



**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:	Performance Assurance & Workforce Metrics
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce and Organisation Development (OD) / Deputy CEO
SWYDDOG ADRODD: REPORTING OFFICER:	Michelle James, Head of Resourcing and Utilisation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report includes an update on workforce metrics as well as key performance indicators (KPIs), which provide assurance of delivery against national delivery framework targets and the 10 year Workforce, Organisational Development and Education Strategy 2020-2030.

The dataset presented is accurate as at 31 December 2025 unless noted otherwise on the page.

The report also includes an overview of performance in themes

Cefndir / Background

The way in which an update on metrics and key performance measures is presented has been evolving and improving in the reports presented to the People, Organisational Development and Culture Committee (PODCC) since October 2021, this larger suite of metrics was last presented to PODCC in February 2025.

Appendix 1 summarises these measures in the following themes:

- Workforce Profile
- Starters, Leavers & Turnover
- Recruitment
- Job Evaluation
- Performance, Appraisal and Development Review (PADR), Consultant/ Specialist and Associate Specialist (SAS) Job Planning and Overall Staff Engagement
- Sickness Absence
- Workforce & Health Population – Development
- Occupational Health
- Staff Psychological Wellbeing Service
- Future Workforce
- Clinical Education

- Core Skills Training Framework and Mandatory Training
- Temporary Workforce Usage & Spend
- Stream (Formally Wagestream)
- Business Partnership and Inclusion

Performance for the national delivery framework targets is routinely reported to PODCC. Other datasets will be presented to support specific themes of the workforce and OD agenda as and when those themes are discussed at future meetings. In this connection, not all the metrics and KPIs will be presented at each PODCC meeting.

Currently this full report is presented to the Committee annually in February Committee.

Asesiad / Assessment

The dashboard in Appendix 1 includes the data for activity up to 31 December 2025 unless otherwise noted on the page. The following summary is an overview of performance presented by theme for PODCC to note:

Workforce profile

- Headcount has increased by 105 between December 2024 and December 2025 (excluding locum or bank). This equates to an increase of 83 FTE.
- The highest proportion of staff (13.75%) are still within the age band 51-55.
- This age band with the biggest increase in staff numbers is 36-40 increasing by 66 employees since December 2024.
- Overall, there has been a reduction in employees aged under 25 and between 46-60. There has been increases seen both in the 36-45 range and over 60s.
- There is a significant proportion of staff who have not disclosed protected characteristics in ESR which limits our ability to fully analyse and present areas of underrepresentation within the workforce potentially limiting our diversity. 9.7% have not disclosed whether they have a disability, 7.2% have not recorded a sexual orientation and 4.5% have not recorded their ethnicity.
- Comparing the proportion of staff not recording on ESR to that of all Wales published in [HEIW Workforce Trends \(March 2025\)](#) Hywel Dda University Health Board (HDdUHB) has a much high proportion of staff disclosing these characteristics and they are increasing year on year.

Please note that as the training grade medical workforce are members of the single lead employer, they are not included within this profile as they are not on our staff in post list but on shared services staff in post.

Starters, leavers & turnover

- The 12 month turnover rate has steadily decreased from over 8.2% December 2024 to 6.9% in December 2025.
- The highest reason for leaving in the last year was retirement with voluntary resignation – other/not known second most common. To help provide further insights a high-level overview of the themes emerging from exit interviews has been included. Fairness, leadership and behaviour are key highlights.
- Work is continuing to further analyse themes emerging from surveys which will enable further insights into leaving reasons as part of the Staff Discovery work aligned to retention workstreams.

- During the same 12 month period January 25 – December 25 of the 275 staff that retired, 36.7% returned to work with the Health Board; with a high proportion of these still in employment as at December 2025.

The NHS Wales turnover figure only includes people who have left NHS Wales. Therefore, staff movement between organisations ("churn") is excluded. In some case NHS Wales' turnover will be lower than all organisations for this reason.

Whilst in some cases NHS Wales' turnover will be lower than all organisations due to the 'churn' HDdUHB turnover rate is regularly lower than the average of the other health boards as well as the NHS Wales rate.

HDdUHB Nursing and Midwifery turnover rate is also lower than the NHS Wales rate from the October 2025 benchmarking data.

Recruitment

- HDdUHB is exceeding its performance target for vacancy creation to offer letter being issued and is performing better than other health boards in Wales for this measure.
- HDdUHB are currently performing under the of 71 days for a vacancy creation to ready for start date and are performing better than majority of other health boards in Wales for this measure.
- HDdUHB consistently meets the 100% target for Disclosure and Barring Service (DBS) checks being processed.
- HDdUHB has the best performance across NHS Wales in many of the recruitment KPIs.
- Social media followers continue to grow enabling wider reaching advertising.

Job Evaluation

- As at 26 December 2025 there are no job descriptions in breach of the 30 day KPI, with 2 waiting to be matched at panel and 4 awaiting review outside of panel.

Job Planning, PADR and Staff Engagement

- There were no local surveys between October 2025 and December 2025 due to the national staff survey. This was agreed on a national basis.
- Staff engagement in 2025 fluctuated between 70% and 74% with its peak recorded in May.
- There has been a steady decline in the number of Consultant/Specialty, Associate and Specialist) SAS doctors who have a current job plan dropping from 87% to 80% against the 90% target.
 - There are a large number of job plans expiring in the next 3 months which may further impact compliance.
 - Processes are in place for chasing up all clinicians to sign off their job plan.
 - Escalation processes in place which include meetings with Directors of Services, General Managers and Clinical Directors with the aim to ensure an action plan is developed to improve compliance.
 - Maintaining compliance, All Service Delivery Managers are advised monthly of the job plans expiring and advised to focus on these.

- The Health Board's PADR completion rates continue to be lower than the 85% target although they remain higher than the NHS Wales average.

Sickness Absence

- The highest reason for absence is consistently anxiety/stress/depression/other psychiatric illness. This is 1.6% higher than any other reason. This is the highest absence reason in all staff groups.
- Absence is higher than the target of 6.6%.
- We have seen an increase of 0.05% from last month however there is a 0.19% decrease in absence rate from December 2024.
- The highest 12 month rolling rate is seen in Estates and Facilities.
- Nursing and Midwifery is the staff group with the highest absence in month.
- In October 2025 the absence rates in HDdUHB are higher than NHS Wales rate. We are awaiting November and December benchmarking data.

In 2025 there has been a collaboration between Workforce Intelligence and Data Science teams which has produced an overlay of population health data from Office for National Statistics (ONS) as at 2019 with the 12 month absence 2024/25. It maps our workforce and the area in which they live with absence data to allow visual analysis and 'deep dive' scenarios to be investigated. This allows us to delve into the question of 'How do we use Population Health data to help inform prevention strategies and guide placements of services within the Health Board to take account of socioeconomical factors?'

We have used a case study comparing two unscheduled care directorates where there is a significant difference (2.3%) in overall absence rates and focused on the potential impact of deprivation levels in areas the absent staff live.

Along with Lower Super Output Area (LSOA), we also considered healthy life expectancy and the potential roadmap of our staffs journey. Based on Nursing and Midwifery a staff member living and working in Carmarthenshire and the documented Healthy Life Expectancy in this County. The average retirement age for nursing and midwifery staff is 59.8 years old, this is over the healthy life expectancy from birth for both sexes in this county.

Occupational Health

- Management referrals (MR); the highest did not attend rate of 7% is for medical appointments.
- The highest reasons for management referrals are Long term sickness and conditions affecting work fitness.

Staff Psychological Well Being Service

- The percentage of staff off sick at the point of the referral has fluctuated between in the last 12 months between 8% and 43%.
- Staff that completed the client satisfaction questionnaire indicated that there is an equal split between the main issue presented at time of referral was work related, non-work related and a combination.
- Of the staff completing the questionnaire 43% of staff have indicated the issue is affecting their ability to work with an additional 43% indicated that it is somewhat affecting their ability to work.

People Development

- As at December 2025 we currently have 226 active volunteers.
- Between January 2025 and December 2025 over 12,500 hours have been volunteered across the health board.
- Over 2,500 pupils engaged with 18% delivery in Welsh.
- School engagement covers 100% of all mainstream secondary schools in the three counties and have now engaged independent schools in two counties.
- Multiple departments from across the three counties actively participated in school and college engagement initiatives. These departments delivered a variety of meaningful and impactful sessions designed to showcase the breadth of career opportunities within the NHS. Their efforts aimed to raise awareness, promote healthcare professions, and inspire young people to consider pursuing rewarding careers in the NHS, highlighting both clinical and non-clinical pathways.
- The schools that have had engagement sessions in relation to the becoming a doctor programme have seen higher numbers of applications demonstrating the impact and importance of such events.
- There were 69 placements on the becoming a doctor programme split across 4 sites.
- 171 generic work experience placements and 136 additional clinical elective placements have been facilitated between January and December 2025 in multiple disciplines.
- 146 Active apprentices.
- 2 Apprentices have become Welsh language Ambassadors for Coleg Cymraeg through Pembrokeshire College.
- In the last year 22 apprentices have left the programme, with the two biggest reasons being health and personal circumstances.
- The clinical education team have welcomed 296 internationally educated nurses (IENs). To date 11 have left bringing the retention rate to 96.3%.
- Workshops have been held to support IENs with revalidation and have been received very positively building confidence.
- There are a number of IENs that are requiring additional pastoral support from the overseas liaison nurses (OLNs) for reasons ranging from property search to bereavement and revalidation.

Core Skills Training Framework (CSTF) and Mandatory Training.

- The Core Skills Training Framework (CSTF) is used to benchmark against all Wales for 10 competencies, however local performance is measured against 12 key subjects.
- Performance for the 12 CSTF overall is above the 85% target and at December 2025 is 89.6% There is only one staff group that is lower than the 85% target which is medical and dental. Since December 2024 this has increased by 9%. This is the only staff group where Hywel Dda is also lower than NHS Wales.
- All clinical care groups are above the 85% target for the 12 CSTF courses.
- There are two of the twelve competencies that are below the 85% target, which are Information governance (84.5%) and Moving and Handling (79%).
- When comparing HDdUHB to NHS Wales for the 10 benchmarked competencies, HDdUHB performs consistently in line or higher than NHS Wales month on month.
- As at December 2025, there are 25 competencies that are mandated for every employee to complete; the compliance against the full range of competencies is 91.9%.
- There is only one care group that is below the 85% target for all mandatory training which is planned and specialist care; this care group is at 83.2%.

- There are additional competencies that are assigned to staff based one of the options below;
 - Staff group and job role (e.g Nursing and Midwifery|Staff Nurse or Allied Health Professional|Physiotherapist)
 - Organisation/ Cost code
 - ESR Position number
- In line with CSTF the overall compliance rates are lowest amongst the medical and dental staff group.

Agency and Temporary Workforce Utilisation

- The agency spend as a percentage of the total pay bill has gradually been rising through the year and is currently 1.98%.
- Agency pay in month will include cost for bank holiday whereas health board payroll would pay bank holiday enhancements in arrears so will be seen in January pay bill.
- Overall variable pay cost in December has increased. The increases are evident in additional hours and waiting list initiatives.

Stream (Formally Wagestream)

- HDdUHB has a 32% adoption rate, this has increased from 29% in January 2025.
- The biggest use of stream by employees is the tracking of earning and spending (66% of enrolled users) rather than the flexible pay (28% of users).
- Over 1800 employees have a savings account; this is 43% of the enrolled users.
- Employees '*sleep better and worry less*' they also feel '*more aware of how much I'm earning. I'm more aware of how much I'm spending*'.

Business Partnering and Inclusion

- In 2025/26 (to date) 34 settings in the health board have been awarded either bronze, silver or gold investors in carers.
- The average number of Equality Impact Assessments received per year since 2022/23 – 2024/25 is 222; to date in 2025/26 216 have been received and 212 have been quality assured.
- The number of staff recording their supplementary role of unpaid carer or veteran, reservist, cadet volunteer or family member has increased from last year by 83.
- Compliance rates for the carers awareness e-learning module has increased from 86.4% in 2024/25 to 91% as at December 2025.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is requested to:

- **NOTE** the content of the Performance Assurance and Workforce Metrics report, and
- **RECEIVE ASSURANCE** of performance in key areas of the Workforce and OD agenda.

Amcanion: (rhaid cwblhau)
Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring (HDdUHB) is recognised as a leader in this field
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)	3. Effective
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	3. Data to knowledge
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Positive futures
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

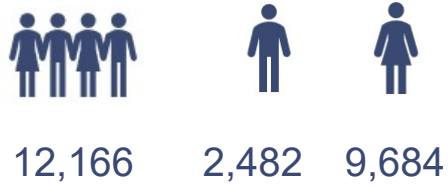
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Data extracted from a range of workforce information systems.
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable

Ansawdd / Gofal Claf: Quality / Patient Care:	Performance reported in a number of the key performance indicators will have an impact on the quality of patient care.
Gweithlu: Workforce:	All metrics and performance indicators contained in the report have direct relevance to the workforce agenda
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	All data presented is anonymous
Cydraddoldeb: Equality:	Not Applicable

Workforce Profile as at December 2025

Headcount - Excludes Locum & Bank



Workforce Profile comparing Full time and Part time working as a percentage. Left shows % overall and Right shows % by gender

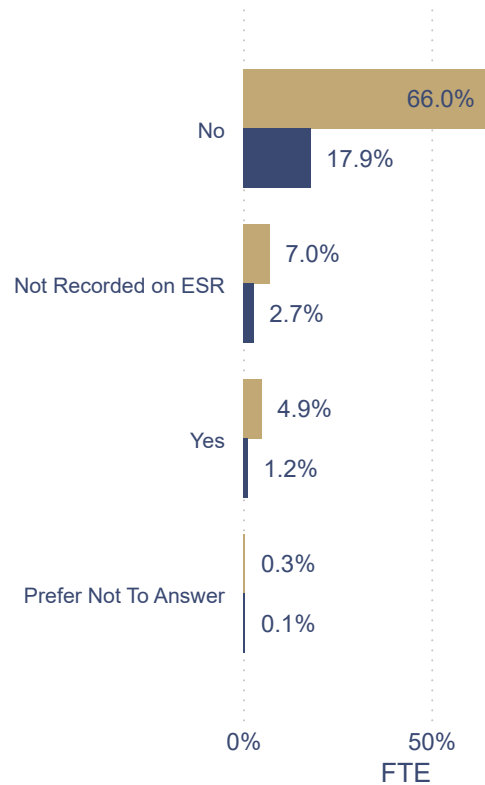


FTE Excludes Locum & Bank



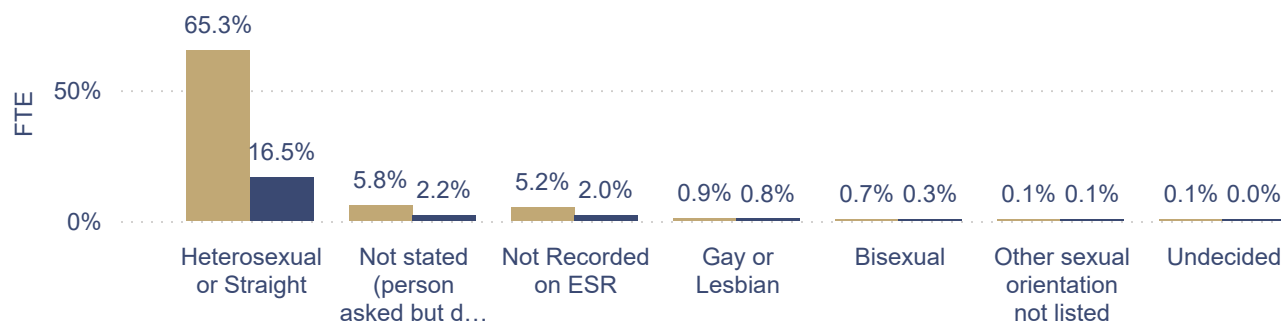
Profile by FTE Disability and Sex

● Female ● Male



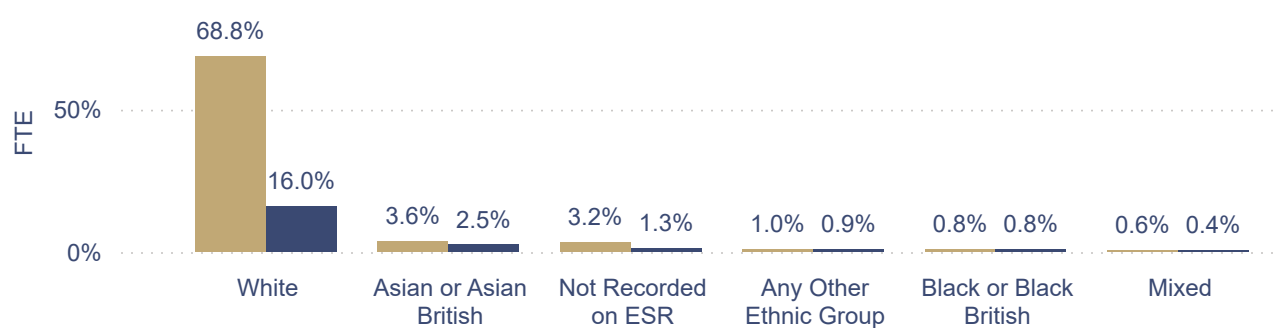
Profile by FTE, Sex & Sexual Orientation

● Female ● Male



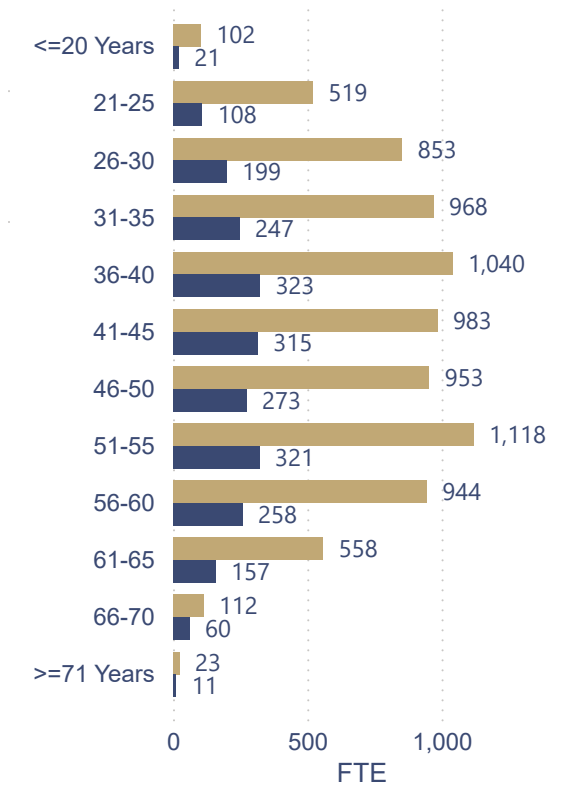
Profile by FTE Ethnicity Group and Sex

● Female ● Male



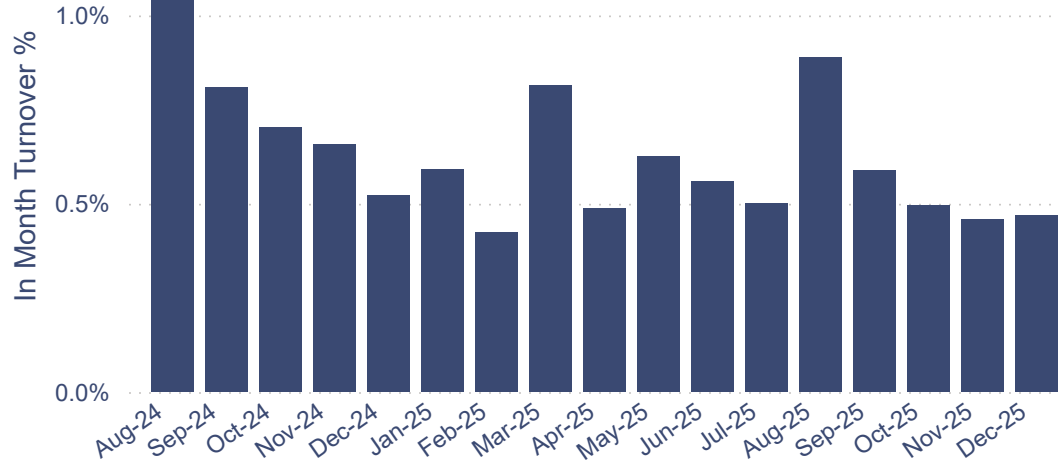
Age & Sex Profile by FTE

● Female FTE ● Male FTE

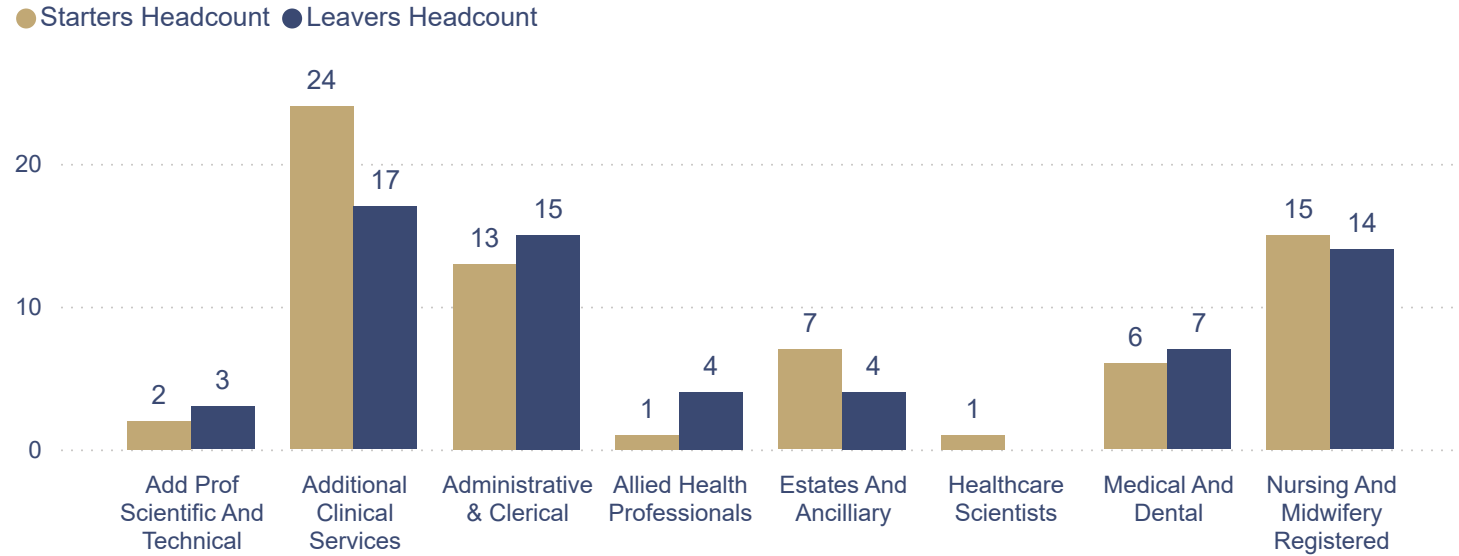


Starters, Leavers & Turnover as at December 2025

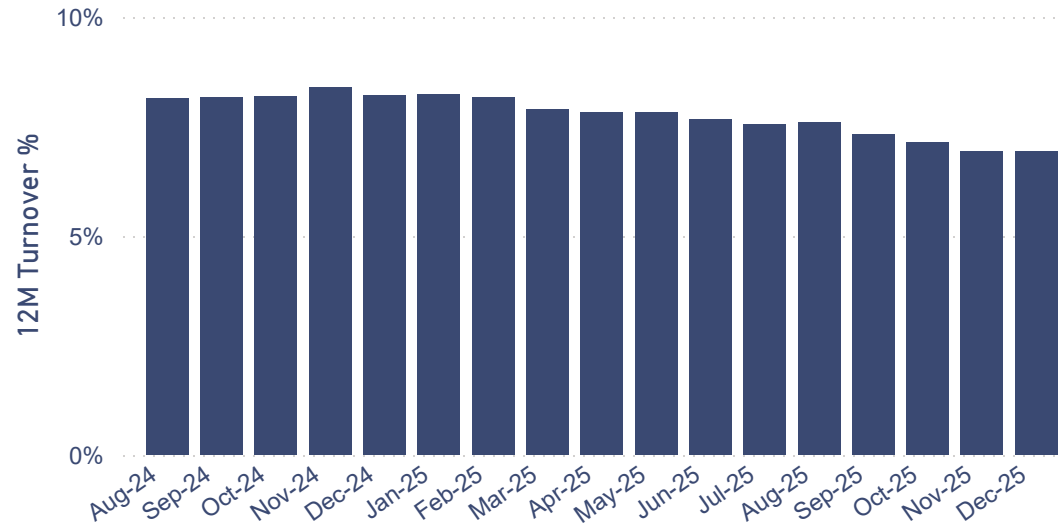
In Month Turnover Rate



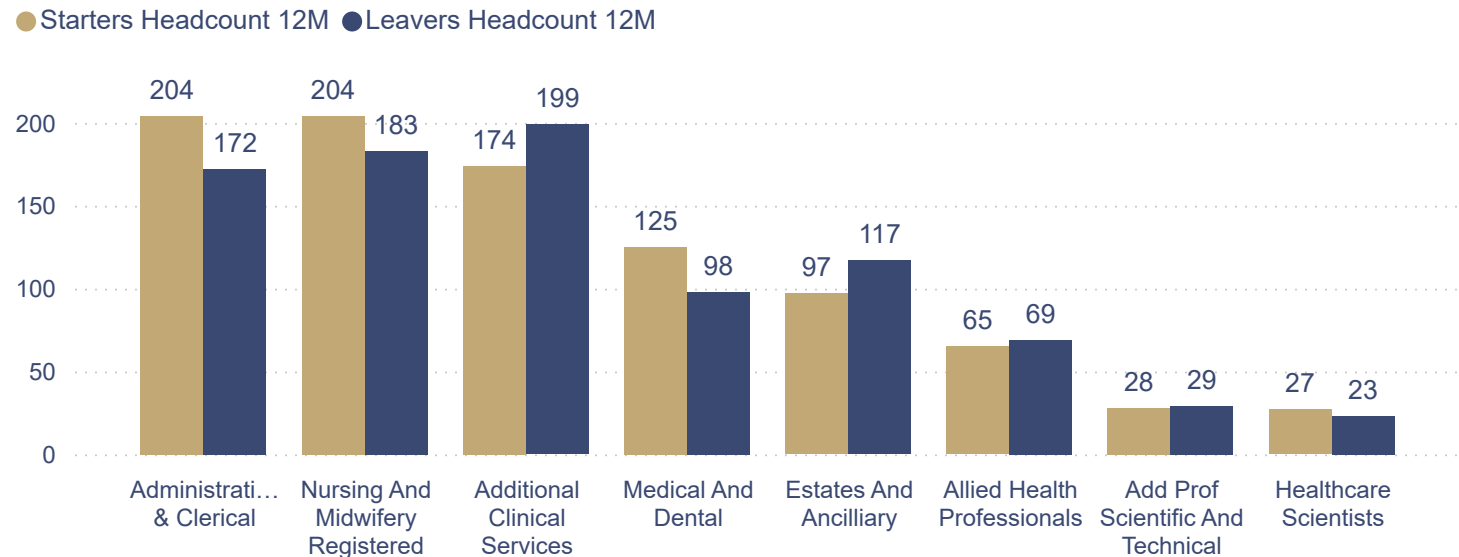
Starters and Leavers Headcount by Staff Group



12M Turnover Rate



Starters and Leavers Headcount by Staff Group in the last 12 Months

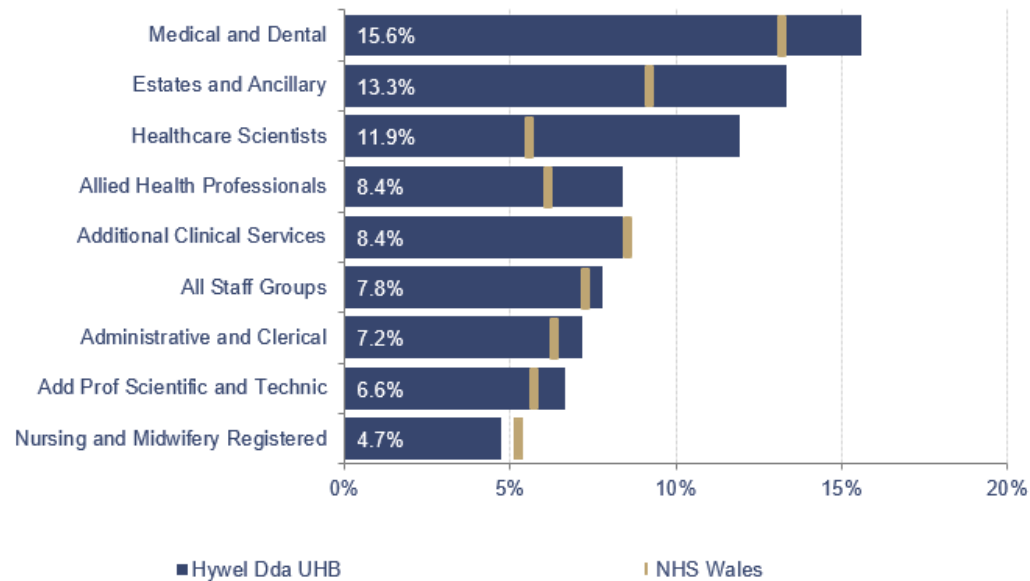


Turnover Benchmarking as at October 2025

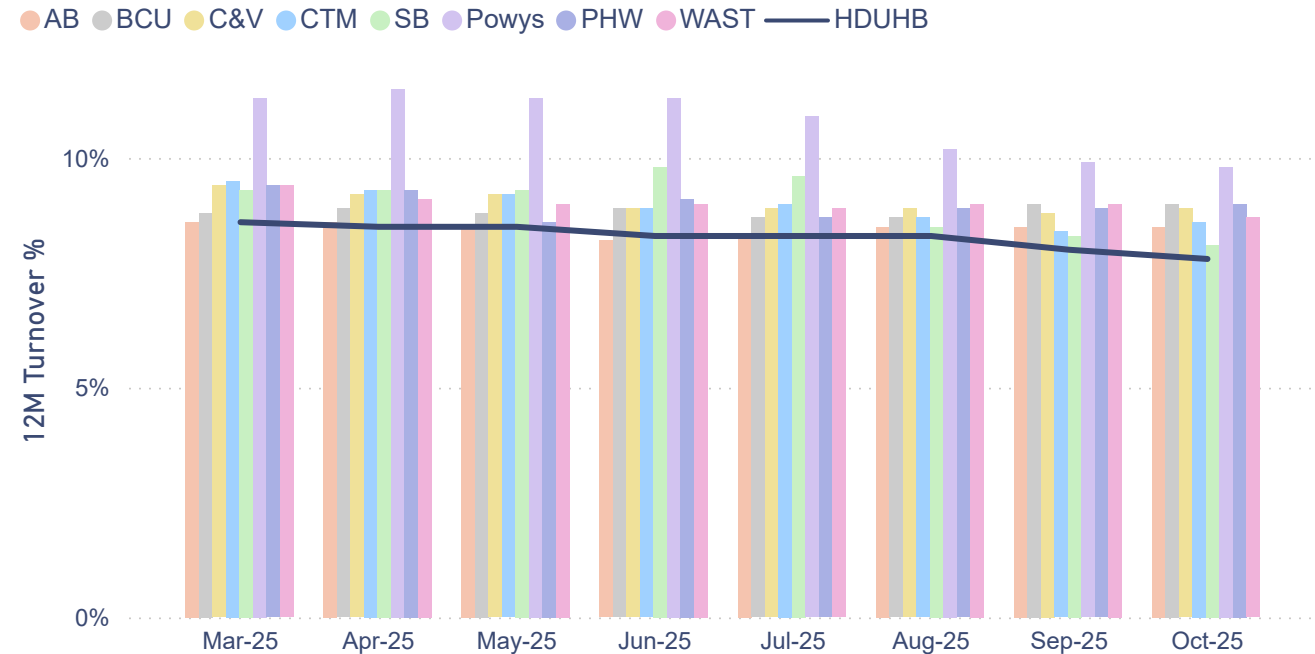
NHS Wales figure only includes people who have left NHS Wales. Therefore, staff movement between organisations ("churn") is excluded. In some case NHS Wales' turnover will be lower than all organisations for this reason.

The graph on the left shows the turnover rate for a 12 month period to the most current month by staff group. The **BLUE** bar shows turnover percentage for Hywel Dda and the **GOLD** line shows average turnover percentage within Wales.

12 month Turnover rate for Hywel Dda UHB and NHS Wales as at Oct-25



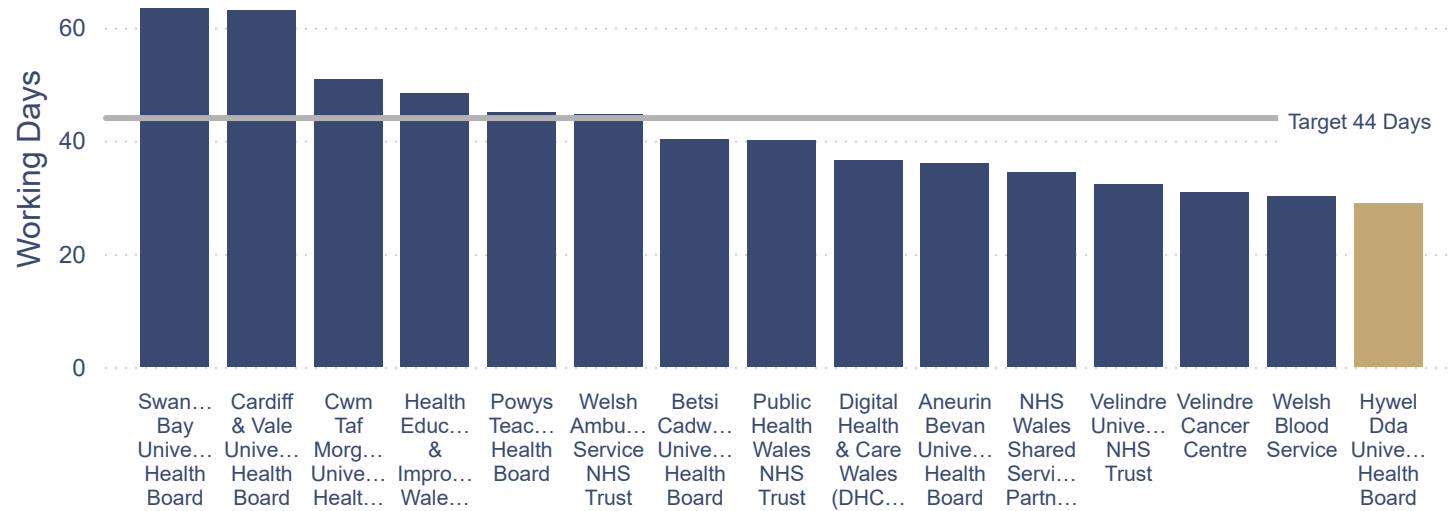
12M Turnover Rate compared to other Health Boards



Recruitment Activity as at December 2025



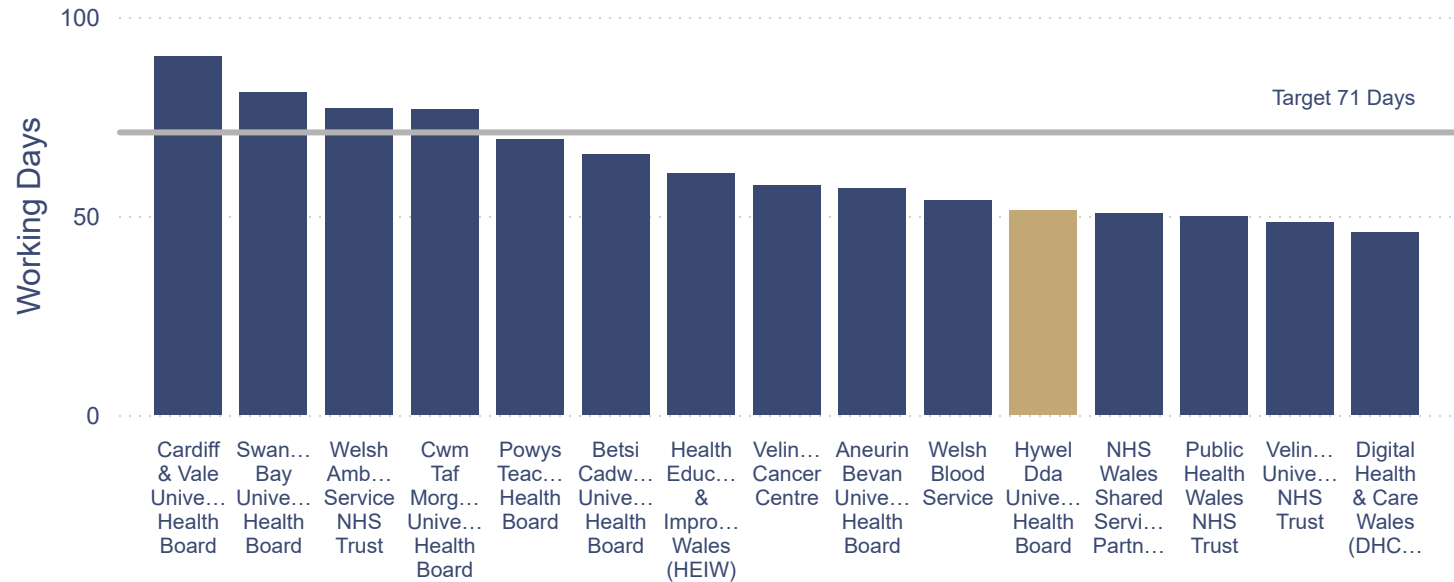
Vacancy Creation to offer letter issued compared to other Orgs and Target of 44 days



DBS Checks Processed

Month	Adult Barred Lists	Child Barred Lists	New Starters - Overseas	% Compliance
Aug-24	168	167	2	100.0%
Sep-24	236	229	3	100.0%
Oct-24	146	141	9	100.0%
Nov-24	123	122	1	100.0%
Dec-24	95	94	4	100.0%
Jan-25	164	156	5	100.0%
Feb-25	125	125	6	100.0%
Mar-25	137	125	2	100.0%
Apr-25	93	90	7	100.0%
May-25	111	112	2	100.0%
Jun-25	137	130	2	100.0%
Jul-25	80	75	4	100.0%
Aug-25	116	114	7	100.0%
Sep-25	196	191	4	100.0%
Oct-25	171	162	3	100.0%
Nov-25	118	110	4	100.0%
Dec-25	103	100	2	100.0%

Vacancy Creation to ready for Start Date compared to other Orgs and Target of 71 days



Time to Hire by Staff Group

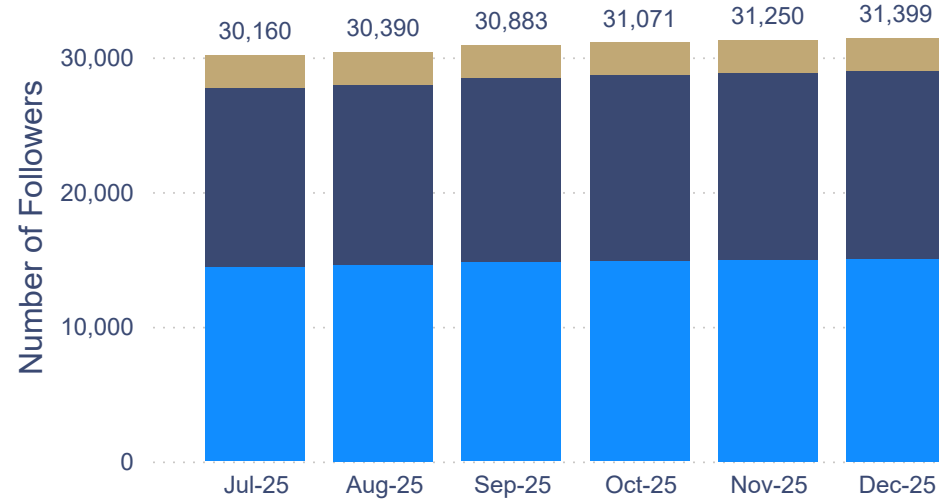
Staff Group	Hywel Dda University Health Board	Cardiff & Vale University Health Board	Swansea Bay University Health Board	Betsi Cadwaladr University Health Board
ACS	43.1	92.5	88.9	67.5
A&C	44.5	85.5	58.6	53.4
APST	47.3	134.0	35.0	65.4
NMR	49.1	90.7	82.6	67.3
AHP	56.0	130.1	71.5	77.3
HS	57.2	92.0	94.1	85.3
EA	72.4	60.5	114.3	65.0



Followers on Social Media



● Facebook ● LinkedIn ● Twitter / X



Recruitment Checks by Health Board

Org	Time to approve vacancy request	Time to advertise	Duration of advertising	Time to move to shortlisting	Time to Shortlist	Time to update interview outcomes
Velindre University NHS Trust	0.3	1.5	1.2	0.8	14.0	5.6
Betsi Cadwaladr University Health Board	2.6	1.6	8.4	1.0	5.0	2.3
Cardiff & Vale University Health Board	24.4	1.6	8.7	1.0	5.0	2.4
Cwm Taf Morgannwg University Health Board	19.6	1.5	7.7	1.0	8.7	3.7
Digital Health & Care Wales (DHCW)	0.3	1.6	8.6	1.0	12.3	6.6
Health Education & Improvement Wales (HEIW)	5.0	1.7	11.7	1.0	5.8	3.3
Powys Teaching Health Board	2.6	1.8	9.8	1.0	9.8	3.9
Public Health Wales NHS Trust	3.4	1.7	8.9	1.0	9.3	3.8
Swansea Bay University Health Board	27.3	1.5	9.1	1.0	6.4	7.0
Velindre Cancer Centre	1.2	1.2	8.1	1.0	7.7	1.8
Welsh Ambulance Service NHS Trust	11.7	1.8	9.3	1.0	3.6	5.5
Welsh Blood Service	0.8	1.2	6.2	1.0	3.9	1.7
Hywel Dda University Health Board	7.8	1.8	6.7	1.1	1.4	2.0
NHS Wales Shared Services Partnership	5.1	1.3	7.0	1.1	7.7	5.6
Aneurin Bevan University Health Board	7.1	1.5	7.7	1.2	8.4	3.5
Target	10.0	2.0	10.0	2.0	3.0	3.0

Month on Month Recruitment Volumes Medical & Dental

Month	Number of FTE advertised	Number of posts advertised
Oct-25	43.46	39.00
Nov-25	41.40	32.00
Dec-25	37.40	34.00

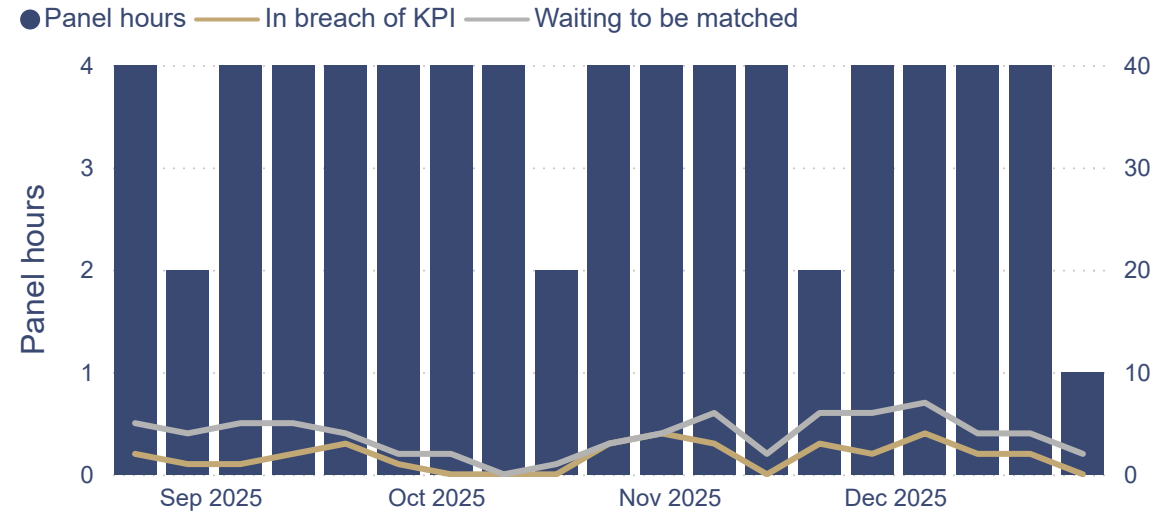
Medical Recruitment December 2025

Trac Recruitment Health Check	Target	Dec-25	Time to Target
Time from Notice to Authorisation Start Date	5	227.00	222.0
Time to Approve Vacancies	10	4.80	-5.2
Time to notify Recruitment of Interview Outcome	3	1.91	-1.1
Time to Send Interview invites	2	1.80	-0.2
Time to Shortlist	3	6.75	3.8

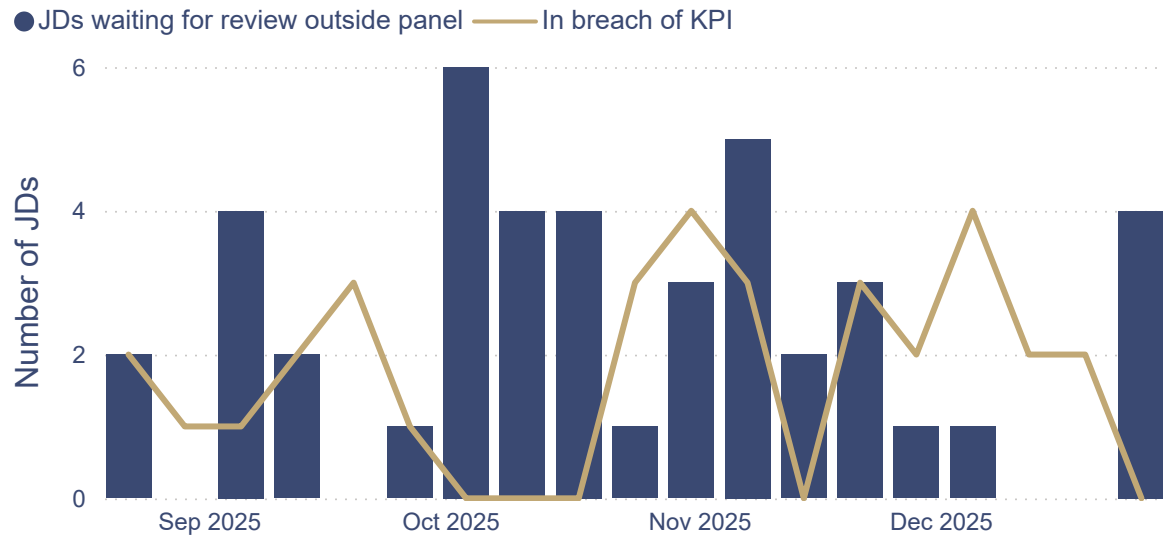
Month on Month Recruitment Volumes (Excluding M&D)

Month	Number of FTE advertised	Number of posts advertised
Oct-25	195.5	159
Nov-25	134.1	130
Dec-25	133.6	128

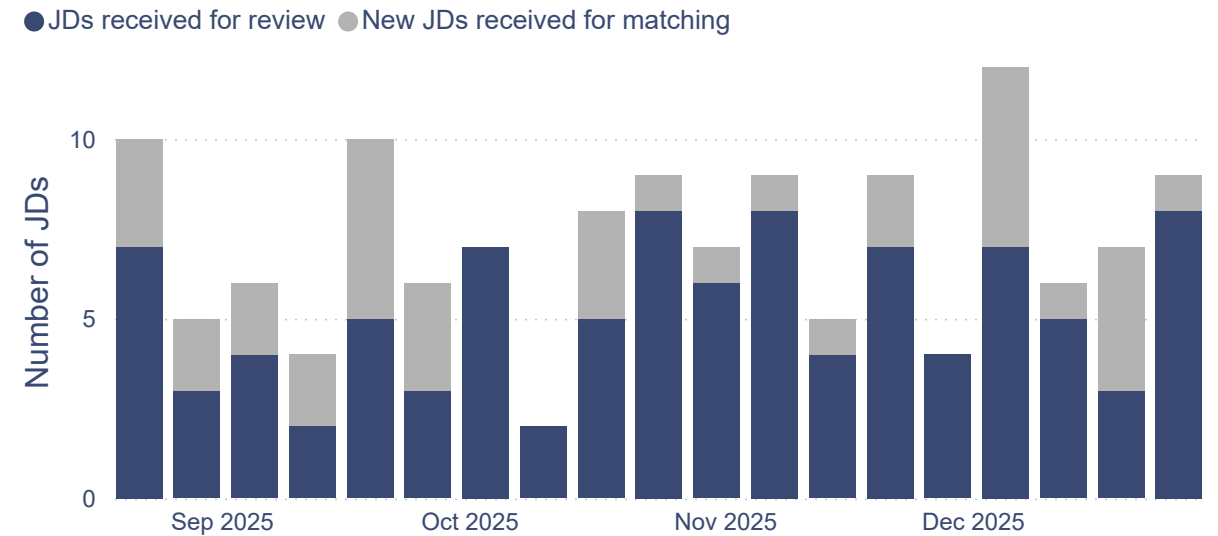
Activity - Waiting to be Matched and KPI breaches by Week



Activity - for Review Outside Panel and KPI breaches by Week



Volume - New and for Review by Week



PADR, Staff Engagement & Consultant/SAS Job Planning Activity as at December 2025

Staff Engagement Year on Year / Month on Month

Year Of Survey	Sent to	Number completed	Response Rate	Engagement Score
2025 Sample in February	888	188	21.2%	70.0%
2025 Sample in March	886	166	18.7%	72.0%
2025 Sample in April	901	184	20.4%	73.0%
2025 Sample in May	877	195	22.2%	74.0%
2025 Sample in June	897	147	16.4%	73.0%
2025 Sample in July	870	185	21.3%	72.0%
2025 Sample in August	855	189	22.1%	72.0%
2025 Sample in September	872	195	22.4%	73.0%

Percentage of Staff from the engagement survey who strongly agree or agree that their PADR helps improve how they do their job.

Jul-25

76.2%

Aug-25

78.8%

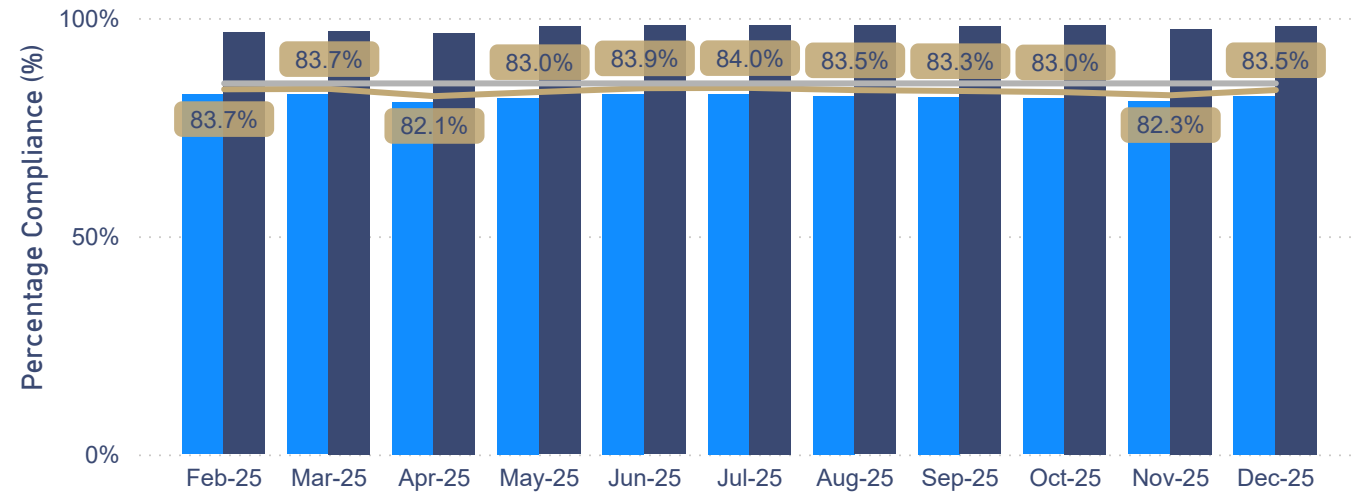
Sep-25

76.4%

Please note due to the national staff survey no local surveys between Oct 25 – Dec 25 were undertaken. This was agreed nationally.

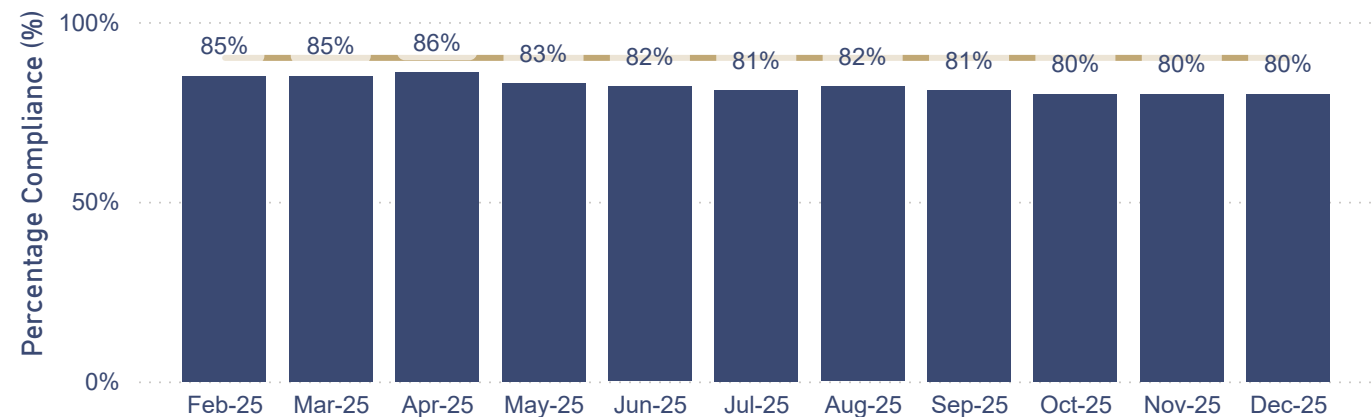
PADR & Medical Appraisal Compliance to NHS Wales Performance and 85% Target

Category ● AfC ● M&D — Combined Compliance — 85% Target



Consultant/SAS doctors with a current Job Plan (Current is within 12 Months) against 90% Target

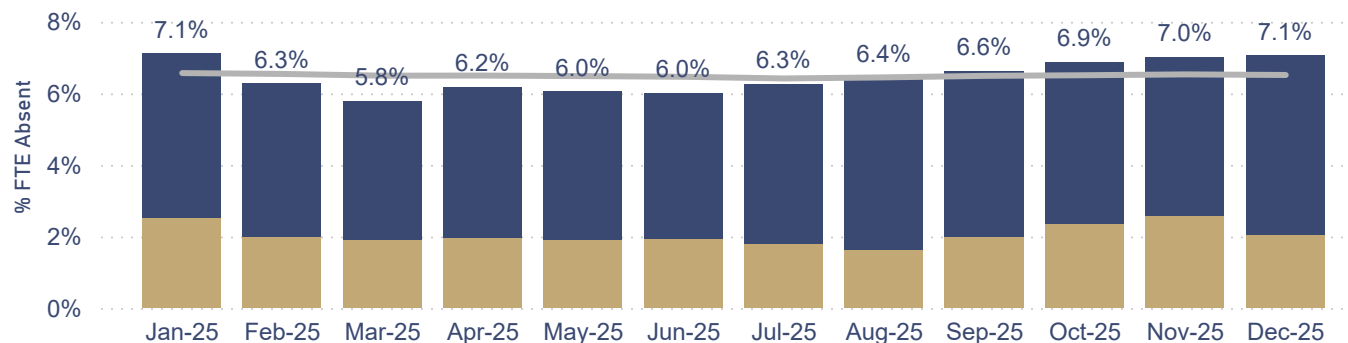
● Actual — Target



Sickness levels as at December 2025

% FTE Absent In month & Rolling 12M

● % FTE ST Absent ● % FTE LT Absent — Rolling 12M % FTE



Absence Reason where Absent FTE % > 0.45%

Absence Reason	Oct-25	Nov-25	Dec-25
S10 Anxiety/stress/depression/other psychiatric illnesses	2.4%	2.4%	2.4%
S13 Cold, Cough, Flu - Influenza	0.8%	0.7%	0.8%
S25 Gastrointestinal problems	0.5%	0.5%	0.6%
S12 Other musculoskeletal problems	0.5%	0.5%	0.5%
S28 Injury, fracture	0.4%	0.4%	0.5%

In Month Absence FTE % by Staff Group

Staff Group	Oct-25	Nov-25	Dec-25
Nursing and Midwifery Registered	2.3%	2.5%	2.5%
Additional Clinical Services	2.0%	2.0%	1.9%
Administrative and Clerical	1.0%	1.0%	1.0%
Estates and Ancillary	0.7%	0.8%	0.9%
Allied Health Professionals	0.5%	0.4%	0.4%
Medical and Dental	0.1%	0.2%	0.2%
Add Prof Scientific and Technic	0.2%	0.2%	0.1%
Healthcare Scientists	0.1%	0.1%	0.1%
Total	6.9%	7.0%	7.1%

Absence Reason	% FTE ST Absent	% FTE LT Absent	% FTE Absent
S10 Anxiety/stress/depression/other psychiatric illnesses	0.28%	2.16%	2.4%
S13 Cold, Cough, Flu - Influenza	0.63%	0.15%	0.8%
S25 Gastrointestinal problems	0.32%	0.29%	0.6%

% FTE Absent in Month compared to previous month and the same period last year

% FTE Absent	Increase/Decrease from Prior Month	Increase/Decrease from Same Period Last Year
7.1%	0.05% ↑	-0.19% ↓

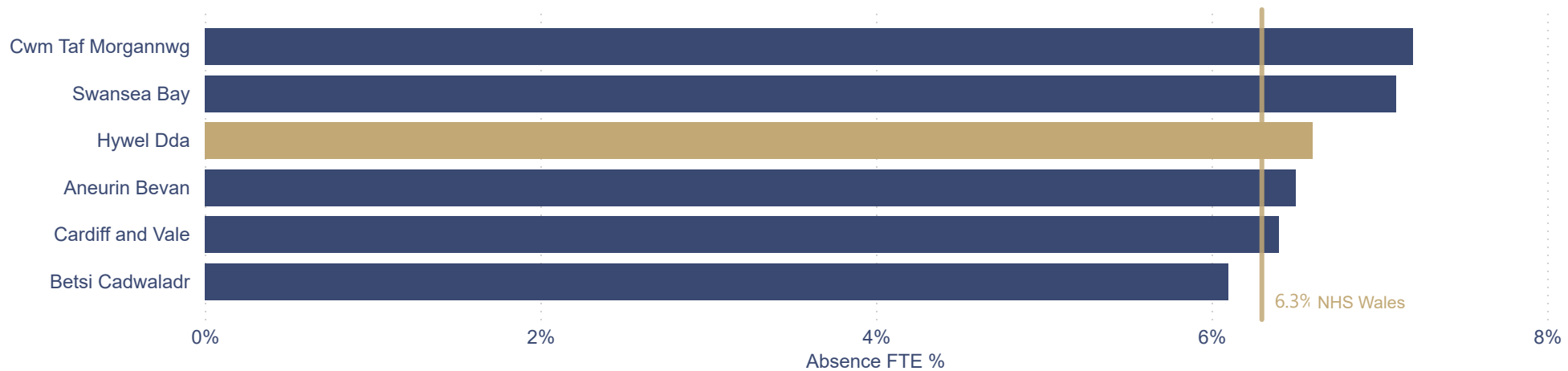
Directorates with Absent FTE % > 6.6%

Directorate	Dec-25 % FTE ST Absent	% FTE LT Absent	% FTE Absent	Rolling 12M % FTE
Estates and Facilities	2.99%	8.70%	11.7%	9.3%
Community and Integrated Medicine	2.51%	5.64%	8.2%	7.4%
Public Health	1.29%	5.83%	7.1%	7.2%

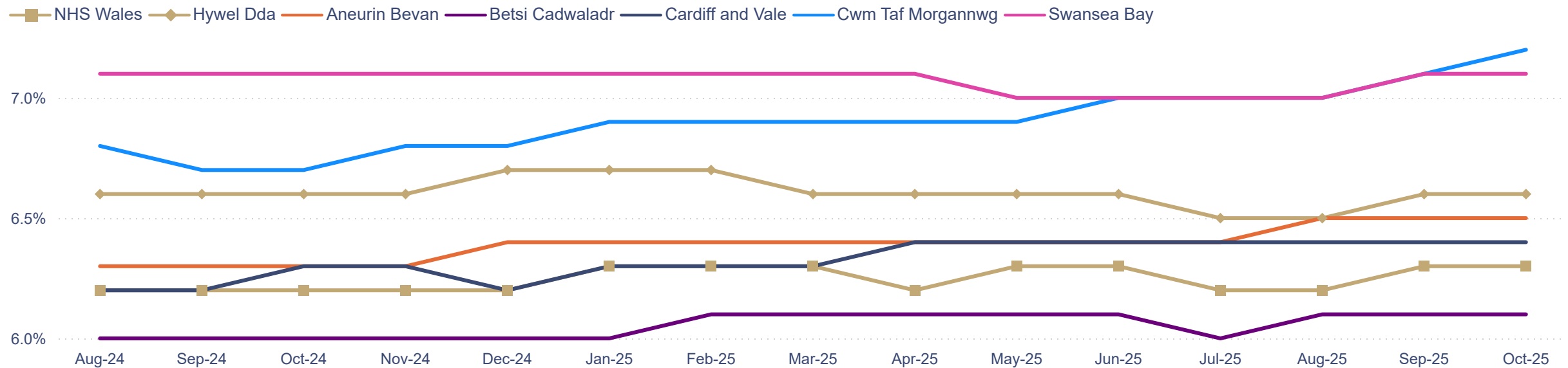
Sickness benchmarking as at October 2025

Please note that NHS Wales Benchmarking figures are currently only up to October 2024 as such the Hywel Dda figures on this page are also as at October 2024

Sickness absence FTE % October 2025 performance compared to other Health Boards and NHS Wales



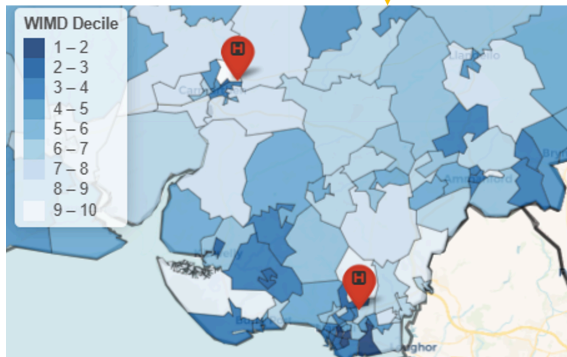
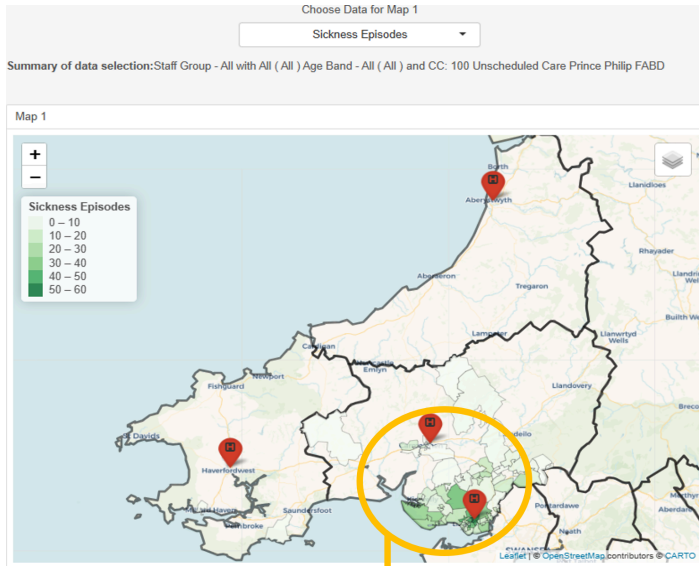
Rolling 12M sickness absence rates Jul '23 - Oct '24



A collaboration between Workforce Intelligence and Data Science teams has produced an overlay of population health data from Office of national statistic (ONS) as at 2019 with the 12 month absence 2024/25. It maps our workforce and the area in which they live with absence data to allow visual analysis and 'deep dive' scenarios to be investigated.

'How do we use Population Health data to help inform prevention strategies and guide placements of services within the Health Board to take account of socioeconomical factors?'

Unscheduled Care PPH

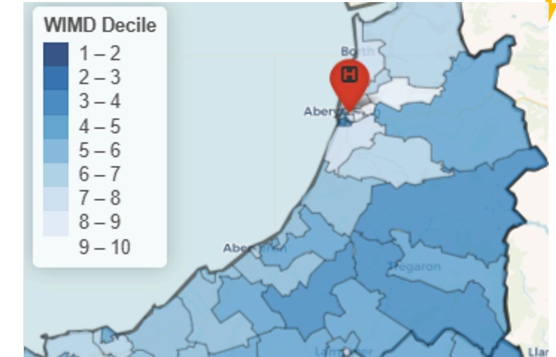
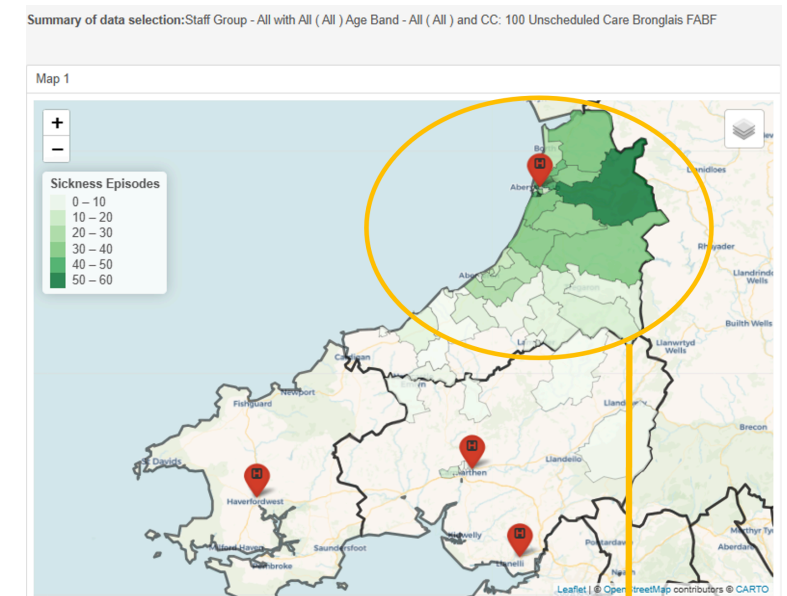


ESR L6	Nov-25	Dec-25	Jan-26
100 Unscheduled Care Bronglais FABF	5.5%	5.5%	5.6%
100 Unscheduled Care Prince Philip FABD	7.8%	7.8%	7.6%

Where USC PPH absence areas had a wide fluctuation of deprivation including many classified within the most deprived.

Conversely Ceredigion is more consistent and is generally falls under the mid – least deprived

Unscheduled Care BGH



Workforce & Health Population - Development

A collaboration between Workforce Intelligence and Data Science teams has produced an overlay of population health data from Office of national statistic (ONS) as at 2019 with the 12 month absence 2024/25. It maps our workforce and the area in which they live with absence data to allow visual analysis and 'deep dive' scenarios to be investigated.

A Roadmap based on Nursing and Midwifery Staff living and working in Carmarthenshire and the documented Healthy Life Expectancy in this County



Healthy Life Expectancy - Carmarthenshire

Female -Birth 57.9 Years
Male -Birth 59.2 Years
Average 58.6 Years



Average Retirement Age - Nursing and Midwifery

Average Retirement Age for Nursing and Midwifery is 59.8



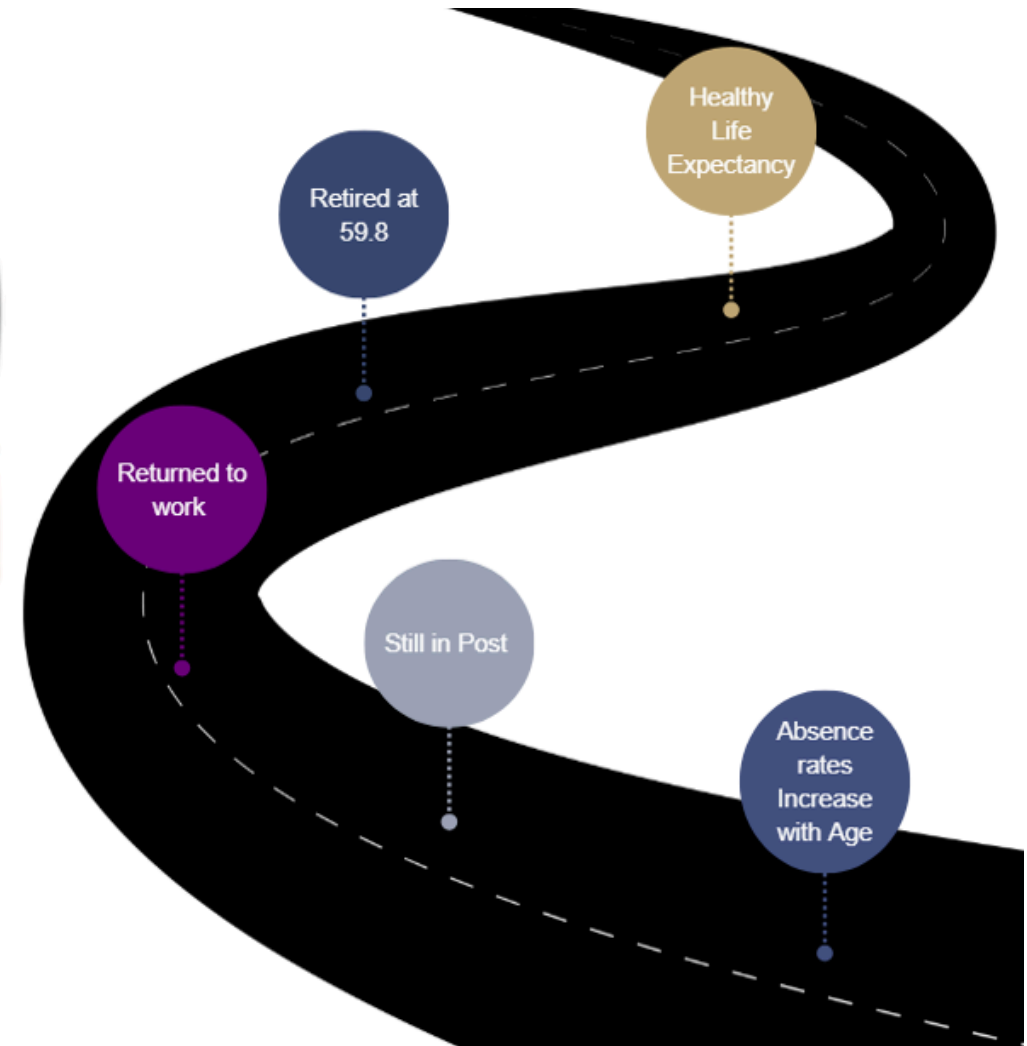
Returned to Work

63.8% of Nursing retirees return to work
On Average they Return reducing their hours by -0.35WTE



Still In Post

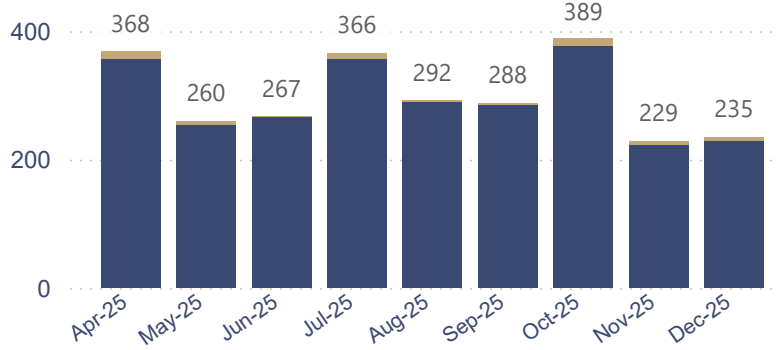
81% of Nurses who Retire & Return are still in Post after 3 Years



Occupation Health Activity

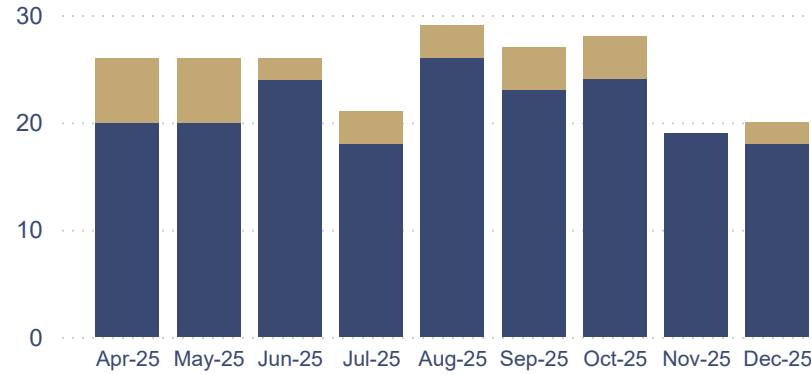
Health Questionnaires

● Health Questionnaires received ● Withdrawn



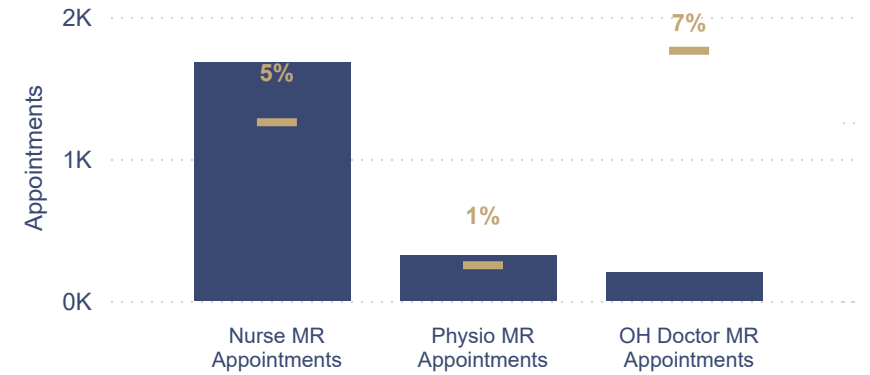
Self Referrals

● Self Referrals Triaged ● Self Referrals Withdrawn

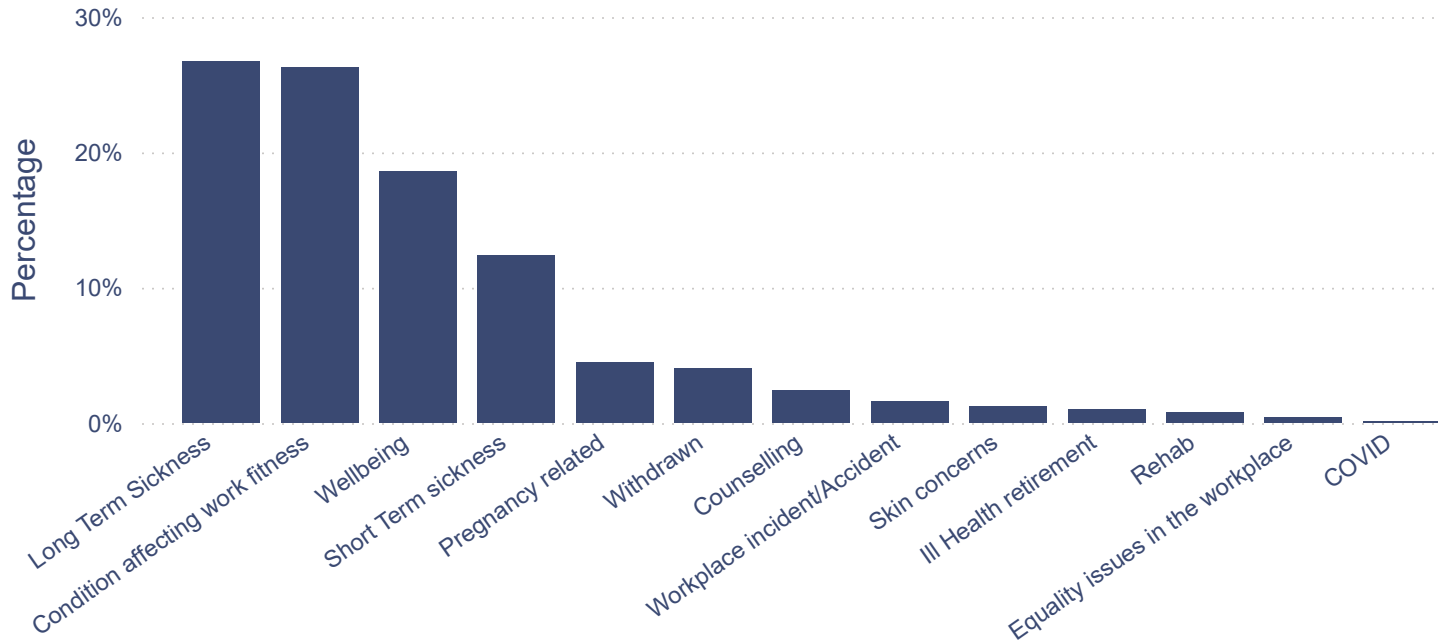


MR Appointments Booked & DNA %

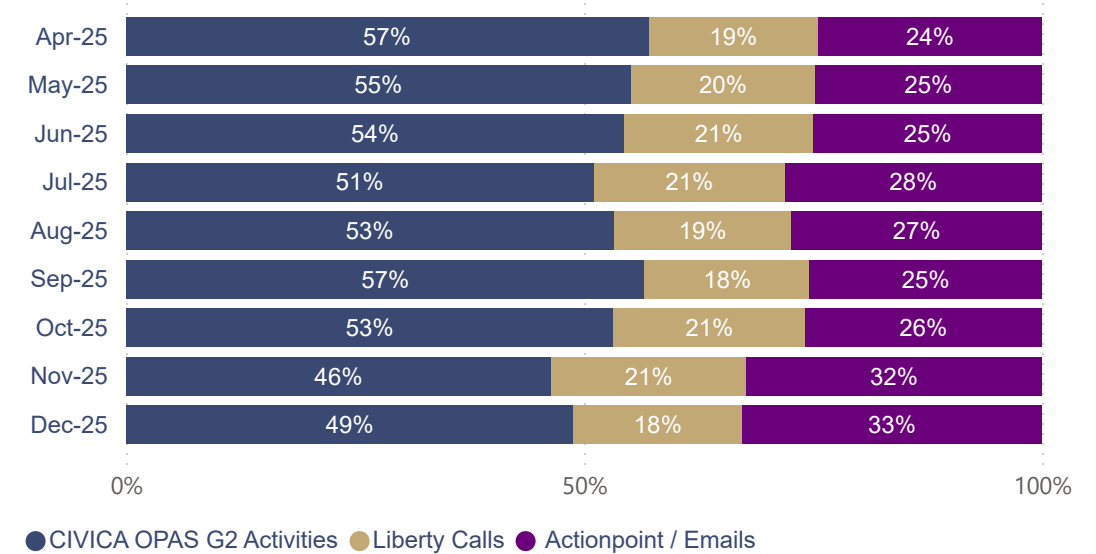
● Booked — DNA (%)



Proportion of Manager Referrals by reason (including withdrawn)



Call Activity by Type



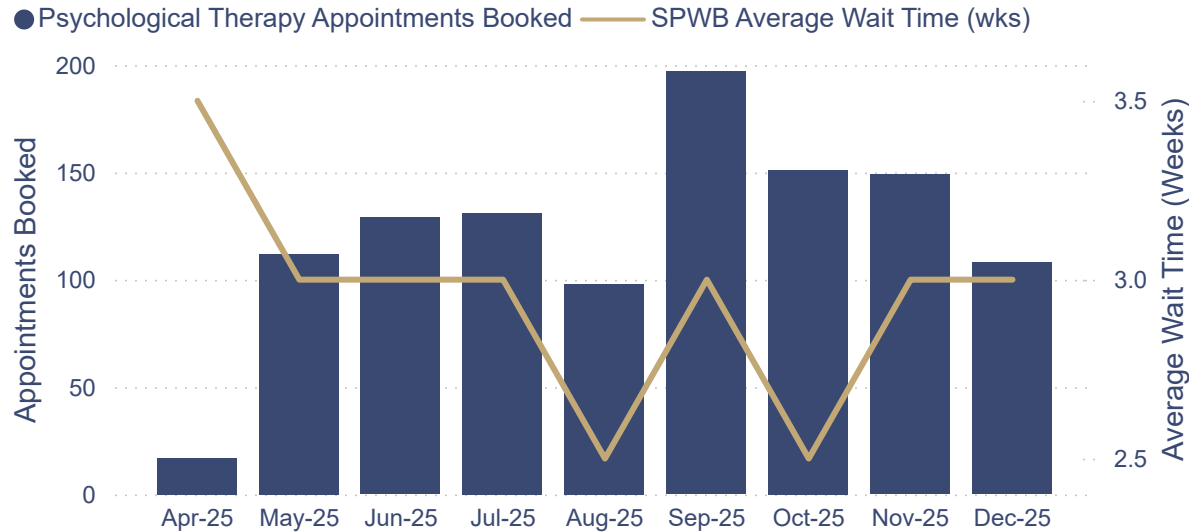
Staff Psychological Wellbeing Activity Preventative Interventions



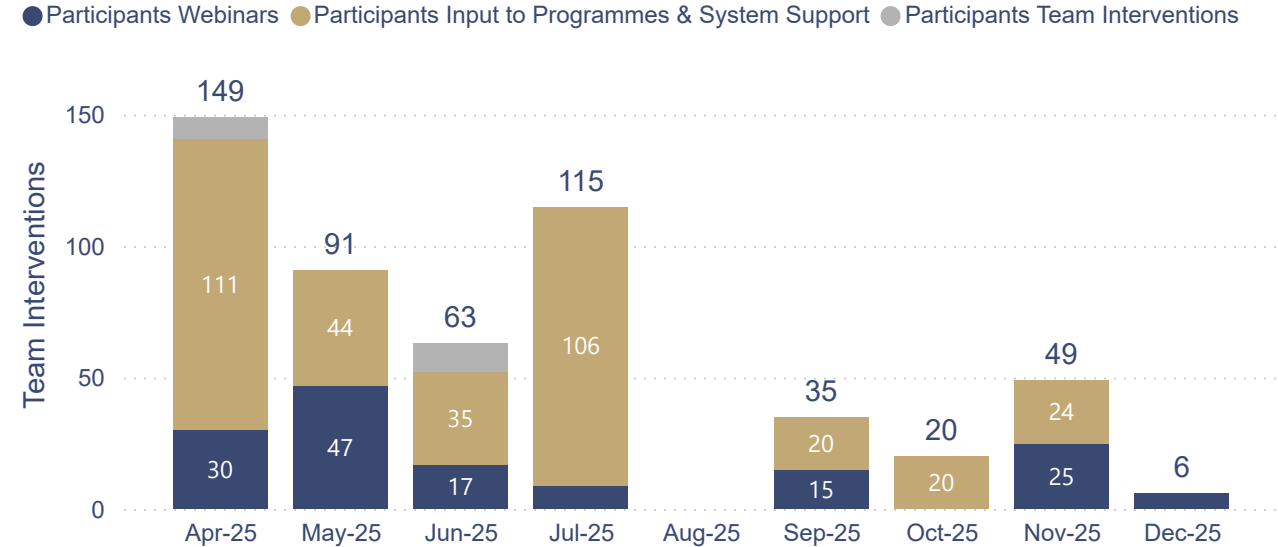
GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

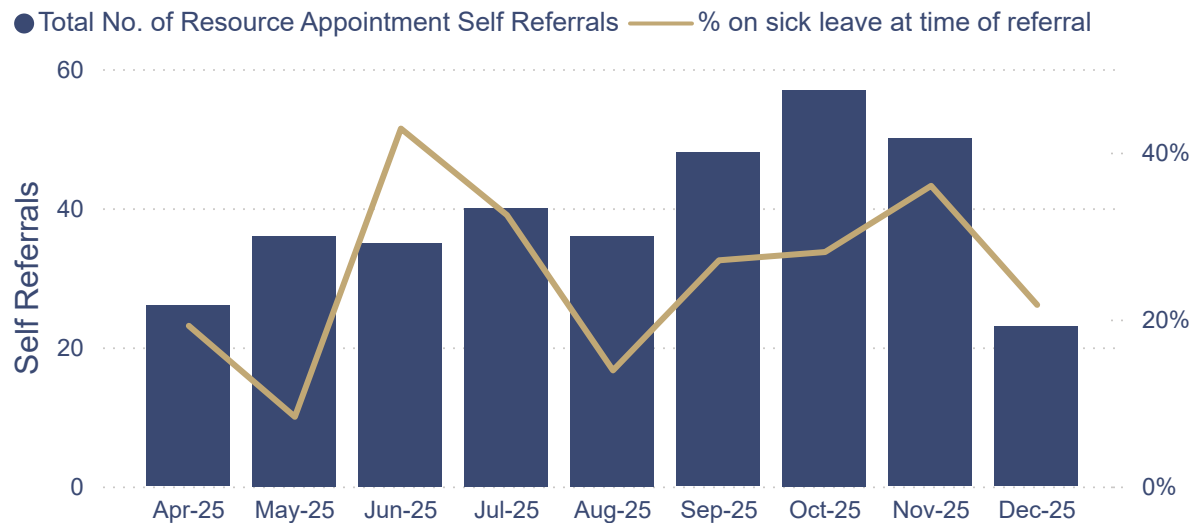
Psychological Therapy Appointments Booked



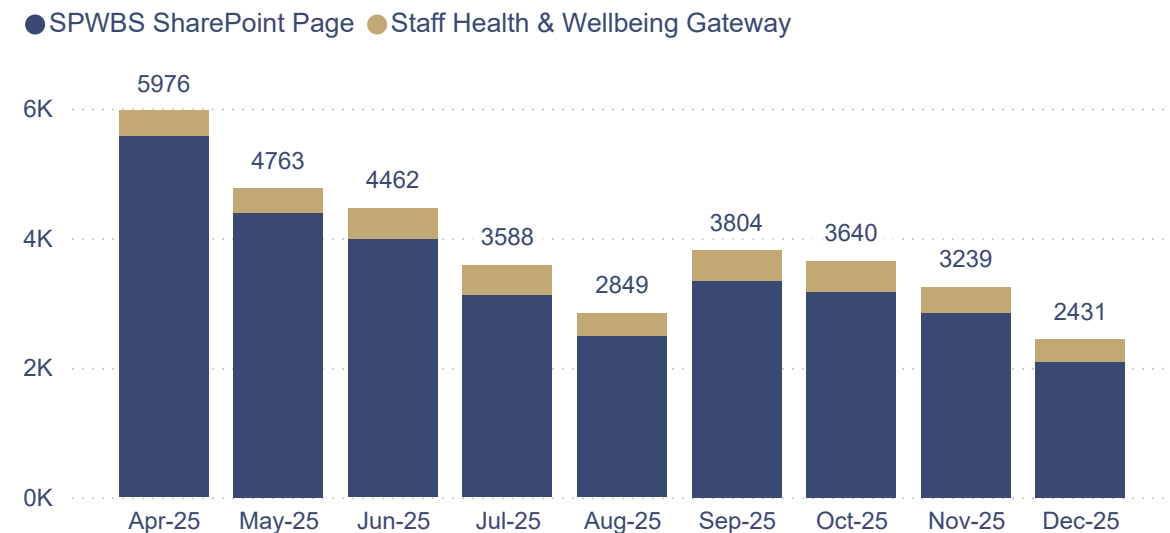
Participation of Preventative Activities



Number of Self Referrals and % absent due to sickness at the time of referral



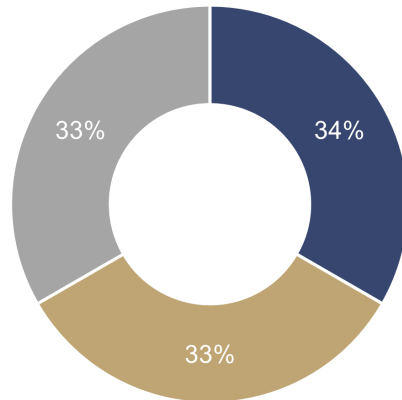
SharePoint & Gateway Visits





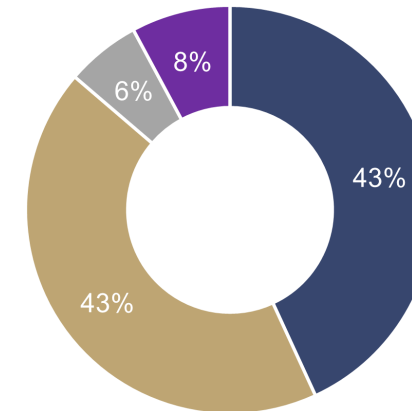
Client Satisfaction Questionnaires - Responses

Issue at Referral



■ Work Related ■ Not Work Related ■ A Combination Of The Two

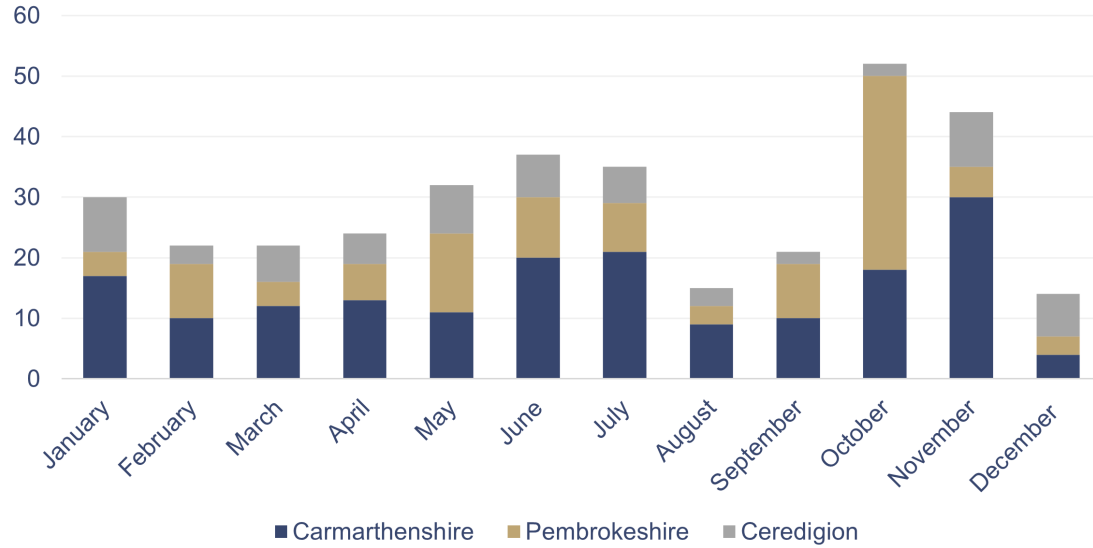
Issue Affecting Ability to Work?



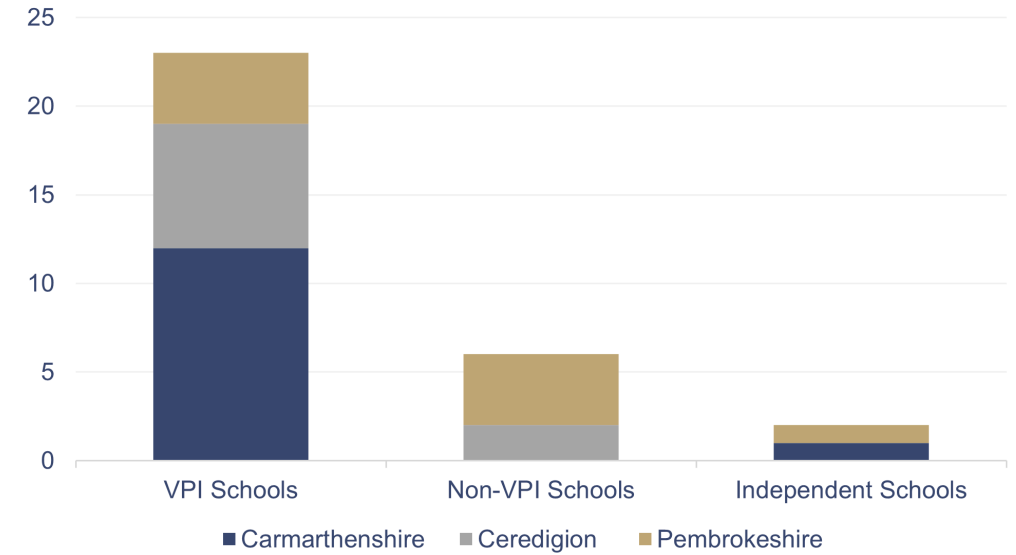
■ Definitely Yes ■ To Some Extent ■ Not Sure ■ No

Recovery in Nature Days	Total no. of applications	Ecotherapy Retreats	Total no. of applications
2023: 7 Days	56	2023: 4 Retreats	55
2024: 6 days	104	2024: 3 Retreats	32
2025: 6 days	89	2025: 3 Retreats	36

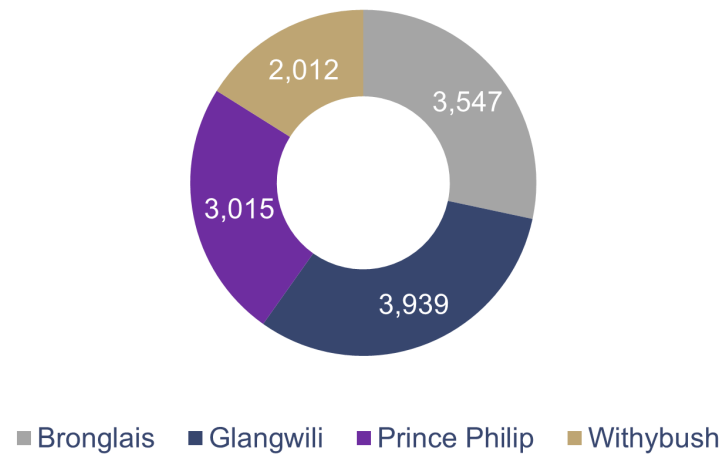
Volunteering Enquiries by County



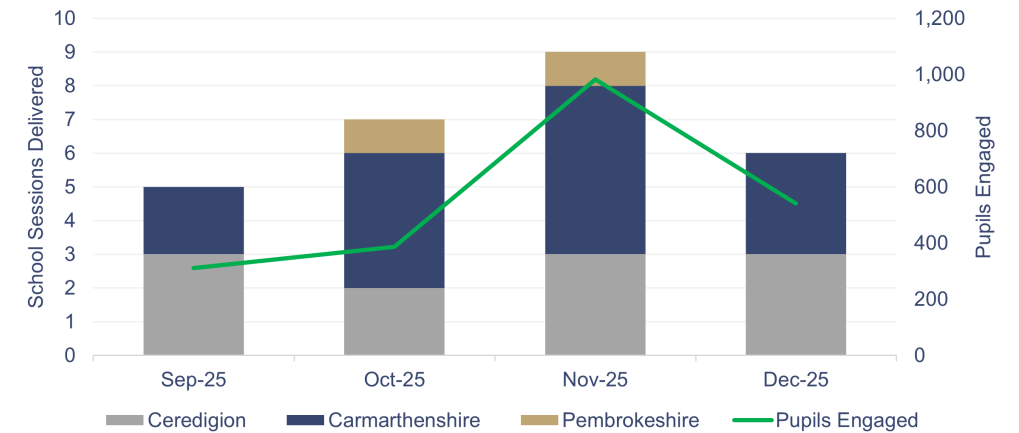
Schools Engaged by County



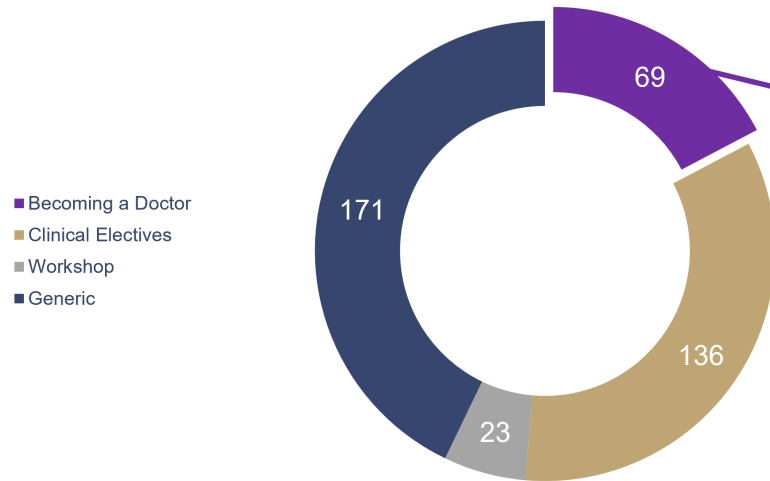
Hours Volunteered by Site



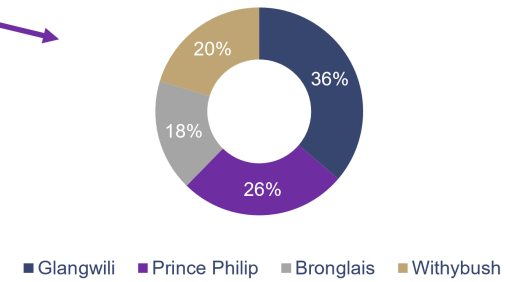
School Sessions Delivered by County & Pupils Engaged per Month



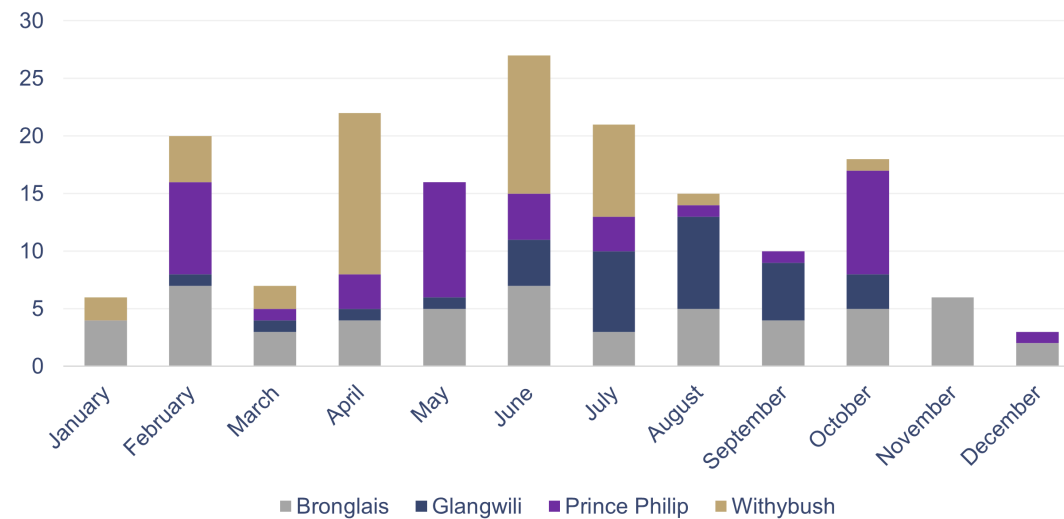
Work Experience Placements/Programmes



Becoming a Doctor Programme by Site



Work Experience Generic Placements by Site



Clinical Placements



Non Clinical Placements

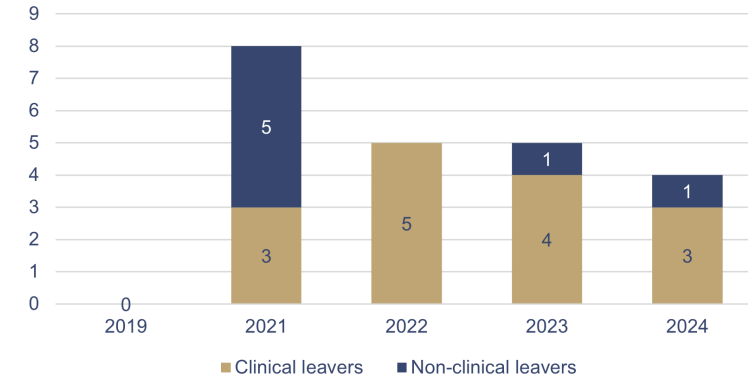


Apprenticeships

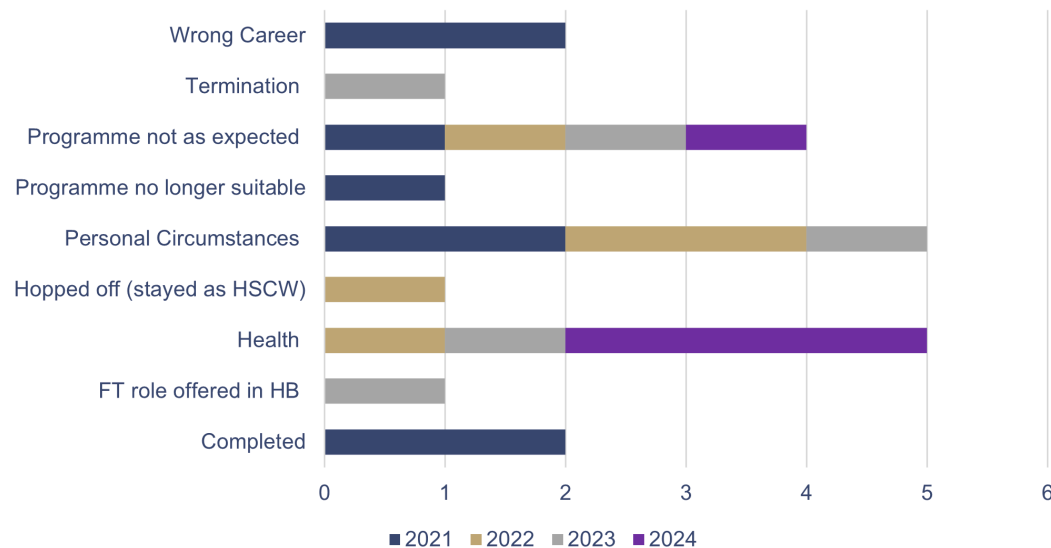


Finance
Healthcare
Patient Experience
Engineering (Plumbing)
Physiotherapy
Engineering (Electrical)
Engineering (Mechanical)
Corporate Governance
Health & Social Care
Business Administration
Digital Services
Workforce Development

Leavers Jan-Dec 2025 by Cohort



Leavers Jan-Dec 2025 by Reason and Cohort



Apprentice Retention Rate

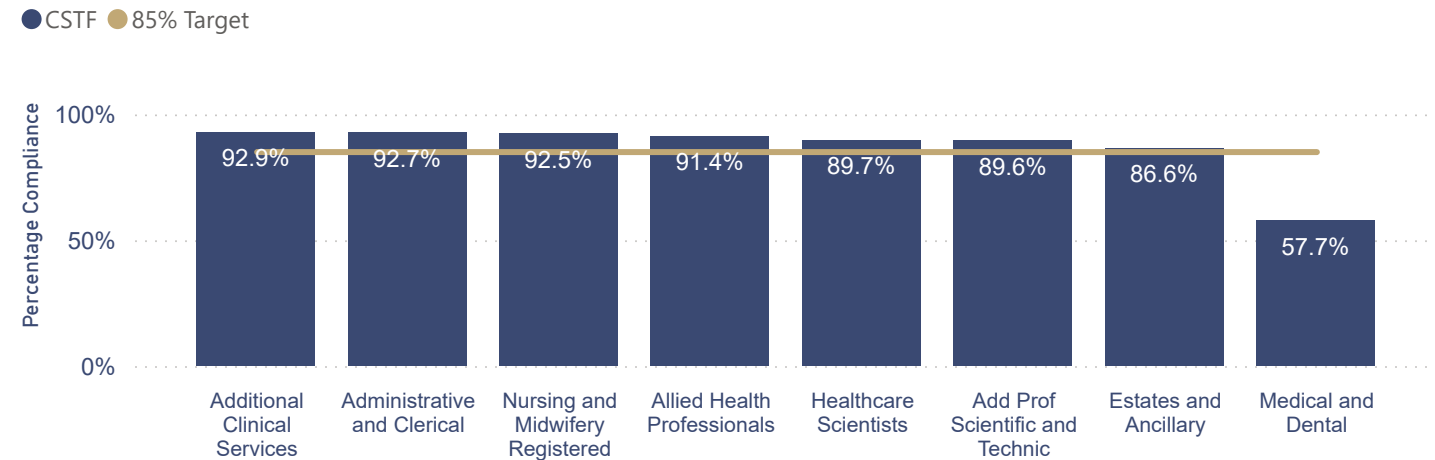
Cohort	Number started	Active	Completed	Retention Rate	Moved into a different HB role mid-pathway	Health Board Retention rate
Healthcare 2019	50	17		34%	14	62%
Physio Apprentice 2019	1		1	100%		100%
Healthcare 2021	55	24		44%	4	51%
Healthcare 2022	75	39		52%	10	65%
Healthcare 2023	34	17		50%		50%
Healthcare 2024	40	33		83%		83%
Health and Social Care Joint 2022	10	4		40%		40%
Patient Experience 2019	4	0	3	75%		75%
Patient Experience 2021	5	1	1	40%		40%
Workforce Development 2021	1	0		0%		0%
Digital Services 2021	2	0	1	50%	1	100%
Digital Services 2022	1	1		100%		100%
Digital Services 2023	3	2		67%	1	100%
Electrical Engineering 2021	3	0	1	33%		33%
Electrical Engineering 2022	3	2		67%		67%
Mechanical Engineering 2021	3	0	3	100%		100%
Plumbing 2021	1	1		100%		100%
Finance 2024	2	1		50%		50%
Corporate Governance 2021	2	0		0%	1	50%
Finance 2025	2	2		100%		100%
Total Number	297	144	10	52%	31	62%

Core Skill Training Framework as at December 2025

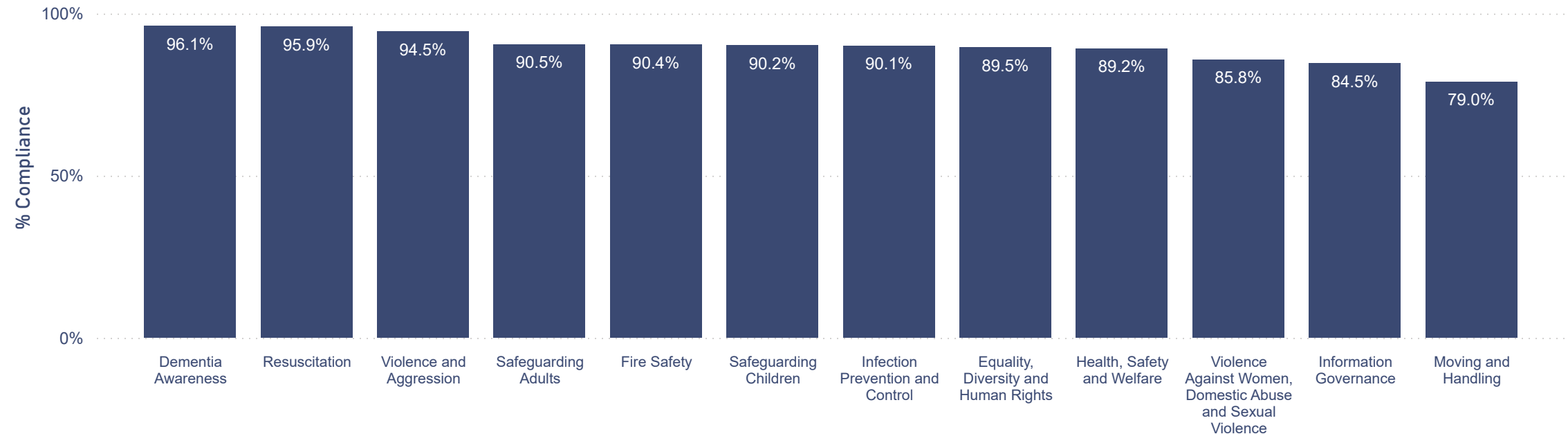
12 Core Skill Training Framework Competencies

Compliance Name	Nov-25	Dec-25
Dementia Awareness	95.9%	96.1%
Equality, Diversity and Human Rights	89.2%	89.5%
Fire Safety	90.1%	90.4%
Health, Safety and Welfare	88.6%	89.2%
Infection Prevention and Control	90.0%	90.1%
Information Governance	84.6%	84.5%
Moving and Handling	78.8%	79.0%
Resuscitation	95.6%	95.9%
Safeguarding Adults	89.8%	90.5%
Safeguarding Children	89.6%	90.2%
Violence Against Women, Domestic Abuse and Sexual Violence	85.2%	85.8%
Violence and Aggression	94.1%	94.5%
Total	89.3%	89.6%

CSTF compliance by Staff Group compared to 85% Target



CSTF compliance by competency name



Core Skills Training benchmarking as at October 2025

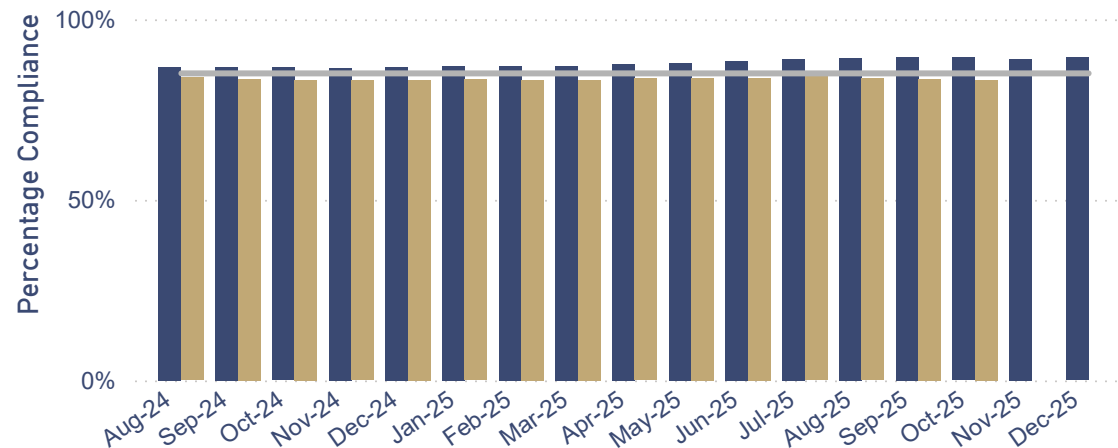
Please note that NHS Wales Benchmarking figures are currently only up to October 2025 as such the Hywel Dda figures on this page are also as at October 2024.

Competencies reported under Core Skills and Training Framework (CSTF) for benchmarking are:

- Equality, Diversity & Human Rights (Treat me Fairly)
- Fire Safety
- Health, Safety & Welfare
- Infection Prevention & Control
- Information Governance (Wales)
- Moving and Handling
- Resuscitation
- Safeguarding Adults
- Safeguarding Children
- Violence & Aggression (Wales)

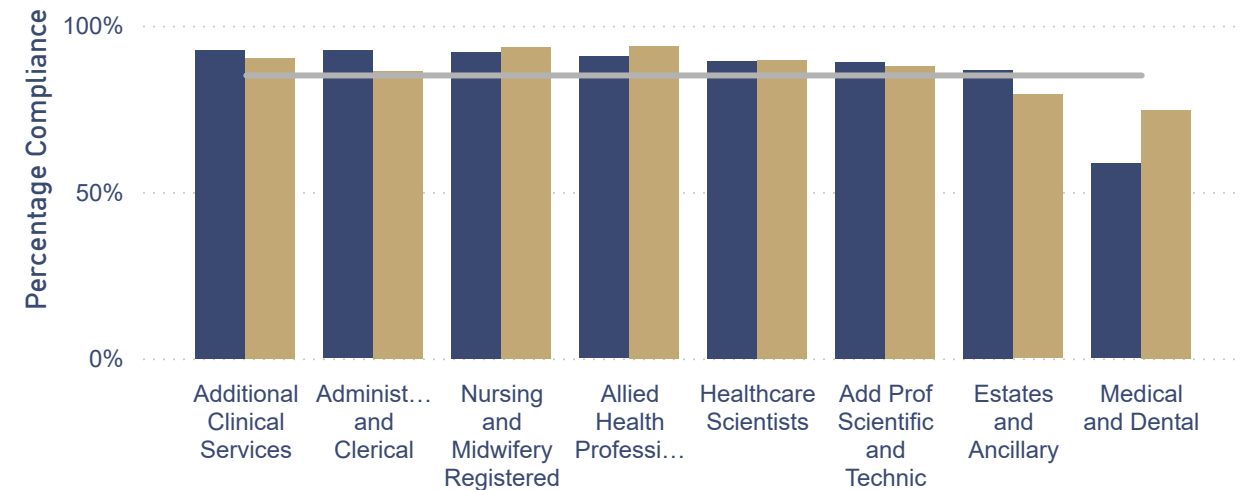
CSTF compliance month on month compared to NHS Wales and 85% Target

● Hywel Dda ● NHS Wales — 85% Target



CSTF compliance by Staff Group compared to NHS Wales and 85% Target

● Hywel Dda ● NHS Wales — 85% Target



Mandatory Training December 2025



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Competencies Mandated to All Staff in the Health Board - 25
12 Are reported as part of Core Skills Training Framework.
10 of these 12 are also reported nationally to allow benchmarking across Wales.
91.9% Compliant over all 25 competencies.

Reported as Part of	Competency Assigned to All Staff	% Compliance
☐	Anti Racism - 3 Years	88.3%
	Autism Awareness - Level 1 - No Renewal	93.6%
	Carer Awareness	91.0%
	Foundations in Improvement (Wales) - No Specified Renewal	91.4%
	Fraud Awareness - No Renewal	91.4%
	Listening/Speaking Welsh	98.0%
	Mental Capacity Act - 3 Years	85.5%
	Paul Ridd Learning Disability Awareness - No Specified Renewal	93.8%
	Reading Welsh	97.8%
	Safeguarding Children - Level 2 - 3 Years	88.3%
	Violence and Aggression (Wales) - Module B - No Specified Renewal	95.1%
	Welsh Language Awareness - 3 Years	88.9%
	Writing Welsh	97.7%
	☐ Benchmark 10 & CSTF 12	Equality, Diversity and Human Rights - 3 Years
Fire Safety - 2 Years		90.4%
Health, Safety and Welfare - 3 Years		89.2%
Infection Prevention and Control - Level 1 - 3 Years		90.1%
Information Governance (Wales) - 2 Years		84.5%
Moving and Handling - Level 1 - 2 Years		79.0%
Resuscitation - Level 1 - No Specified Renewal		95.9%
Safeguarding Adults - Level 1 - 3 Years		90.5%
Safeguarding Children - Level 1 - 3 Years		90.2%
Violence and Aggression (Wales) - Module A - No Specified Renewal		94.5%
☐ CSTF 12	Dementia Awareness - No Renewal	96.1%
	Violence Against Women, Domestic Abuse and Sexual Violence - 3 Years	85.8%

Competencies Mandated to Staff based on:

- Staff Group & Job Role
- Organisation (Cost Centre)
- Position

Competency Assigned via Other Routes	% Compliance	Number of Assignments Assigned to
All Wales Career Framework Compliance - Level 2	55.0%	1023
All Wales Career Framework Compliance - Level 3	49.4%	693
All Wales Career Framework Compliance - Level 4	33.6%	268
Aseptic Non Touch Technique - 3 Years	84.3%	6962
Ask and Act VAWDASV Group 2	61.2%	6309
Blood Transfusion - 3 Years	72.3%	1457
Consent - 3 Years	87.7%	8124
Display Screen Equipment - No Renewal	96.6%	2525
Fire Safety Level 2 - 1 Year	76.7%	6257
Fire Safety Level 3 - 1 Year	89.1%	137
Healthy Start (Wales) - 3 Years	72.6%	864
Infection Prevention and Control - Level 2 - 1 Year	74.0%	9462
Moving and Handling - Level 2 - 2 Years	58.1%	7651
Resuscitation - Level 2 - Adult Basic Life Support - 1 Year	51.6%	6969
Resuscitation - Level 2 - Newborn Basic Life Support - 1 Year	61.5%	257
Resuscitation - Level 2 - Paediatric Basic Life Support - 1 Year	58.2%	574
Resuscitation - Level 3 - Adult Immediate Life Support - 1 Year	55.7%	1728
Resuscitation - Level 3 - Newborn Immediate Life Support - 1 Year	73.4%	278
Resuscitation - Level 3 - Paediatric Immediate Life Support - 1 Year	51.1%	421
Safeguarding Adults - Level 2 - 3 Years	88.7%	9566
Safeguarding Adults Level 3 - 3 Years	63.0%	3475
Safeguarding Children - Level 3 - 3 Years	67.6%	2296

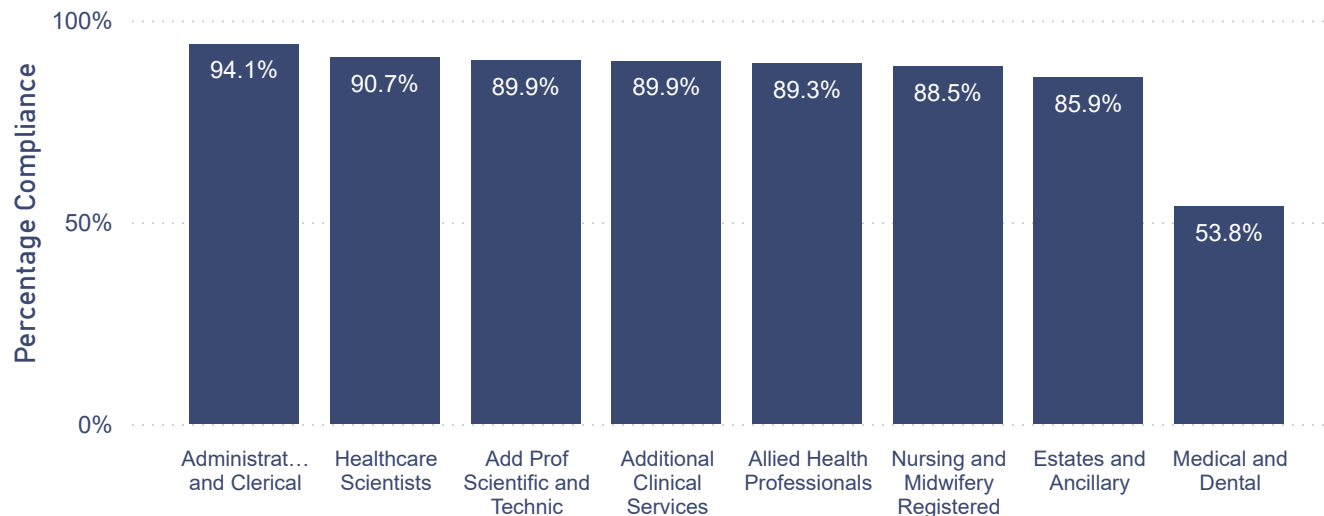
Overall Compliance Rates (All Mandated Training)

Directorate	Compliance
Planned and Specialist Care	83.2%
Community and Integrated Medicine	86.0%
Estates and Facilities	86.4%
Chief Executive	88.2%
Primary Care, Community Strategy and Long Term Care	89.3%
Operational Allied Health and Health Sciences	89.8%
Mental Health and Learning Disabilities	90.7%
Public Health	90.9%
Nursing, Quality and Patient Experience	90.9%
Strategy and Planning	91.2%
Medical	93.3%
Chief Operating Officer Management	94.9%
Digital	95.3%
Executive Allied Health Professions and Health Sciences	96.3%
Workforce and Organisational Development	97.2%
Finance	98.1%

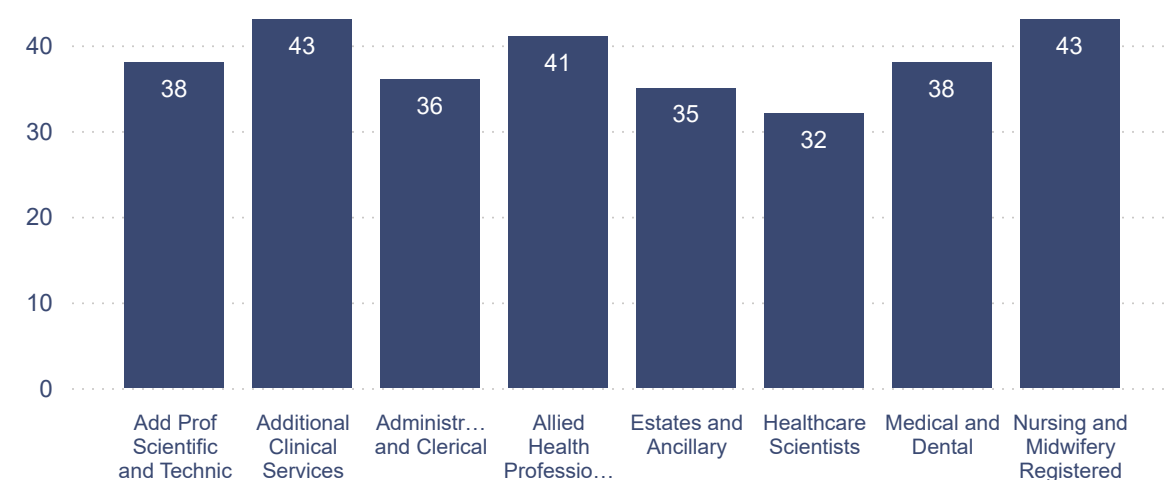
Number of Competencies Mandated to Staff Groups

Staff Group	All Staff	Variable
Add Prof Scientific and Technic	25	13
Additional Clinical Services	25	18
Administrative and Clerical	25	11
Allied Health Professionals	25	16
Estates and Ancillary	25	10
Healthcare Scientists	25	7
Medical and Dental	25	13
Nursing and Midwifery Registered	25	18

Mandatory Training Compliance by Staff Group



Number Of Competencies to Complete



Temporary Workforce Usage & Spend Month on Month

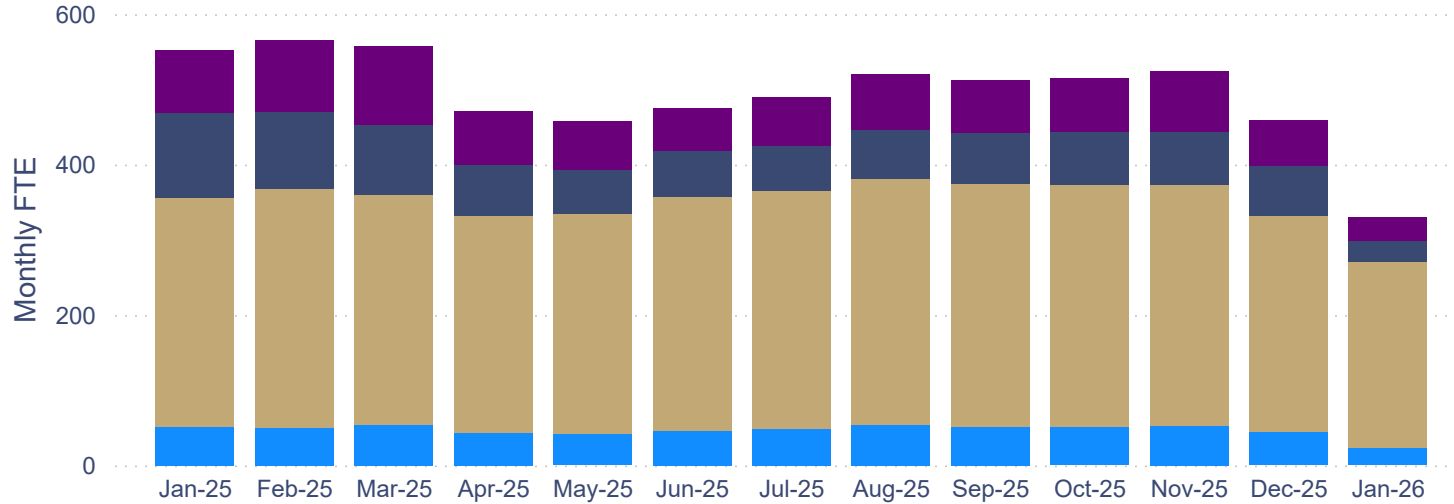


GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Temporary Workforce Utilisation - AfC Allocate Areas

Utilisation Type ● Additional ● Bank ● On Contract Agency ● Overtime



Agency Spend as a percentage (%) of the total pay bill

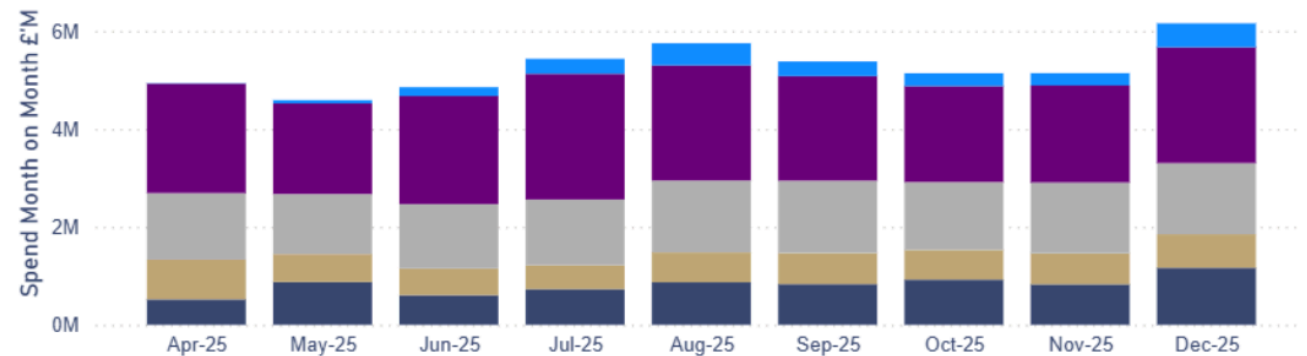
Month Name	2025/2026
April	0.95%
May	1.59%
June	1.11%
July	1.34%
August	1.37%
September	1.45%
October	1.63%
November	1.43%
December	1.98%

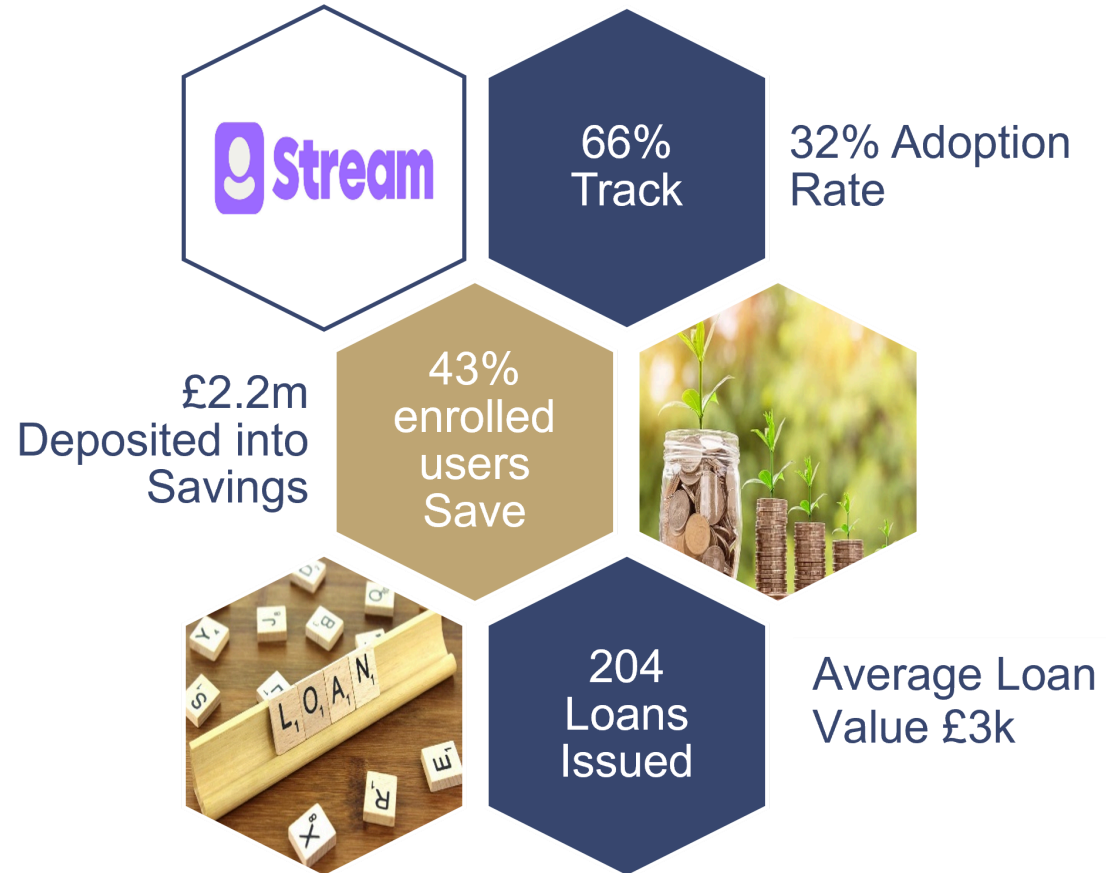
In Month Nurse Agency Utilisation by Site

Clinical Care Group	31 October 2025	30 November 2025	31 December 2025
Community and Integrated Medicine	60.98	57.55	53.41
Planned and Specialist Care	7.15	11.39	10.82
Mental Health and Learning Disabilities	0.14	0.12	
Total	68.27	69.06	64.23

Variable Pay Month on Month (All Variable Pay)

● Agency ● Overtime ● Bank ● Additional ● Waiting List Initiative





What Our Employees Say...

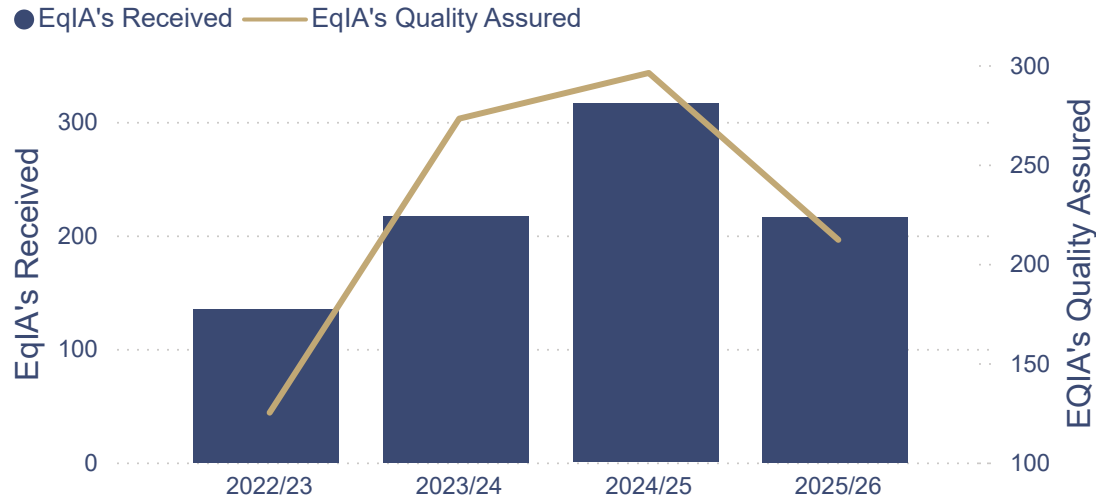
I am more aware

My Life is Better

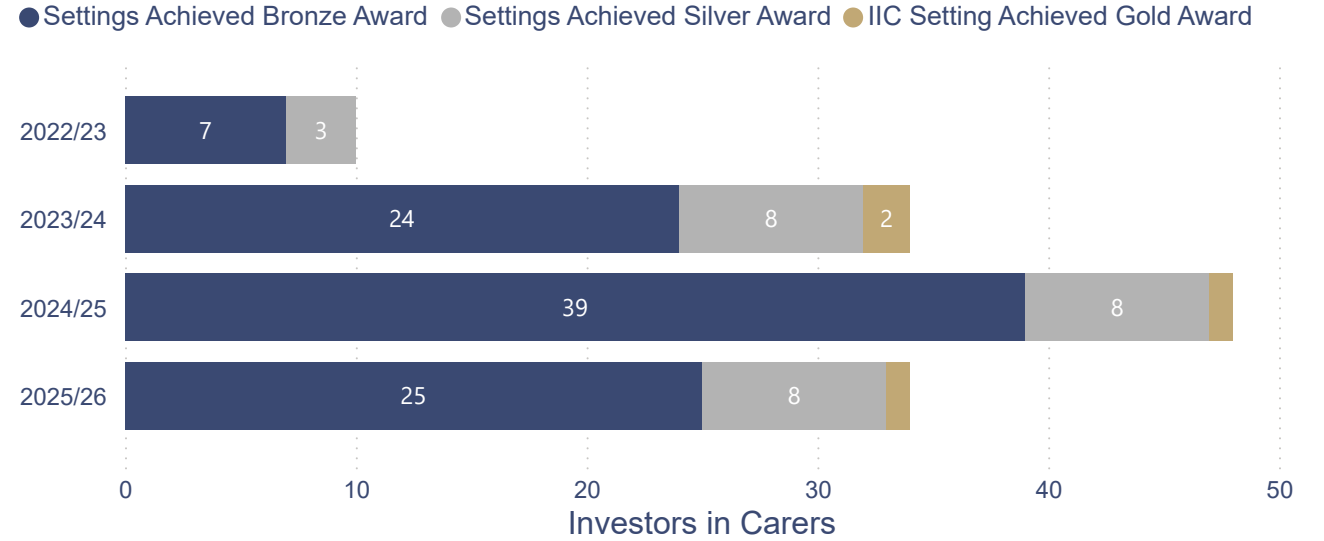
I Sleep Better and Worry Less

I No Longer Stress About What Could Happen Money Wise.

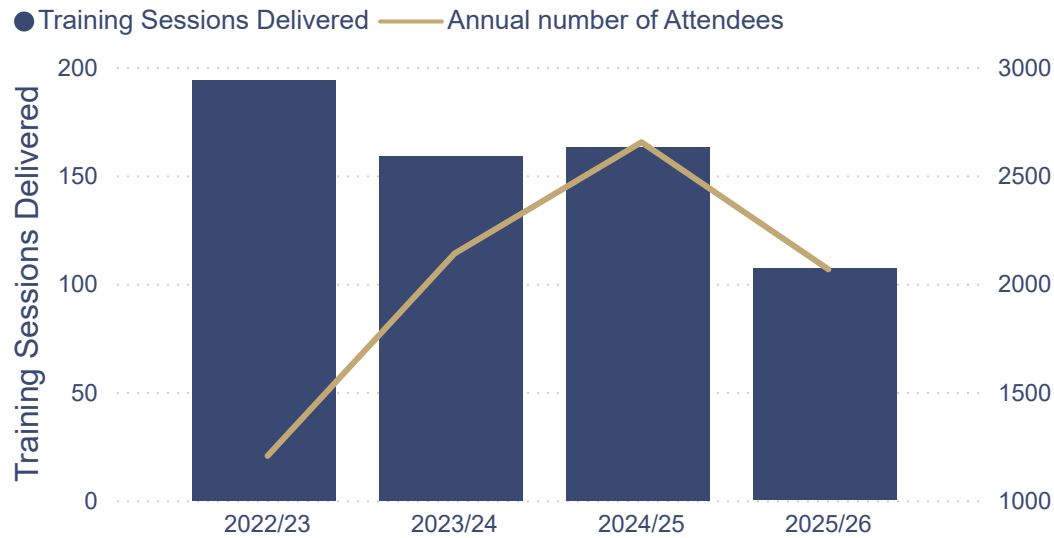
EQIA's



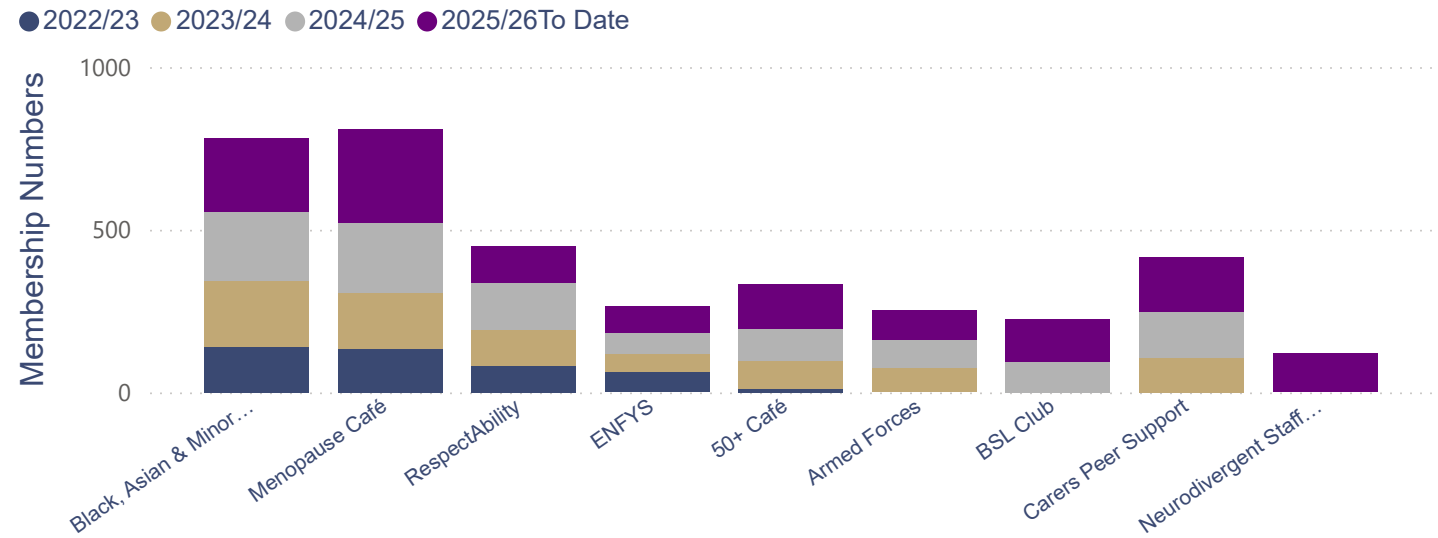
Investors in Carers



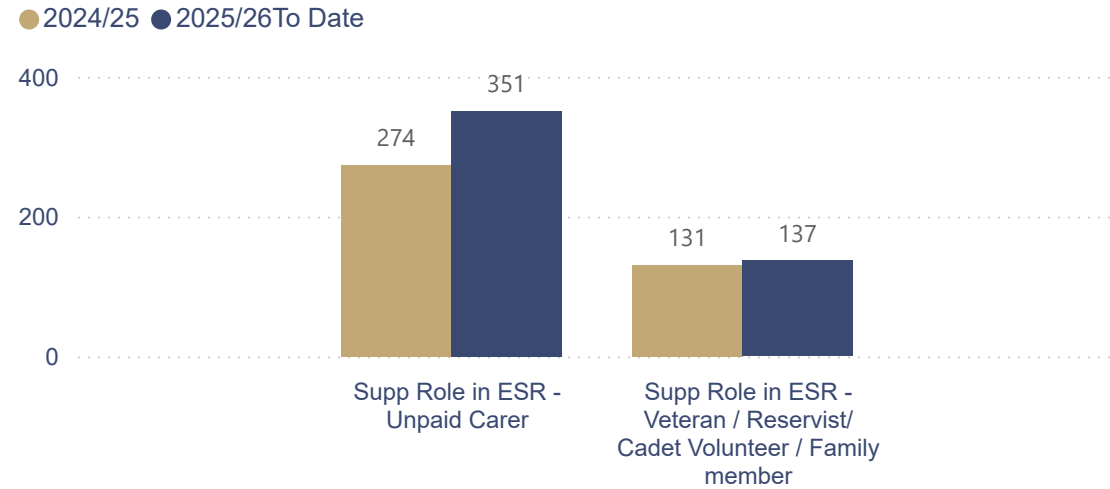
Training



Staff Network Membership



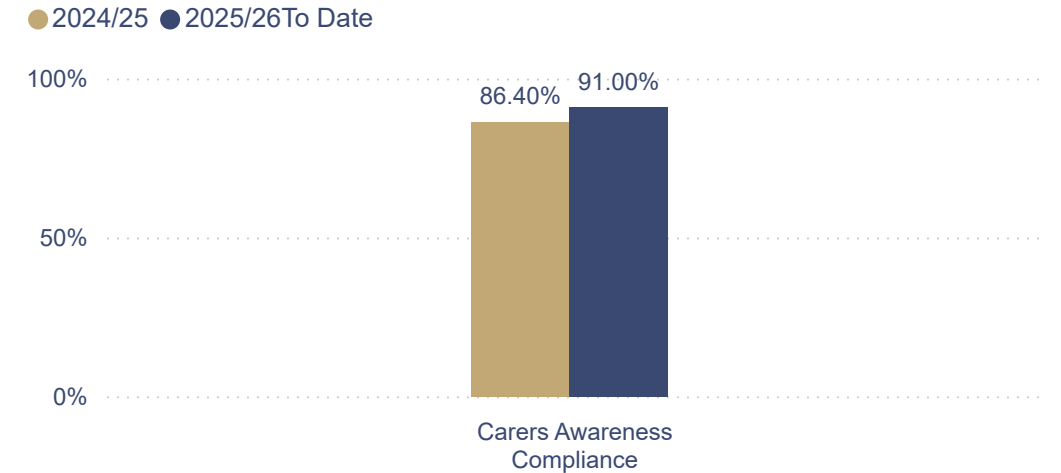
Supplementary Roles (Recorded in ESR)



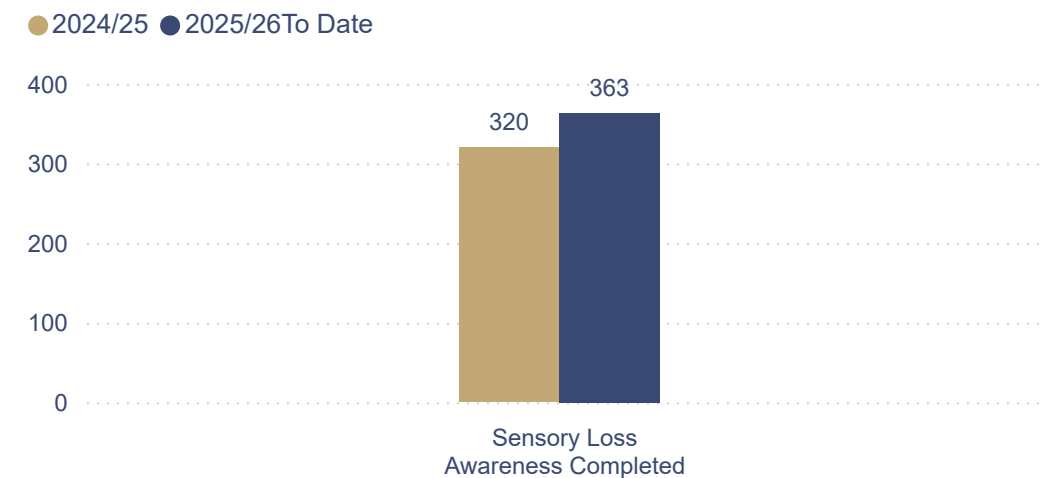
Year	WPAS Armed Forces Veterans	GP Registrations Armed Forces Community
2023/24		7022
2024/25	234	8754
2025/26	345	9874

Guaranteed Interview Scheme	2024/25	2025/26 (Q1-3)
Number of Applicants under the scheme	217	259
Applicants invited to interview	102	105
Applicants who were offered the role	28	25

Carers Awareness Compliance



Sensory Loss Awareness Completed



Workforce & Health Population (Development)

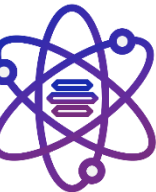
Collaboration between Data Science and Workforce Intelligence utilising

- Absence Data from April 2024 to March 2025.
- Workforce Data as at May 2025.
- Welsh Index of Multiple Deprivation (WIMD) and Lower Super Output Area (LSOA) Dataset, based on 2019 WIMD data from Welsh Government.
- Healthy Life Expectancy by County, based on data from Office of National Statistics (ONS)

Collaborators

Workforce Intelligence – Michelle James and Sarah Barnes

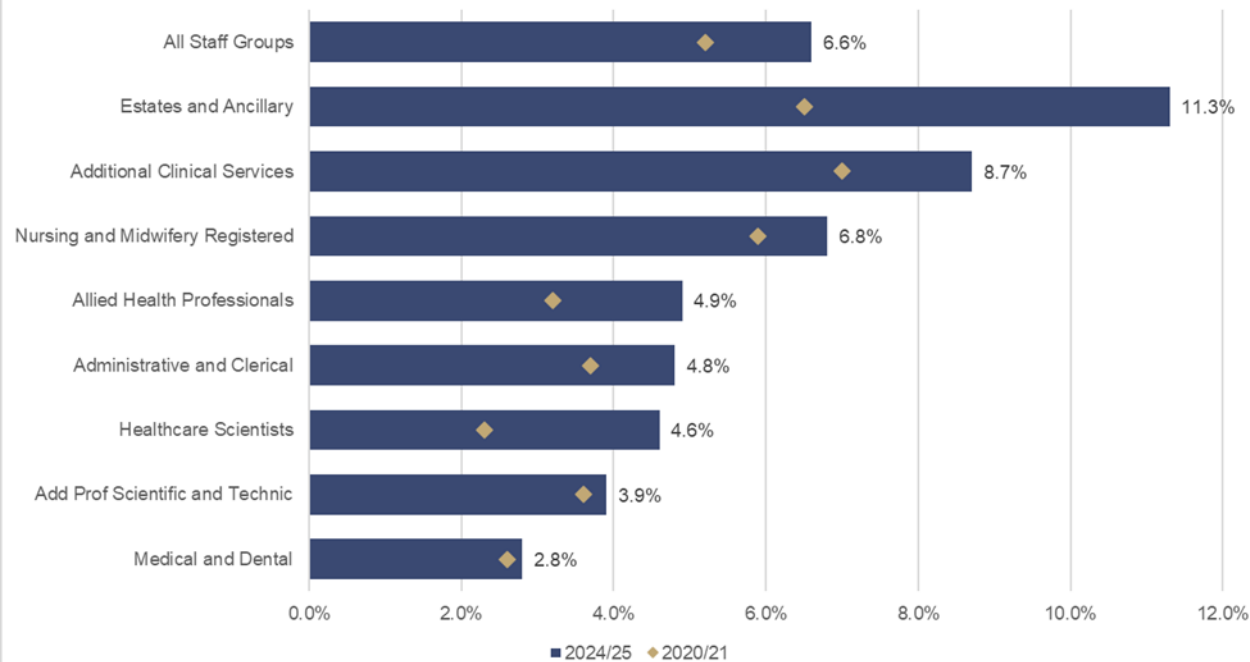
Data Science – Isobel Sutcliffe and Emma Crawford



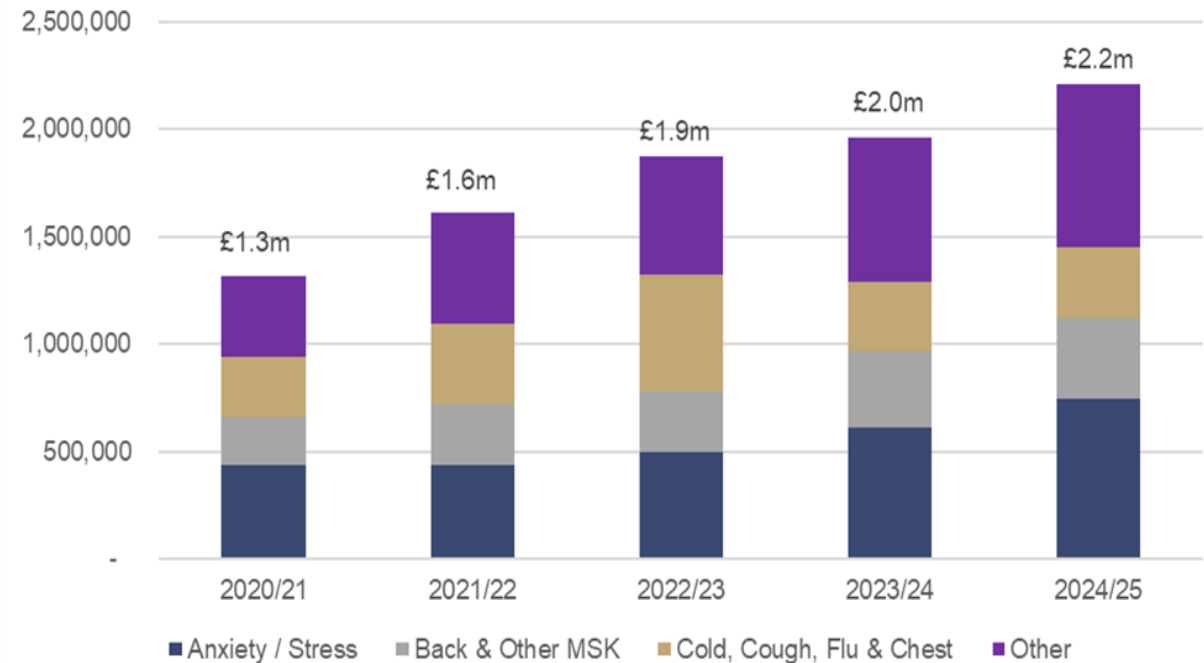
Absence is increasing along with its cost.

How do we use Population Health data to help inform prevention strategies and guide placements of services within the Health Board to take account of socioeconomic factors?

12-Month Average Absence FTE %
2020/21 compared to 2024/25



Average Monthly Cost by Summary Reason



Healthy Life Expectancy (HLE)

- In the 2021 to 2023 period, the majority of the three counties had lower HLE at birth than in the pre-pandemic period, 2017 to 2019.
- Around two-thirds of local areas (15 of 22) had lower male HLE at birth in 2021 to 2023, compared with 2017 to 2019.
- Almost all local areas in Wales (20 of 22) saw a decrease in female HLE at birth, compared with 2017 to 2019.
- Workforce Dataset: 88% of our workforce live within the Hywel Dda Counties of Carmarthenshire, Ceredigion, and Pembrokeshire.
- 12% of these staff are aged over the average life expectancy for their county and gender.

Increase/Decrease from 2017/19 to 2021/23			
Category	Carmarthenshire	Ceredigion	Pembrokeshire
Male - Birth	-0.59	0.38	0.49
Female - Birth	-2.45	-1.25	-0.34
Male - 65	-0.27	0.02	0.18
Female - 65	-0.47	-0.35	0.12

Percentage of Workforce in the County over HLE			
Category	Carmarthenshire	Ceredigion	Pembrokeshire
Male - Over HLE	16%	8%	10%
Female - Over HLE	17%	6%	8%

	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25		Rolling 12m
100 Unscheduled Care Prince Philip FABD	9.4%	9.6%	7.2%	6.3%	7.2%	6.7%	7.1%	7.9%	7.6%	8.1%	8.3%	8.4%		7.8%
100 Unscheduled Care Bronglais FABF	6.7%	5.1%	5.0%	4.3%	5.2%	6.2%	5.8%	5.3%	5.4%	4.9%	6.1%	6.7%		5.6%

2.3% lower absence overall in Unscheduled Care (USC) Bronglais Hospital (BGH) compared USC Prince Phillip Hospital (PPH)
Sickness is disproportionately distributed across the older age in PPH
Circa 50% of our retirees return to work with only 16% leaving again within 2 years.

Deprivation levels in Carmarthenshire & Ceredigion Summary

	Carmarthenshire	Ceredigion
1-2 (most deprived)	11%	4%
9-10 (least deprived)	4%	11%

	Carmarthenshire		Ceredigion	
	%	Number	%	Number
1-2 (most deprived)	11%	12	4%	2
9-10 (least deprived)	4%	5	11%	5

Healthy life expectancy from birth:

In Ceredigion is 63.6 for females and 63.9 for males.

In Carmarthenshire it is 57.9 for females and 59.2 for males.

Workforce Levels (November 2025) USC PPH vs USC BGH

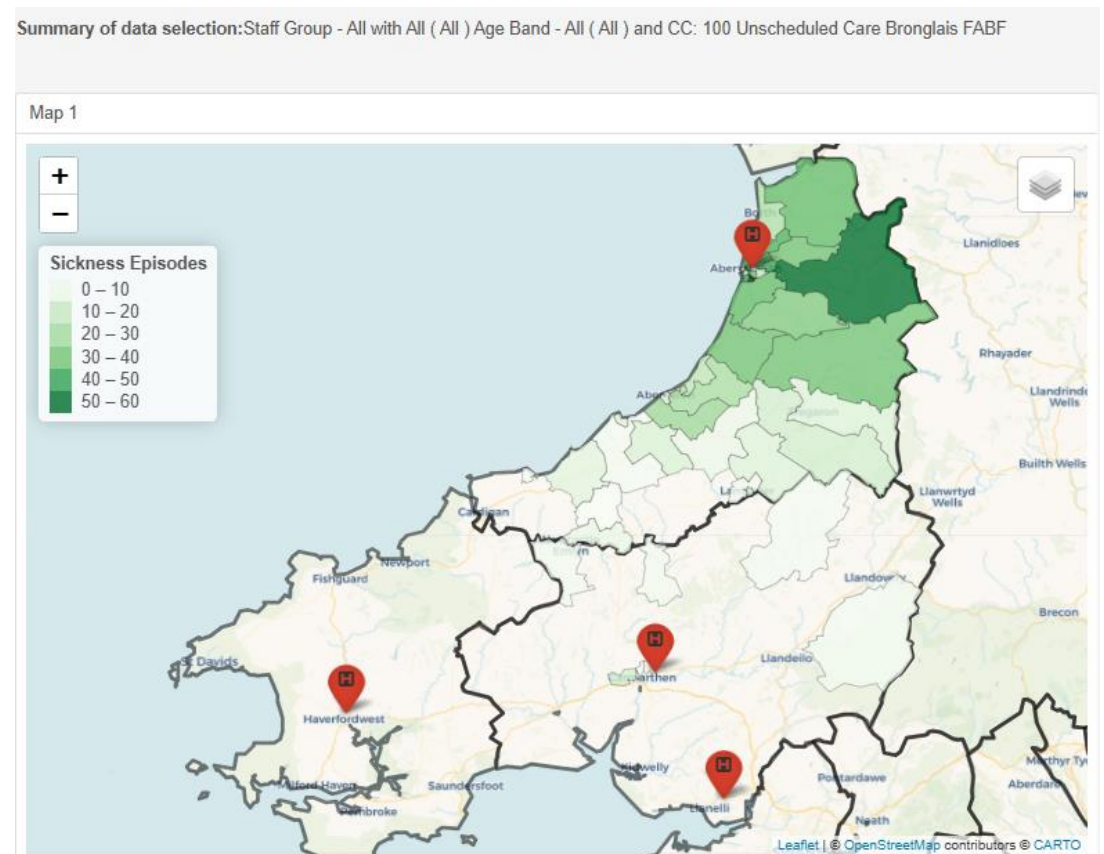
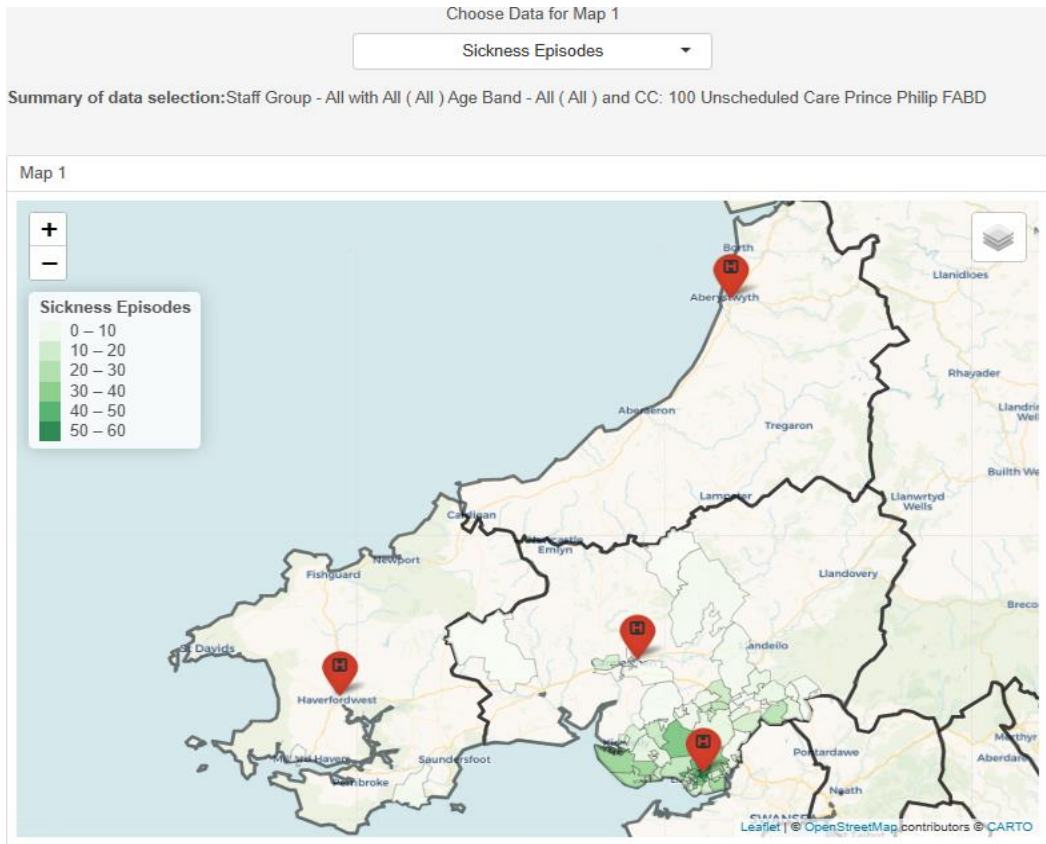
	USC PPH	USC BGH	Variance
Vacancies	41.3	33.2	8.1
Maternity	13.2	9.1	4.1
WF Gap	54.5	42.3	12.2
Agency	3.4	21.7	-18.3
Bank	41.2	35.0	6.3
OT/Add	6.4	7.4	-1.0
Gap remaining after TW filled	3.4	-21.8	25.2

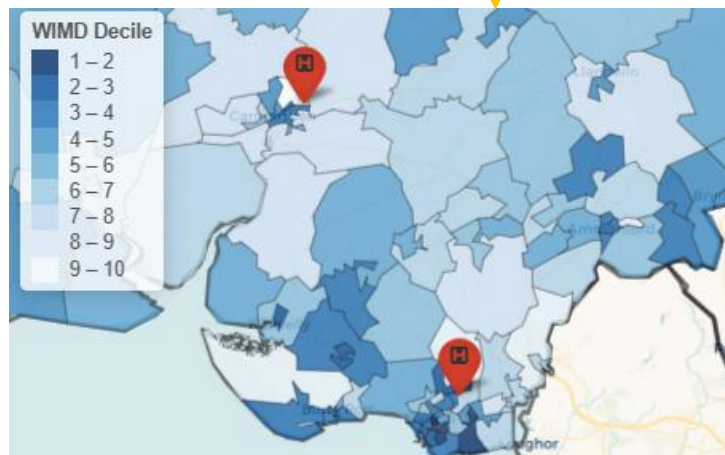
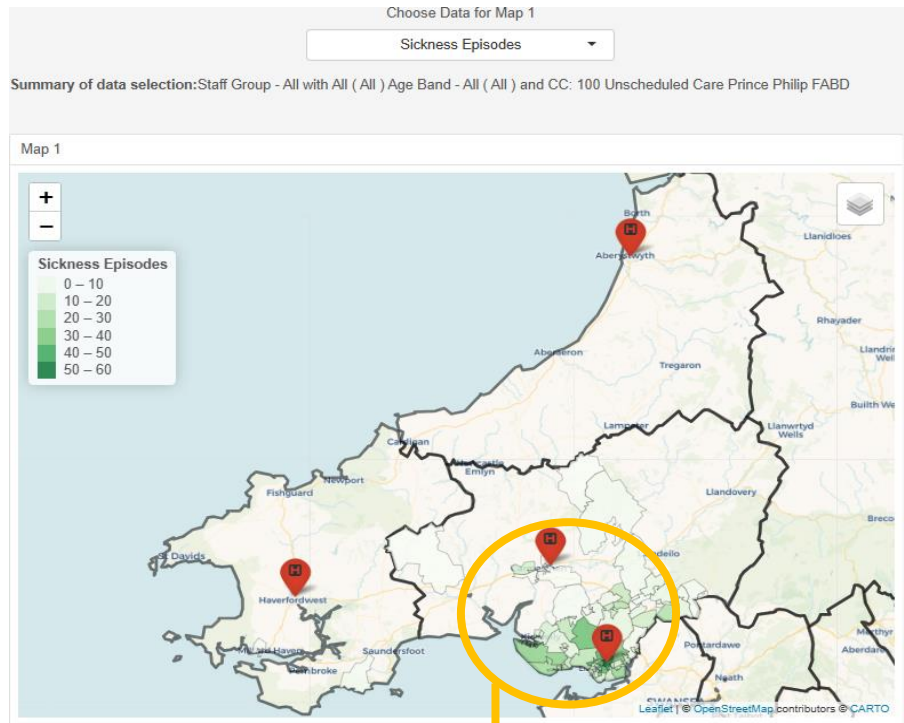
BGH has a younger workforce profile in comparison to the Health Board. PPH is in line with the Health Board profile.

The majority of Agency workers in BGH are long standing regular workers.

Most of the absences for staff working in USC PPH are around the Prince Philip site.

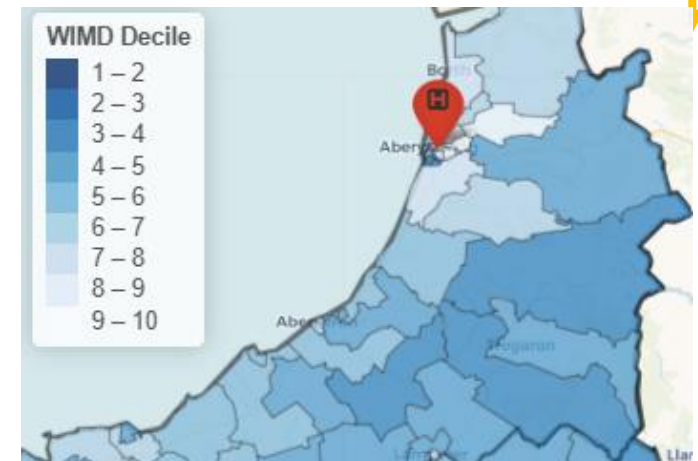
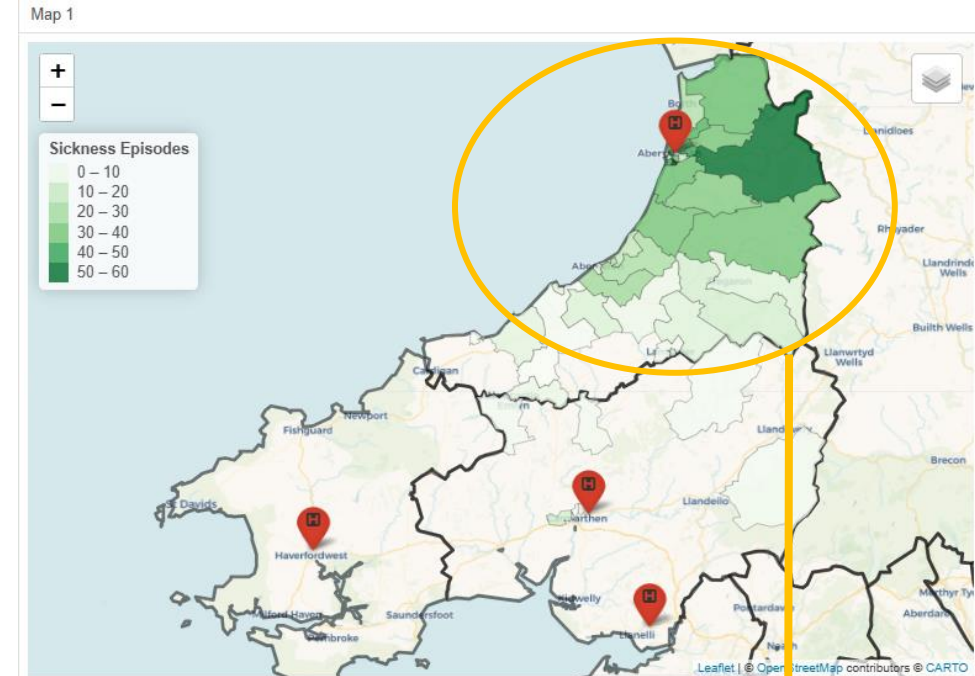
Whilst this is similar USC BGH the workforce is spread over a larger geographical area.





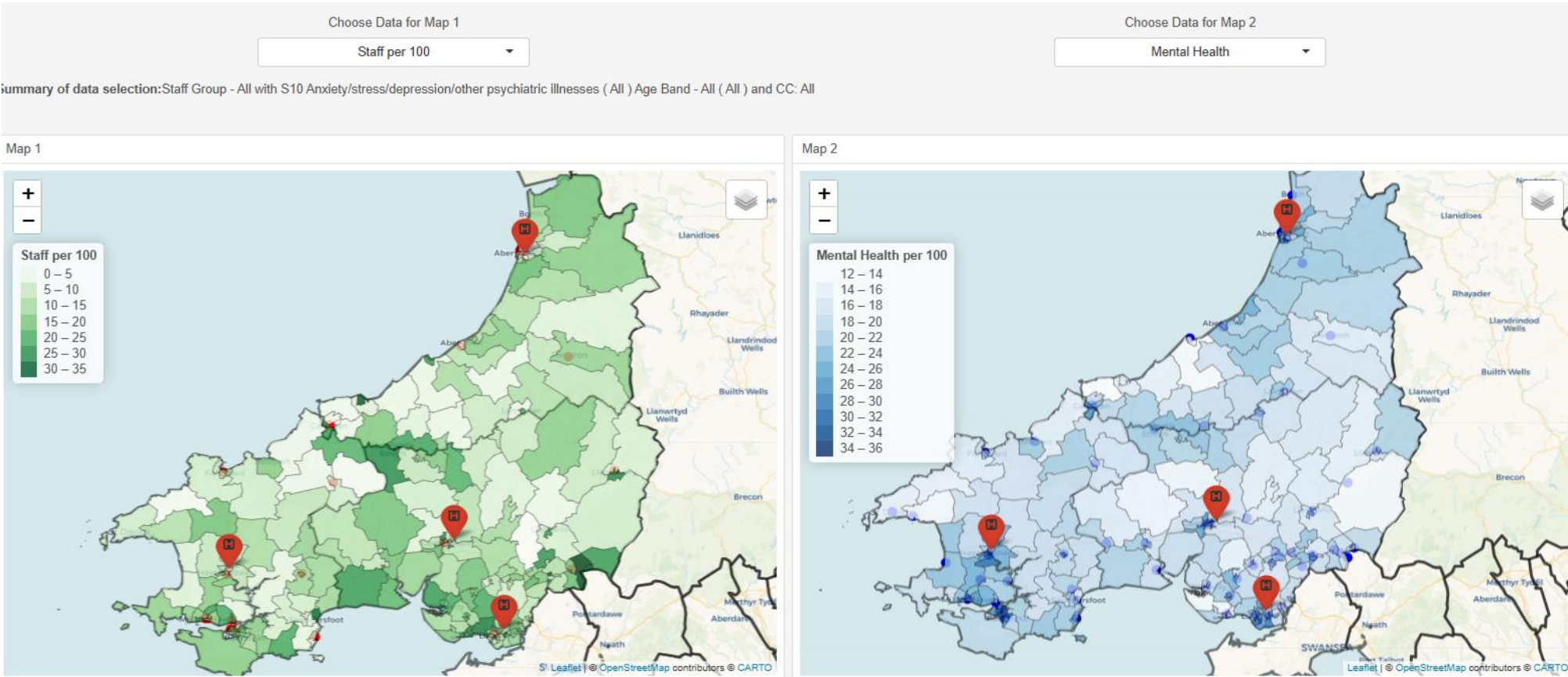
Where USC PPH absence areas had a wide fluctuation of deprivation including many classified within the most deprived; conversely Ceredigion is more consistent and is generally falls under the mid – least deprived

Summary of data selection: Staff Group - All with All (All) Age Band - All (All) and CC: 100 Unscheduled Care Bronglais FABF



50% of staff groups are over 2% absence rate with the reason S10. Only M&D is less than 1%.

Additional Clinical Service (ACS) is highest (3%) and Nursing and Midwifery (N&M) second (2.5%).
 FTE days lost average 65.7 FTE for ACS per day and 81.6 FTE for N&M



Left is Number of Staff Absent (S10) & Hospital /other HB sites. Right is Mental Health Instances with GP Surgeries

Overall, S10 accounts for a third of all absence Full Time Equivalent (FTE) days, of which 88% are long term absences

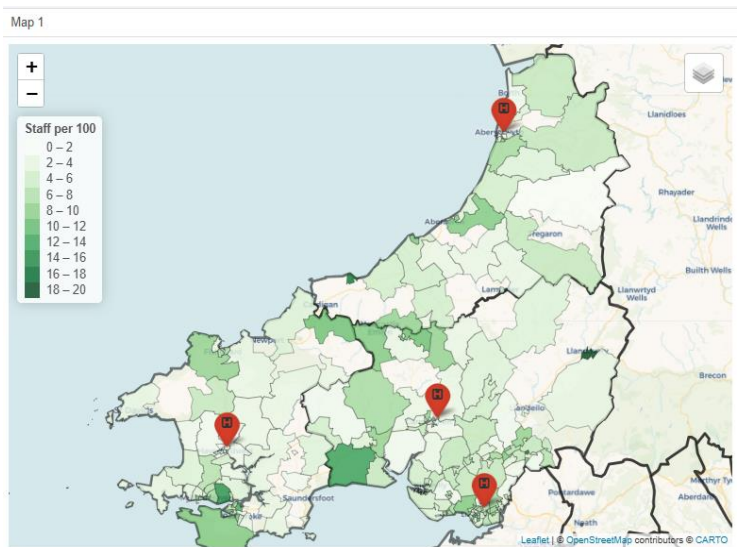
There are three staff groups that have a higher proportion of FTE days lost to S10 than their proportion of available FTE days these are Additional Clinical Service, Nursing and Midwifery and Estates and Ancillary

	% FTE Days Lost to S10	% Available FTE Days
Additional Clinical Services	28.4%	21.1%
Nursing and Midwifery Registered	35.4%	31.8%
Estates and Ancillary	7.7%	7.6%
Allied Health Professionals	7.0%	7.0%
Healthcare Scientists	1.0%	1.9%
Add Prof Scientific and Technic	2.4%	3.5%
Administrative and Clerical	16.0%	20.4%
Medical and Dental	2.1%	6.6%

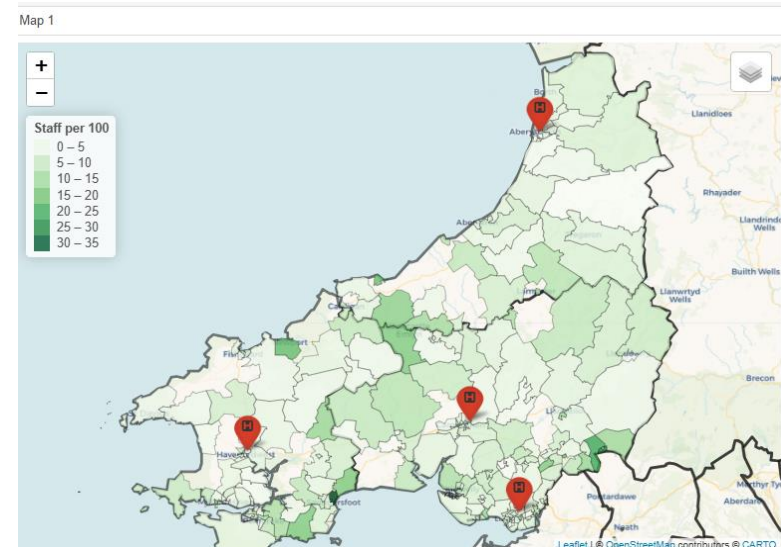
Staff Group - Estates and Ancillary



Staff Group – Additional Clinical Services



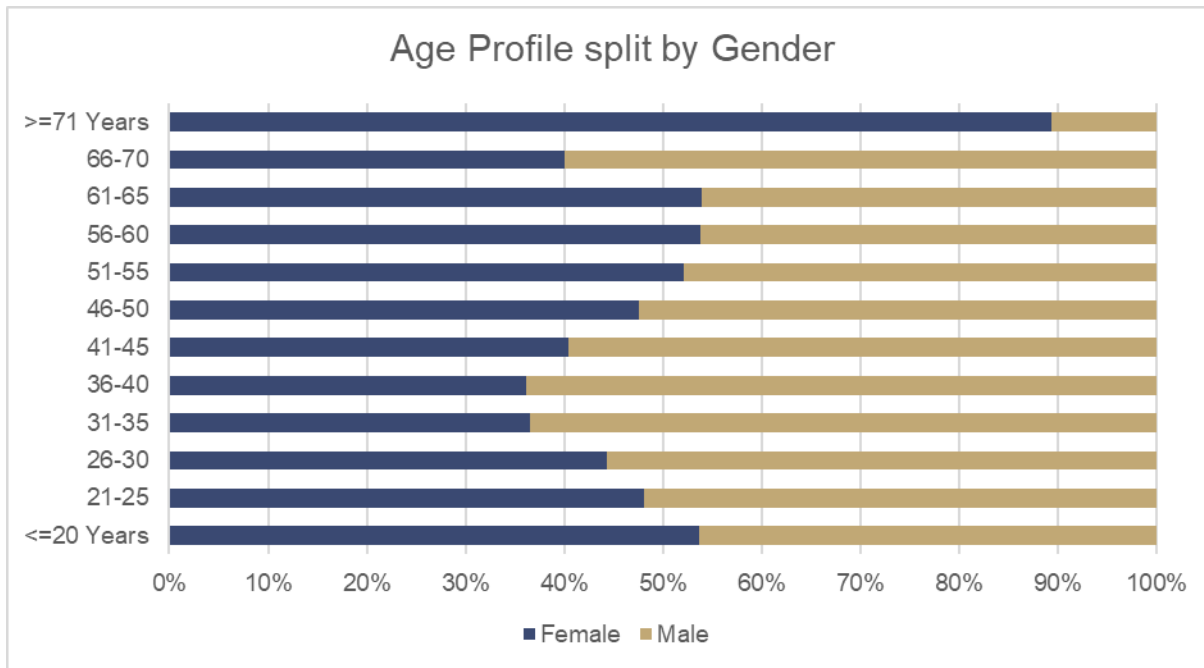
Staff Group – Nursing and Midwifery



Estates & facilities - Gender split 48% female & 52% Male.

The profile is made up of a mix of age bands; 29% of which are under 40 and 66% are aged between 41 and 65.

There is no female representation above band 4 in this staff group.



Band	Female	Male	Overall
Band 1	0.5%	0.2%	0.7%
Band 2	39.0%	32.0%	71.0%
Band 3	7.2%	9.6%	16.9%
Band 4	0.8%	3.3%	4.0%
Band 5	0.0%	5.2%	5.2%
Band 6	0.0%	1.0%	1.0%
Band 7	0.0%	0.9%	0.9%
Other	0.2%	0.1%	0.2%

** Other Pay band are cleaners in managed practices on TUPE Band 2*

Absence Highlights:

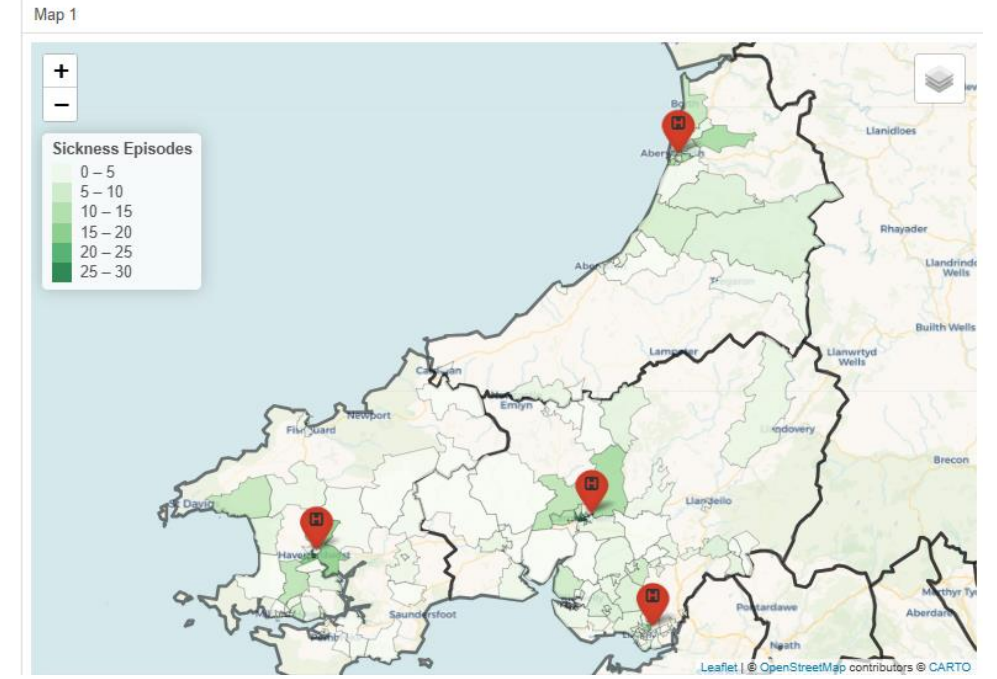
- 75% of the absence is Long-Term
- 4% higher rate in the female workforce
- Highest reasons in both gender are S10 Stress Anxiety and S28 injury/fracture
 - Stress is 2% higher amount females
- Female Staff living in Pembrokeshire have the most concentrated absence rates whereas male absence rates are spread evenly across counties.

Summary of data selection: Staff Group - Estates and Ancillary with All (All) Age Band - All (Female) and CC: All



Female Absence Rates – E&A

Summary of data selection: Staff Group - Estates and Ancillary with All (All) Age Band - All (Male) and CC: All



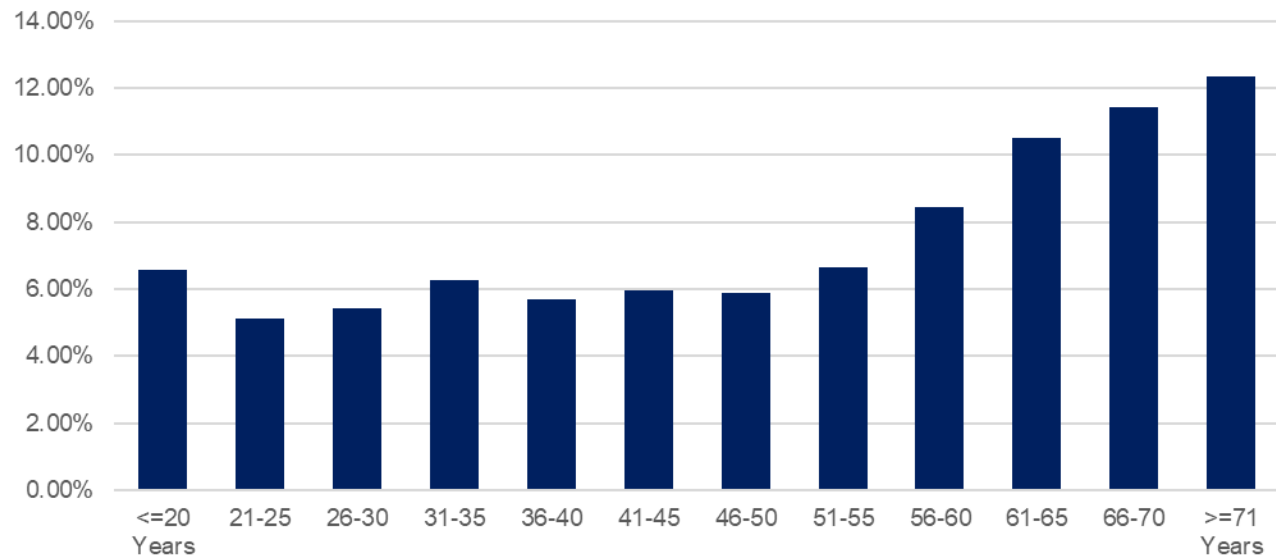
Male Absence Rates – E&A

Summary of Findings

Community & Integrated Medicine by County	Average HLE by County	Average Retirement Age	Proportion of these that returned (within 3 months)	Reduction of FTE on Return	Percentage of returners still in post after 3 Years
100 Carmarthenshire Integrated System	58.58	60.94	61.1%	-0.33	86.2%
100 Ceredigion Integrated System	63.75	62.13	60.9%	-0.28	82.1%
100 Pembrokeshire Integrated System	63.06	61.79	54.7%	-0.27	79.3%

Sickness Rates by Age band

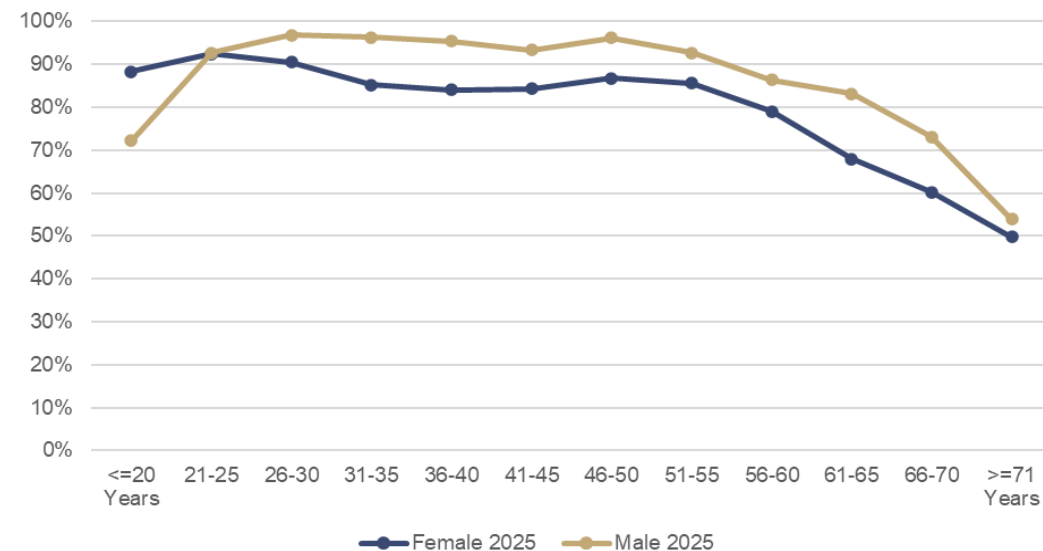
Absence FTE %



Participation Rate by Age band

Participation rate is a percentage of part time working

Participation Rate March 2025





Healthy Life Expectancy - Carmarthenshire

Female -Birth 57.9 Years
 Male -Birth 59.2 Years
 Average 58.6 Years



Average Retirement Age - Nursing and Midwifery

Average Retirement Age for Nursing and Midwifery is 59.8



Returned to Work

63.8% of Nursing retirees return to work
 On Average they Return reducing their hours by -0.35WTE

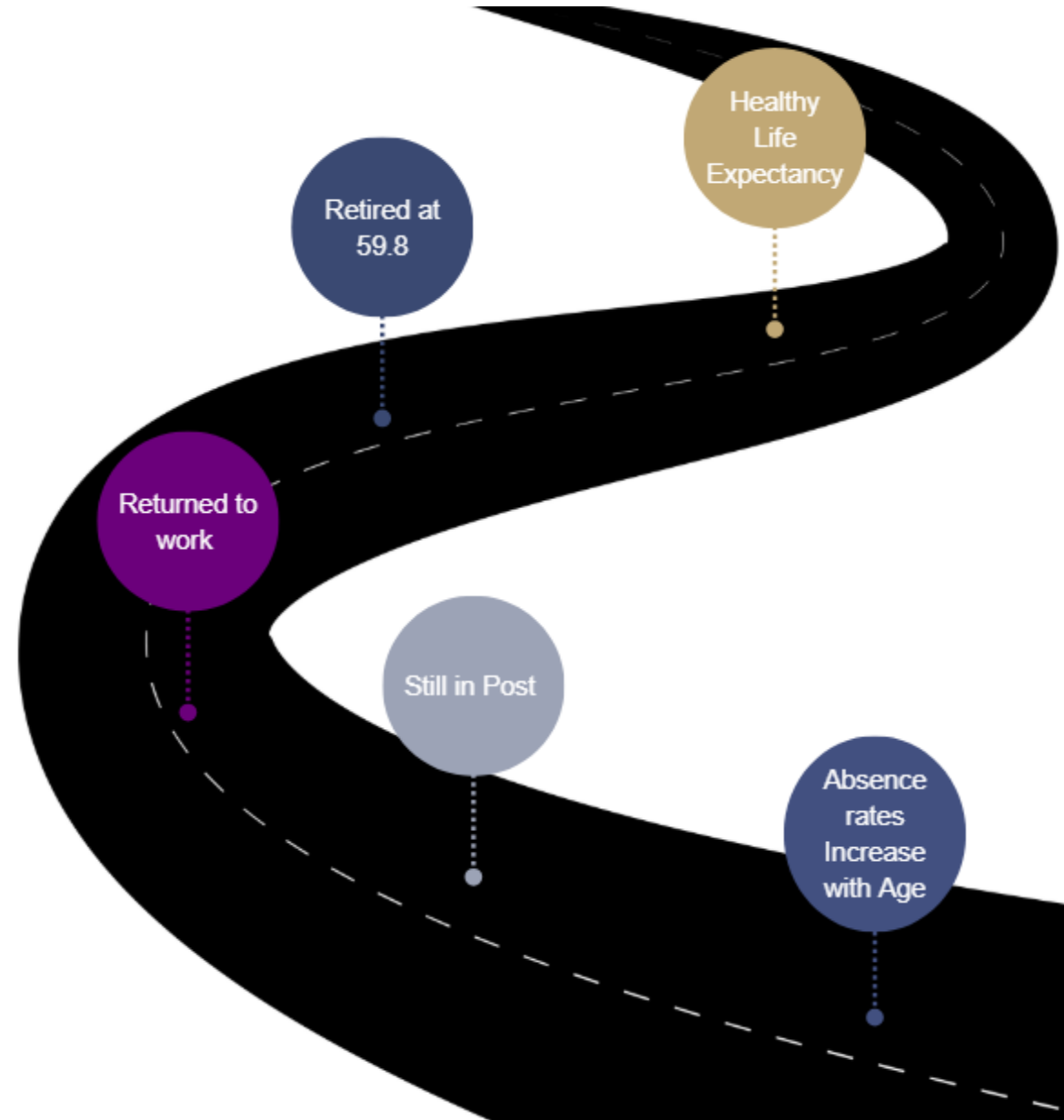
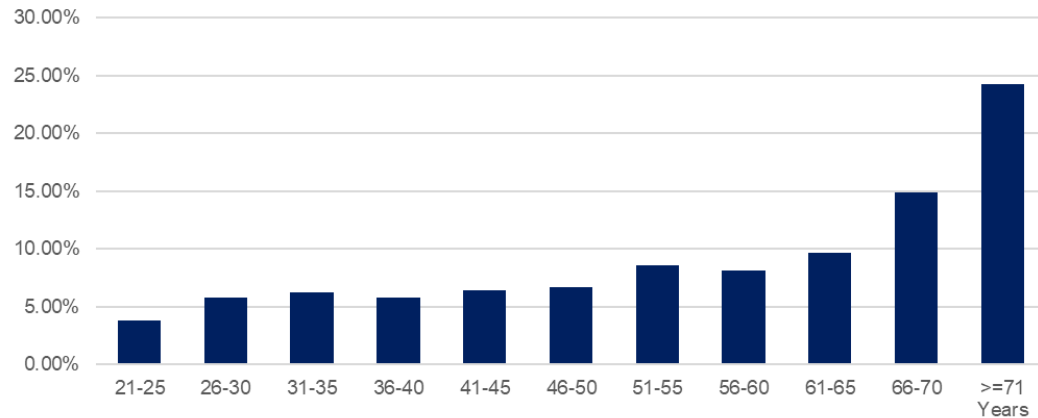


Still In Post

81% of Nurses who Retire & Return are still in Post after 3 Years



Absence FTE %
Nursing & Midwifery - Health Board Wide





DIOGEL | CYNALIADWY | HYGGRCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND