of overcomplicating the values, and other feedback questioning similarities between 'together'/'belonging'.
 - Health Board achieved a 21.9% response rate (+2% on 2024) for the 2025 NHS Wales Staff Survey.
 - (SOLT) Senior Ops Leadership Team Programme commenced team effectiveness and Vanguard element.
 - Senior Medical Leaders Development Programme - cohort 4 completed in November.
 - LEAP - 2 cohorts (Winter 2024 & Spring 2025) completed in Oct & Dec.
 - Coach Approach - 6 cohorts, 535 staff / Regional Coaching Network provided their second virtual CPD to H Band LA coaches.
 - Senior Leader Talent Acquisition - 3 senior leaders appointed (37 to date).

- Activities planned for next milestone and reporting period**
- Work to update the Carers Passport will continue and will be aligned with the Wellbeing Passport.
 - Plan a wider organisational workforce consultation re Values Refresh in 2026, with a specific focus on developing a behavioural framework to support values.
 - Awaiting Staff Survey organisational report in February 2026, which will be followed by a paper to PODCC and the Board evaluating progress between 2025 and 2024 results.

Matters for information:
Risks to delivery:
Any other comments:



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Submitted By: Tracy Walmsley / Anna Bird / Corinna Lloyd-Jones / Heather Hinkin
Date Submitted: January 2026



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Planning Objective: Provide compassionate experiences - 2.2 Identify and implement strategies to mitigate operational pressures by supporting individuals through a range of improvements including enhanced workforce planning, dissemination of best practice across the Health Board, including HR process improvement and enhanced flexible work approaches using volunteers as appropriate.

Executive Lead: All Pillar Leads

Reporting Period: Quarter 3 2025/2026

Overall status: On track

Rationale: Delivery is progressive

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

Activities completed in previous reporting period

- Over 2,880 volunteer hours were delivered in Q3, with the palliative care volunteer role gaining strong momentum, supporting compassionate experiences, workforce flexibility, and the mitigation of operational pressures across services.
- Community-led participation initiatives, including the December volunteer engagement at Cilgerran Ward and PACU, demonstrated the value of volunteers in strengthening compassionate culture, enhancing patient and family experience, and reinforcing community partnership as part of sustainable service delivery.
- Tailored reasonable adjustments requested and implemented for a neurodiverse candidate in a recent appointment process.
- Workforce plans are in place for 76 services which will flow into the workforce technical document, draft plans have been shared with planning to ensure interdependencies can be mapped from an operational, workforce and finance lens. Detailed workforce themed risk analysis has also been undertaken.
- CSP Workforce Assessment finalisation of Phase 3 is being completed in readiness for board approval.
- Transformation programmes exist within Same Day Emergency Care (SDEC), Transforming Urgent Emergency Care (TUEC), Same Day Urgent Care (SDUC) & Clinical Streaming Hub along, patient contact centre, and Corporate Landlord Model, Workforce Planning along with Operational Workforce have been jointly supporting these programmes of work.
- Review of AG1 process to embed agency exit plans linked to workforce plans.

Activities planned for next milestone and reporting period

- Completion of Workforce Technical Document including action plans for each workforce plan.
- Education & Commissioning Framework submission.
- CSP Workforce Assessments in readiness for board
- Alignment of Operational Workforce Plans and their inclusion in the Health Board Annual Plan.
- Link the education & people development plans to workforce plans including an assessment of risk.
- Develop reporting on the Strategic Mental Health Plan for HEIW
- Develop reporting on the perinatal strategic workforce plan for internal review of strategic frameworks along with reporting to HEIW.
- Training Plan for Workforce Planning
- Ongoing work to better imbed workforce planning within transformation and planning directorates.

Matters for information:

Risks to delivery:

Any other comments:



Submitted By: Anna Bird

Date Submitted: January 2026



Planning Objective: Provide compassionate experiences - 2.3 Build an inclusive and respectful organisational culture where everyone feels a deep sense of belonging. This includes the establishment of an EDI Task force to progress improvement in workforce experience within the organisation.

Executive Lead: Corrina Lloyd-Jones, Assistant Director of Organisational Development; Heather Hinkin, Assistant Director of People Management; Anna Bird, Assistant Director of Business, Partnerships and Inclusion

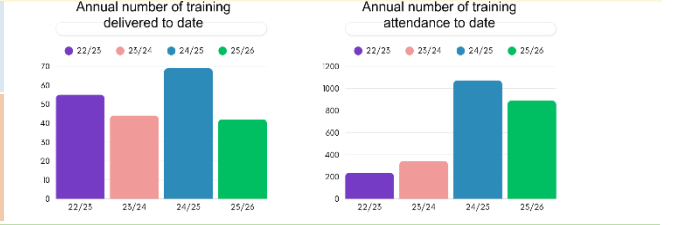
Reporting Period: Quarter 3 2025/2026

Overall status: On track
Rationale: Delivery is progressive

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

Activities completed in previous reporting period

- The Equality, Diversity and Inclusion (EDI) Taskforce are hosted a “Big Conversation” on 6th November with a focus on gaining support to enhance wider organisational engagement. 41 members of staff participated.
- The EDI team promoted Black History Month and in conjunction with the staff network, hosted the annual Diwali event.
- Michael Imperato, Independent Member and Armed Forces Champion recorded a personal message to share as part of the Armistice and Remembrance Day commemorations, and the Health Board was represented at Reembrace Day events throughout the three counties.
- The Health Board participated in a presentation at a Welsh Government Anti-Racism Conference on 26 November to share experiences and work undertaken to date, and positive feedback received about progress during the Welsh Government Integrated Quality, Financial Performance and Delivery Group (IQFPD) session.
- The Sensory Loss Aware Self-Assessment checklist was presented to the Welsh Government Workshop on the 18 November to support implementation of the new NHS Wales Accessible Communication and Information Standards.
- The Sensory Loss Awareness Campaign in Nov which was promoted to the public, attracted feedback from service-users which outlined challenges experienced. Work has started to produce Patient Support Service information in BSL, and Communications Team improved the HB Contact Us page.



Activities planned for next milestone and reporting period

- Further awareness raising around the new NHS Wales Accessible Communication and Information Standards and embedding knowledge within operational teams who will be responsible for ensuring implementation/compliance.
- The EDI Team will deliver a session on inclusive leadership on the new Medical Leaders programme.

Matters for information:
Risks to delivery:
Any other comments: