

**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:	Workforce & Organisational Development (W&OD) Policies
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce & Organisational Development and Deputy Chief Executive Officer
SWYDDOG ADRODD: REPORTING OFFICER:	Heather Hinkin, Assistant Director of People Management

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The report provides the required assurance that the Written Control Documentation (WCD) Policy (policy number 190) has been adhered to in the development of the documents which are in line with legislation/regulations, the available evidence base and are put forward for approval and implementation within the Health Board.

In line with Hywel Dda University Health Board's (HDdUHB's) written control documentation process, the Committee is asked to note or approve the recommendations in relation to the below:-

- Local policies for approval
- All Wales policies and updates
- Policies not yet presented for approval (extension requests)
- Local policies proposed for removal
- Documents for information

Cefndir / Background

It is imperative that HDdUHB has up to date and accurate written control documentation in order to comply with relevant legislation and to minimise any associated risks. In addition, All Wales documents, which require adoption and/or action on the part of individual Health Boards are presented to the Committee for consideration and assurance.

Details regarding each policy (including the changes made) are outlined below:-

Local Policy - for approval

All of our policies have now been considered as part of a disrupted approach with the majority now meeting our aim to reduce to five pages or less. We continue to undertake desk top reviews where we can as the content has already been streamlined in a previous cycle.

1428 – Work Experience Policy (New)

- Policy developed to ensure that the Health Board provides safe, fair, and high-quality opportunities for individuals seeking insight into NHS careers.
- The policy guides candidates, hosting departments, learning providers and the Future Workforce team through a standardised approach that protects both candidates and staff, ensures equity of access, and helps the Health Board demonstrate its commitment to growing the future workforce through structured, meaningful experiences. It also aligns work experience activity with strategic priorities such as widening participation, developing local talent pipelines, and promoting careers within the NHS.
- Global consultation has been undertaken. During the consultation one minor change was made e.g. removal of Glien House as the address
- Policy signed off at the Future Workforce Governance Group (Appendix 1)
- An Equality Impact Assessment (EQIA) has been completed. (Appendix 2)

All Wales policy for adoption and latest update

The Committee is asked to adopt the following All Wales document: -

- 348 - All Wales Reserve Forces Training & Mobilisation Policy (Appendix 3)

This policy was received by the Health Board on 12 December 2025 having been agreed at the November 2025 Welsh Partnership Forum Meeting. Some minor changes to the policy have been made following discussions with the regional Armed Forces lead and engagement with 160 British Army (Welsh Brigade). No consultation was undertaken across Welsh Health Boards as a result of the minor amendments made. As the changes made are minimal, the EQIA was not updated on an All-Wales basis and therefore the local EQIA also remains unchanged

A copy of the updated All-Wales policy schedule from NHS Employers was received on 17 December 2025 and is attached as an Appendix for information.

Policies not yet presented for consideration

The Committee has requested an update each meeting on those policies that are not on track and for a brief explanation to be provided. A request for extension of twelve local policies together with rationale is therefore outlined below: -

Policy Owner	Policy name and number	Rationale	Proposed Extension Date
Operational Workforce	109 – Time off in Lieu Procedure	Capacity issues in the team due to increased caseload.	31/05/2026
Operational Workforce	283 – Alcohol & Drugs Policy	Capacity issues in the team due to increased caseload.	31/05/2026
Operational Workforce	315 – Flexible Deployment of Staff Procedure	Capacity issues in the team due to increased caseload.	31/05/2026
Operational Workforce	001 – Adverse Conditions Policy	Staff Partnership Forum considered this policy on 20/01/26 and it was agreed to defer onward consideration	31/05/2026

		by Committee so that a broader consideration of adverse conditions could be considered in light of some recent examples.	
Operational Workforce	158 – Redeployment	Staff Partnership Forum considered this policy on 20/01/26 and it was agreed to defer onward consideration by Committee to afford the trade unions more time to consider the changes.	31/05/2026
Staff Psychological Wellbeing Services	340 - Staff Psychological Wellbeing Policy	Capacity issues in the team due to retirement of Head of Service.	31/05/2026
Recruitment in conjunction with All Wales Policy Review Group	121 - Relocation Expenses Policy	We are still waiting for the approved version of the All-Wales policy following the consultation on the final draft. Our trade union colleagues are supportive of an extension rather than a full review of our local policy. It is therefore more prudent to extend rather than review our local policy at this time.	31/05/2026
Recruitment	948 - Disclosure and Barring Service Policy/Referrals Procedure and Checks Procedure	Review complete. Minor changes made to one of the supporting documents (948B). Policy now issued to local partnership forums and Local Negotiating Committee (LNC) for comment.	31/05/2026
Safeguarding/Nursing	246 - Managing Allegations against Employees of Hywel Dda University Health Board of Harm/Abuse Involving Children or Adults Policy	Capacity issues in the team.	31/05/2026

Organisational Development	1103 - Performance Management Policy	Capacity issues in the team.	31/05/2026
People Development	100 – Organisational Induction Policy	Policy review is entering its final stages of consultation.	31/05/2026
People Development	113 – Learning & Development Policy	Policy review is entering its final stages of consultation.	31/05/2026

Local policy proposed for removal

Medicines Management	558 - Medication Errors	This policy is proposed for retirement as a new clinical policy (787 Multi-Disciplinary Medication Errors Policy) has been agreed by the Clinical Written Control Documentation Group which supersedes this policy.
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Documents for Information

- 245 - All Wales Employment Break Scheme
- 573 - All Wales Organisational Change Policy

At the request of the Welsh Partnership Forum, NHS employers are in the process of updating the review dates on the suite of All-Wales W&OD policies to make them extant, even when they have not been subject to review and or change. NHS Employers are doing this to support organisations and to ensure that the policies appear extant to staff on organisation intranet sites. Our Corporate Governance Team had already undertaken a piece of work to remove review dates internally.

We have also been advised that NHS Employers will be doing this update in batches over the next few months. As the policies themselves have not changed, there is no requirement for them to be taken through our organisational governance mechanisms. Copies have however been forwarded on to the Corporate Governance Team for upload as they have a different version control identity.

- New - All Wales Protocol for Recognising Continuous Service

The Agenda for Change (AfC) Handbook was being updated with the protocol to recognise continuous service for the purposes of annual leave calculations from 1 October 2024. As the Handbook has not been updated, we propose to add this document to our SharePoint pages.

- 863 - Interpretation and Translation Policy

The Corporate Governance Team has slightly updated this policy on pages 4 and 9 as per an email from the Equality, Diversity & Inclusion Team with regard to the [Accessible communication and information standards in healthcare](#) which is referred to within the

policy. This change has been amended directly to SharePoint to reflect the change of title in the revised All Wales document.

The Policy Review Quarterly Schedule is also attached at Appendix 4, for information.

Asesiad / Assessment

The local policy has been shared with the Local Partnership Forums and documents that apply to Medical and Dental colleagues have been shared with the LNC for information. Staff Partnership Forum met on 20 January 2026 to consider the revised policies.

A screening EqIA has been developed or updated as required on advice from the Corporate Governance Team.

Twelve policies require extension due to their review dates or stage of consultation, one policy requires removal and a number of documents have been provided for information.

Following approval of the recommendations contained below, all documents will be uploaded and updated or removed from the intranet site.

Argymhelliad / Recommendation

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

- **RECEIVE ASSURANCE** that the above local policies have been developed and reviewed in line with Policy 190.
- **APPROVE** the new local policy 1428 – Work Experience Policy
- **APPROVE** the removal of 558 - Medication Errors
- **EXTEND** twelve local policies in accordance with the dates provided.
- **ADOPT** the updated 348 – All Wales Reserve Forces Training & Mobilisation Policy and note the All-Wales policy schedule update provided.
- **NOTE** the documents provided for information.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.13 Approve workforce and organisational development policies and plans within the scope of the Committee.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	2. Timely 3. Effective 4. Efficient 6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people

Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
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 5. Offer a diverse range of employment opportunities which support people to fulfill their potential

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Legislation, national policy, terms and conditions
Rhestr Termau: Glossary of Terms:	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:	Local and Staff Partnership Forum and LNC where appropriate

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	N/A
Ansawdd / Gofal Claf: Quality / Patient Care:	Staff accessing written control documentation which is out of date, no longer relevant or contradicts current guidance.
Gweithlu: Workforce:	The policies apply to all staff unless stated otherwise in each policy.
Risg: Risk:	The presence of written control documentation on the intranet, outside of the Policies, Procedures and other Written Control Documentation intranet webpage, may result in staff accessing documents which are out of date, no longer relevant, or contradicting current guidance.

Cyfreithiol: Legal:	<p>It is essential that the UHB has up to date policies and procedures in place which comply with legislation as a minimum standard. The charter will support the implementation of the Fatigue and Facilities Charter that is already ongoing (including its links to working time).</p>
Enw Da: Reputational:	<p>N/A</p>
Gyfrinachedd: Privacy:	<p>N/A</p>
Cydraddoldeb: Equality:	<p>Updated or new EQIA are attached as appropriate for the revised local policies.</p>

Work Experience Policy

DRAFT FOR CONSULTATION

Policy information

Policy number: 1428
Classification: Employment
Supersedes: NA
Version number: 1
Date of Equality impact assessment: 23.09.2025

Approval information

Approved by: PODCC Date
of Approval:
Date Made Active:
Review Date:

To be read in conjunction with:

The Work Experience policy also links to other Hywel Dda policies to ensure that we deliver high standards of service delivery: [10 - Health and Safety Policy](#) (opens in new tab)

[133 - Equality and Diversity policy](#) (opens in new tab)

[748 - Data Protection Policy](#) (opens in new tab)

995 - [Respect and Resolution Policy](#) (opens in a new tab)

[1036 - Welsh Language Scheme](#) (opens in new tab)

[170 - Lone Working Policy](#) (opens in new tab)

[334 - Personal Relationships at Work Policy](#) (opens in new tab)

[182 - Staff Concerns/ Whistle blowing Policy](#) (opens in new tab)

HDUHB Strategic Equality Plan and Objectives

Reviews and updates:

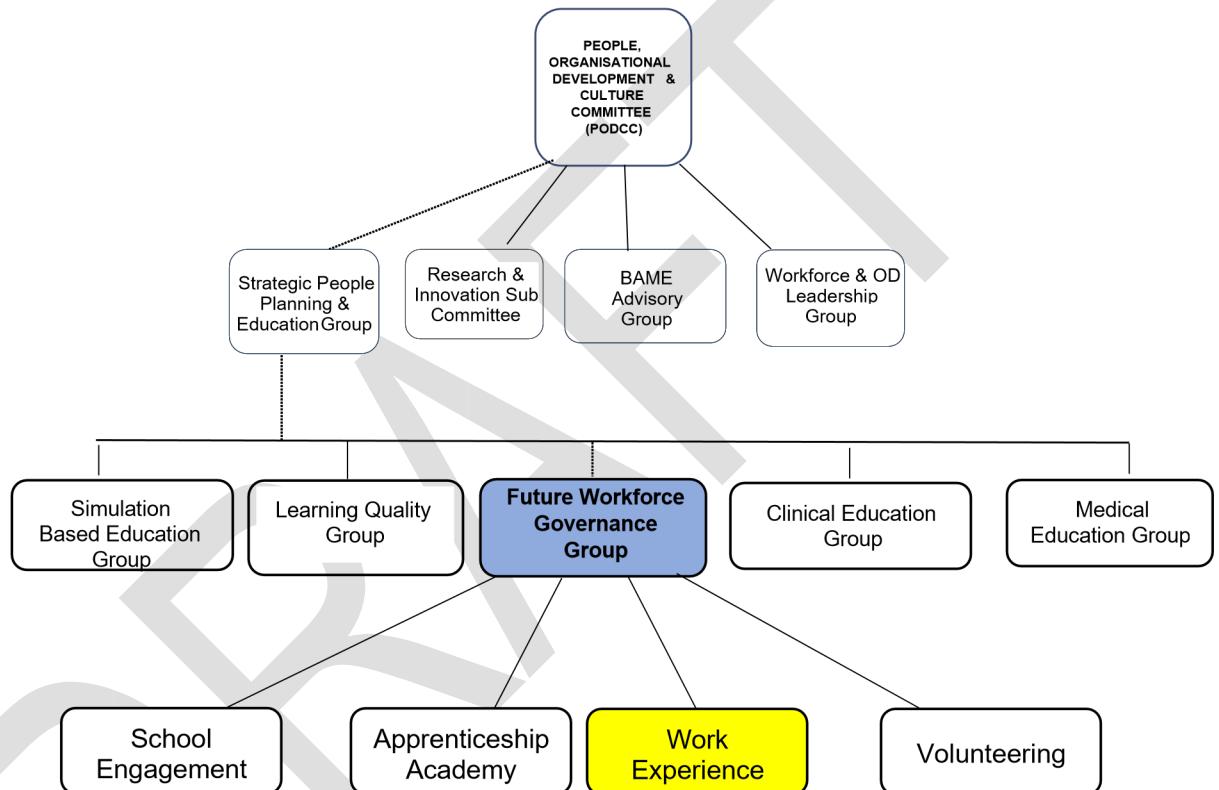
Version 1 - New Policy

Owning group: Future Workforce Governance Group

Executive Director job title: Director of Workforce & OD

FUTURE WORKFORCE WORK EXPERIENCE

Strategic Governance & Direction



- Executive accountability for work experience across Hywel Dda University Health Board rests with the Director of Workforce and Organisation Development.
- The Future Workforce Governance Group is responsible for providing strategic direction for the Future Workforce strands including work experience.
- The Future Workforce Manager, the Future Workforce Operational Manager and Future Workforce Coordinator are responsible for overseeing the effective delivery of work experience.
- The Future Workforce teams work in collaboration with work experience candidates, Hywel Dda host managers and colleagues, and external stakeholders such as learning providers.

Work Experience Policy 2025 – 2028

Introduction & Scope

Hywel Dda University Health Board (Health Board) is committed to fostering the next generation of healthcare professionals by providing meaningful and enriching work experience opportunities. Our Work Experience Policy is designed to offer students and aspiring professionals a comprehensive understanding of the healthcare environment, clinical and non-clinical, enhance their skills, and inspire a passion for healthcare. Through structured placements, participants will gain valuable insights into various roles within the Health Board, from clinical to administrative functions, and contribute to the delivery of high-quality care. This policy outlines the framework for work experience placements, ensuring they are beneficial, educational, and aligned with the Health Board's mission to improve community health and well-being.

Offering work experience can bring several benefits to the Health Board including:

- Identifying and nurturing future talent pipelines.
- Reduce recruitment costs by supporting the creation of a pool of trained candidates who have undertaken work experience in the Hywel Dda environment.
- Existing staff development through mentorship, leadership and imparting knowledge.
- Improved community engagement by providing a robust work experience offer to local people.
- Promote workforce diversity through widening access to opportunities within the Health Board.

Aims

This policy aims to:

- Raise awareness of the work experience offer in Hywel Dda University Health Board.
- To encourage widening access and participation in our work experience offer.
- Remove barriers, celebrate diversity and ensure everyone has a fair access to meaningful work experience that supports their career aspirations and personal growth.
- To outline the application and onboarding process. Detailing the steps for expressing an interest, applying, required documentation, and selection criteria.
- Outline the roles and responsibilities of interest stakeholders including the work experience candidate, the Future Workforce team and host departments.
- Describe the supervision and support arrangements in place to ensure a safe and productive experience for all work experience candidates.
- Explain the process for evaluating the work experience programme and gathering feedback from participants to continuously improve the quality of placements.

By adhering to this policy, Hywel Dda University Health Board aims to create a supportive and educational environment that benefits both the participants and the organisation, fostering a skilled and motivated future healthcare workforce.

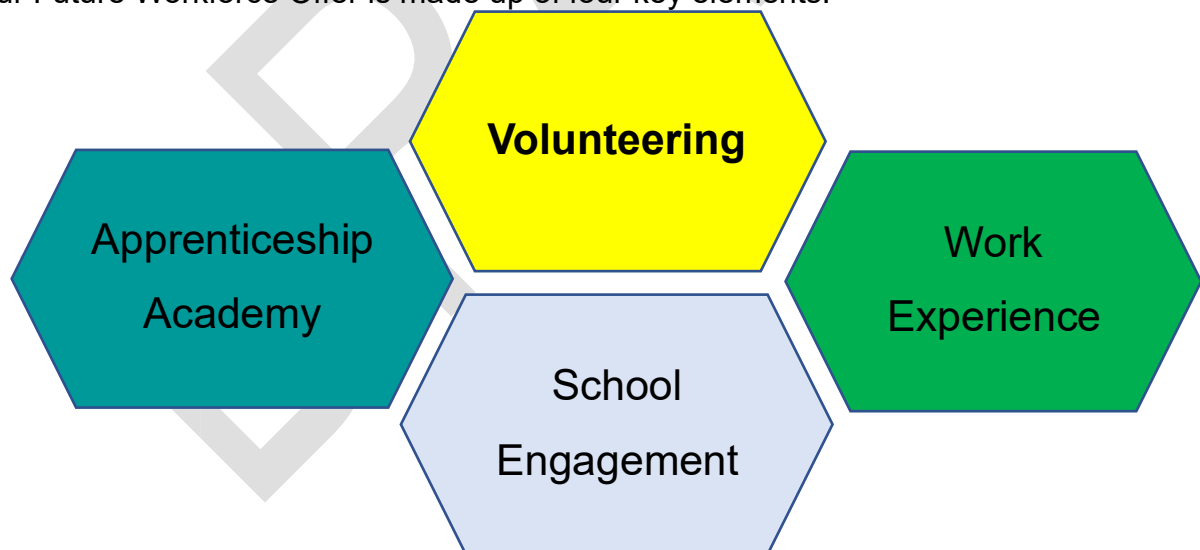
Objectives

The aims will be achieved by:

- Providing accessible and engaging information and guidance to Hywel Dda staff and key stakeholders.
- Highlighting the roles and responsibilities of all participants and the support available from the Future Workforce Team.
- Promoting Equality, Diversity and Inclusion through the provision of accessible work experience opportunities for under-represented groups and those with protected characteristics; including neurodiverse candidates, those with learning difficulties and disabilities.
- Implementing evaluation and impact measurement systems to celebrate success and identify areas for development.
- Proactive engagement to improve links with Health Board services, stakeholders and the wider community.

Hywel Dda UHB's Future Workforce Offer

Our Future Workforce Offer is made up of four key elements:



Work Experience Guides for Stakeholders

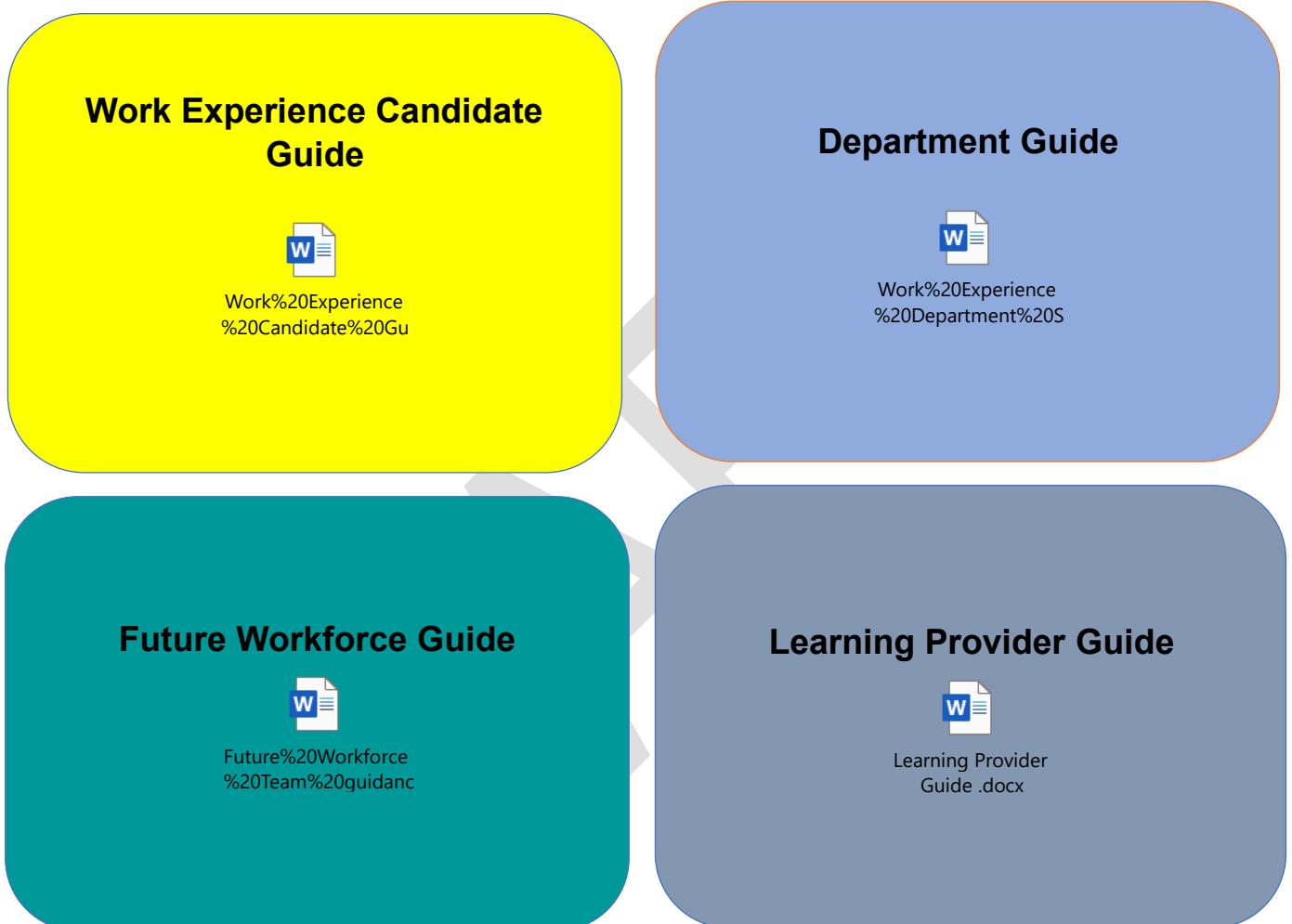
The Work Experience Policy has a broad reach and recognises the importance of engaging with key stakeholders and partners:

- Work experience candidates and potential candidates
- Hywel Dda colleagues and managers who host work experience candidates
- External stakeholders including learning providers

- The Future Workforce team who oversee collaboration with all stakeholders in the delivery of work experience.

Copies of this policy and any guides can be made available in other formats. Please contact the Future Workforce Team for more information.

Click on the links below for our work experience guides...



To raise awareness of the Future Workforce Work Experience Policy amongst stakeholders, we will take a proactive approach to publicising the policy and guidelines. This will include:

- An engagement strategy to promote work experience to all stakeholder groups.
- The production of short videos and webinars highlighting work experience key messages.
- A school engagement strategy, promoting our work experience offer.
- Regular contact with external stakeholders such as learning providers, to make them aware of the learning provider guide.
- A comprehensive induction for all work experience candidates including signposting to the candidate guide.

- A relationship management approach with host departments.
- Posters to highlight the benefits of a work experience offer.
- Appreciative inquiry through celebrating success and sharing good practice.

Values & Behaviour Framework

Hywel Dda University Health Board operates to a set of organisational values which underpin all that we are and do as an organisation. Living our values supports us in our patient care and continued development as a health care provider.



All work experience candidates will be treated in accordance with Hywel Dda's Organisational Values and Behaviours Framework. Work experience candidates will be expected to embrace our values and exhibit as a minimum, the core standard of behaviours detailed in the *Organisational Values & Behaviours Framework Staff Handbook* (available on the [Staff Intranet Values Page](#)- opens in a new tab).

We would love to hear from you...

We would love to hear your feedback on this policy or wish to find out more about work experience or the Future Workforce offer.

Future Workforce Team

Telephone: 07790 978 576

Email: HDD.FutureworkforceTeam@wales.nhs.uk

Equality Impact Assessment (EqIA) Screening Template

When to complete an EqIA Screening

An EqIA Screening Template must be completed when reviewing, changing and developing procedures/ proposals/ projects/ policies. This is a first step and is used to consider whether there are any negative impacts that may arise.

Purpose of an EqIA Screening Template

The purpose of this short exercise is to ensure that you have shown appropriate due regard when considering the impact for people with protected characteristics in your decision making. The screening process is designed to help you consider the circumstances and to inform evidence-based decisions.

If the proposal is of a significant nature and it is apparent from the outset that a full EqIA will be required, then it is not necessary to complete this Screening Template, you can proceed to complete the full [EqIA](#).

If no negative impacts are identified following completion of the EqIA screening then it is not necessary to undertake a full EqIA however, the decision and justification must be clearly recorded in this document.

On completion of the Screening Template:

- Ensure that all the white boxes within the screening are completed.
- Ensure that the Procedure/ Project/ Proposal/ Policy owner has signed and dated the Screening Template.
- Send a copy of the completed template along with the related policy or project proposal to Inclusion.hdd@wales.nhs.uk for the Diversity & Inclusion Team to review.
- Each Screening Template will be reviewed by the Diversity & Inclusion Team and feedback will be provided to the Procedure/ Project/ Proposal/ Policy owner. This may include recommendations for further action to inform robust decision-making.

Support

For further support please visit the [EqIA Sharepoint](#) or contact:

Email: Inclusion.hdd@wales.nhs.uk

Tel: 01554 899055

Director and Directorate	Lisa Gostling – WOD
Service Area	People Development – Future Workforce

Title of Procedure, Project, Proposal, Policy being screened:	Work Experience Policy
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Description of the Procedure/ Project/ Proposal/ Policy being screened (including key aims and objectives)

Aims of the policy;

- To raise awareness of work experience and where it sits in the Future Workforce offer.
- To encourage participation in work experience, to create new opportunities for diverse and under-represented groups.
- To provide accessible information and guidelines for work experience, host managers and colleagues and learning providers.
- To foster collaboration amongst all stakeholders to deliver a quality and proactive Future Workforce offer.

The aims will be achieved by:

- Providing accessible and engaging information and guidance to Hywel Dda staff, work experience candidates, potential candidates and key stakeholders.
- Highlighting the roles and responsibilities of all participants and the support available from the Future Workforce Team.
- Promoting Equality, Diversity and Inclusion through the provision of accessible experience opportunities for under-represented groups and those with protected characteristics; including neurodiverse work experience candidates, those with learning difficulties and disabilities.
- Implementing evaluation and impact measurement systems to celebrate success and identify areas for development.
- Proactive engagement to improve links with Health Board services, stakeholders and the wider community.

Evidence considered (including staff and population data, relevant research, expert and community knowledge etc.)

The policy was written with the intention of providing opportunities for work experience candidates from a range of backgrounds and with the ethos that work experience should be open to all. The policy does not exclude anyone on the grounds of any protected characteristic from requesting to gain work experience and actively seeks to recruit from a diverse range of people. It promotes opportunities for people with disabilities, facilitating them to participate in public life and to gain experience that may help them in future employment opportunities.

It assists managers to deal with all requests for work experience in a consistent and fair manner. The addition of guidance documents to the policy gives managers a clear understanding of work experience services and the expectation on supporting work experience candidates on their placements. The Core Human Rights values of fairness, respect, equality, dignity and autonomy underpin this policy. Work experience candidates will have their individual needs taken into account and it is expected that they will be treated with dignity and respect by colleagues within the organisation.

It outlines a clear process for addressing any problems during the term of the Work experience Agreement and candidates have the right to appeal if a decision is made to end their placement agreement. Having a robust Policy on work experience will be of benefit to managers and staff within the organisation, patients and service users and work experience candidates themselves. It may also be beneficial to the community at large in fostering good relations between those who share a protected characteristic and those who do not by facilitating those who experience social exclusion to participate in a work experience placement and engage with staff, patients and service users.

To reach a wide section of the community, recruitment will be through a variety of means, including learning providers, adverts in the local/minority press, poster campaigns, social media campaigns, leaflets, contacts with schools, colleges, churches, community groups and by word of mouth.

A formal Engagement Officer is on site and identified to the candidate from the start of their enquiry and through to the end. Engagement Officers on site support with finding an appropriate placement, local inductions and pastoral needs and signposting to services.

Equality monitoring will be an integral part of the recruitment process in order to ensure that candidates from all sections of the community are fairly represented and afforded equal opportunity in being considered for a work experience placement.

Any complaints received in relation to equality, diversity or human rights will be addressed on an individual basis and appropriate action taken.

Assess which protected characteristics will potentially be affected by the proposal in the table below (please ✓ the relevant box to confirm positive, negative or no impact).

If at any point a negative impact has been identified (actual or potential), you do not need to proceed with the completion of this form, as a full EqlA must be undertaken: [Equality Impact Assessments \(EqlAs\) \(sharepoint.com\)](http://sharepoint.com)

Age					
Is it likely to affect older and younger people in different ways or affect one age group and not another?					
Positive Impact	<input checked="" type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact	<input type="checkbox"/>
Justification of impact identified: People under 16 are excluded from certain ward/clinical based experiences due to legal restrictions, e.g. no under 18s in A+E but this may be mitigated by finding opportunities in alternative areas. Risk assessments are undertaken on all situations prior to undertaking a work experience placement and parental/guardian/social services consent is sought where required for those aged 16-18.					
Disability					
Is it likely to affect those with a physical disability, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes?					
Positive Impact	<input checked="" type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact	<input type="checkbox"/>
Justification of impact identified: Efforts will be made to find opportunities in suitable areas for people for whom English is not their first language and/or who may have communication difficulties in a public facing role. e.g. gradual exposure to front-facing role. Reasonable adjustments will be made to accommodate anyone with a disability who is offered a placement.					
Gender Reassignment					
Is it likely to affect those who either:					
<ul style="list-style-type: none"> • Have undergone, intend to undergo or are currently undergoing gender reassignment. • Do not intend to undergo medical treatment but wish to live in a different gender from their gender at birth 					
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact	<input checked="" type="checkbox"/>
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's gender.					
Marriage / Civil Partnership					
Under the Equality Act, the characteristic of Marriage and Civil Partnerships is only protected in the workplace/ employment.					
Is it likely to affect those who are married or in a Civil Partnership? This means someone who is legally married or in a civil partnership.					
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact	<input checked="" type="checkbox"/>
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's marital status.					
Pregnancy and Maternity					
Is it likely to affect those who are pregnant or have recently had a baby? Maternity covers the period of 26 weeks after having a baby, whether or not they are on Maternity Leave.					
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact	<input checked="" type="checkbox"/>

Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's pregnancy or maternity status.				
Race / Ethnicity Is it likely to affect people of a different race, nationality, colour, culture or ethnic origin including non-English / Welsh speakers, Gypsies/Travellers, asylum seekers and migrant workers?				
Positive Impact	<input checked="" type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact
Justification of impact identified: Efforts will be made to find opportunities in suitable areas for people for whom English is not their first language and/or who may have communication difficulties in a public facing role. e.g. gradual exposure to front-facing role. Reasonable adjustments will be made to accommodate anyone with a disability who is offered a placement.				
Religion or Belief Is it likely to affect people who have a religion or belief? The term 'religion' includes a religious or philosophical belief.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on religion or belief.				
Sex Is it likely to affect people who are mostly male or female. Where it applies to both equally does it affect one differently to the other?				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's sex.				
Sexual Orientation Whether a person's sexual attraction is towards their own sex, the opposite sex or either.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's sexual orientation.				
Armed Forces Community Consider whether this impacts on members of the Armed Forces and their families, whose health needs may be impacted long after they have left the Armed Forces and returned to civilian life. Also consider their unique experiences when accessing and using day-to-day public and private services compared to the general population. It could be through 'unfamiliarity with civilian life, or frequent moves around the country and the subsequent difficulties in maintaining support networks, for example, members of the Armed Forces can find accessing such goods and services challenging.' For a comprehensive guide to the Armed Forces Covenant Duty and supporting resource please see: Armed-Forces-Covenant-duty-statutory-guidance				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact

Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on whether a person is part of the Armed Forces Community or not.				
Socio Economic Duty Consider those on low income, economically inactive, unemployed or unable to work due to ill-health. Also consider people living in areas known to exhibit poor economic and/or health indicators and individuals who are unable to access services and facilities. Food / fuel poverty and personal or household debt should also be considered. For a comprehensive guide to the Socio-Economic Duty in Wales and supporting resources please see: more-equal-wales-socio-economic-duty				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's socio-economic status.				
Welsh Language Is it likely to impact on opportunities for people to use the Welsh language? The Welsh language should be treated no less favourably than the English language.				
Positive Impact	<input type="checkbox"/>	Negative Impact	<input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Justification of impact identified: This policy applies equally to all individuals and does not result in differential treatment based on a person's use of the Welsh language.				

If a negative impact has been identified, you are not required to complete this form as a full EqIA must be undertaken. A full EqIA template and guidance can be found on the following link: [Equality Impact Assessments \(EqIAs\) \(sharepoint.com\)](#)

Screening Completed by:	Name	Claire Steel
	Title	Future Workforce Programme Manager
	Contact details	Claire.Steel@wales.nhs.uk
	Date	23/09/2025
Screening Authorised by: (Directorate level owner of the procedures/ proposals/ projects/ policy)	Name	Claire Steel
	Title	Future Workforce Programme Manager
	Contact details	Claire.Steel@wales.nhs.uk
	Date	23/09/2025
Guidance has been provided by Diversity & Inclusion Team:	Name	Alan Winter
	Title	Senior Diversity & Inclusion Officer
	Contact details	Alan.winter@wales.nhs.uk
	Date	23/9/2025
Diversity and Inclusion Team additional Comments:		

Please note: The D&I team will save a copy of the completed form for reference. If any changes are made after the date of review, it is the directorate's responsibility to update the EqIA and inform the D&I team.



All Wales Reserve Forces Training and Mobilisation Policy

Fforwm Partneriaeth Cymru
Welsh Partnership Forum

GIG Cymru *yn*
Gweithio mewn Partneriaeth

NHS Wales
Working in Partnership



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1. General Introduction

- 1.1 NHS Wales supports employees who are members of or wish to join the Volunteer Reserve Forces. These consist of the Royal Naval Reserve (RNR), the Royal Marines Reserve (RMR), the Army Reserve, the Reserve Air Forces (RAFR and RAuxAF), and cadet forces. This policy will also apply to Regular Reservists, who are ex-regulars who may retain a liability to be mobilised. A member of staff should be provided with a copy of this policy as soon as the NHS organisation is aware that the individual is a reservist.
- 1.2 Employees who wish to take advantage of the provisions contained within this policy must inform their employer that they are a Reservist by contacting the individual identified at Appendix 1 for their *NHS Organisation*. The designated contact for each *NHS Organisation* will keep a register of all employees who are members of the volunteer forces and will ensure that the individual's line manager is aware of their membership of the Volunteer Reserve Forces.
- 1.3 This policy will also apply to High Readiness Reserves (HRR) and Civil Contingency Reaction Forces (CCRF), both of whom must inform their employer of their status given the relatively short notice of deployment. High Readiness Reserves will also require written consent from their employer if they work more than two days per week before they are able to hold this status.
- 1.4 The training undertaken by Reservists enables them to develop skills and abilities that can be of benefit to them as employees, and to the employer in terms of service delivery. Members of staff should be encouraged to share these with colleagues.
- 1.5 A greater understanding of the training and skills development carried out in the Reserve Forces will assist managers in conducting PADRs.

2. The Legal Framework

- 2.1 In most instances an employer's relationship with a Reservist member of staff should be like that of any other employee. However, there are areas where a Reservist's status may affect the operations of the organisation. Legislation exists to define the rights and liabilities that apply to both parties.
- 2.2 There are two main pieces of legislation relating to employers and the Volunteer Reserve Forces:
 - Defence Reform Act 2014 (DRA 14)
 - The Reserve Forces Act 1996 (RFA 96) which provides the powers under which Reservists can be mobilised for full-time service.
 - The Reserve Forces (Safeguard of Employment) Act 1985 (SOE 85) which provides protection of employment for those liable to be mobilised and reinstatement for those returning from mobilised service.

3. Practical Support for Training

- 3.1 NHS Wales will support an employee to become a reservist and provide access to annual or unpaid leave to support attendance at any training required in advance of an employee becoming a Reservist.
- 3.2 Paid leave of up to 10 days per year will be made available to Reservists to attend annual camp or equivalent continuous training. Any additional leave required should be taken as annual or unpaid leave.
- 3.3 Line managers will as far as possible facilitate work rosters to allow attendance for annual camp and other training commitments, e.g. weekly or weekend training sessions.
- 3.4 Reservist employees should give as much notice as possible to allow appropriate planning for absences. Permission will be granted where the notice exceeds one month and should normally be granted in other circumstances. Permission once given will not be rescinded except in exceptional and extreme circumstances.
- 3.5 Any disputes should be referred to the designated contact (see appendix 1) in the first instance. Employees who remain dissatisfied may thereafter use the grievance procedure.

4. Mobilisation

- 4.1 Mobilisation is the process of calling reservists into full-time service. (i) With the Regular Forces on the military operations (ii) To fulfil their part of the UK's defence strategy. The Reserve Forces Act 1996 and the Defence Reform Act 2014 provide the legal basis for mobilisation. Subject to the severity of the crisis there would normally be a minimum of 30 days' notice. Mobilisation will normally be for between 3 and 12 months but on occasion could be as short as 2 weeks.
- 4.2 An employee who wishes to volunteer for mobilisation **must seek prior agreement of their employer through their line manager out of courtesy.** Any such request will be considered within 5 working days.
- 4.3 Where there are multiple requests in a single department/unit these will be referred to the appropriate Senior Manager.
- 4.4 Where there is compulsory mobilisation of any employee the employer (following a similar process to 4.2 above) will decide whether to seek exemption or deferral. The grounds of exemption are strictly limited and would have to show serious harm to the employer's ability to provide services. The employer would only seek exemption in very exceptional circumstances.
- 4.5 Additional information regarding exemption and deferral from mobilisation is contained in Appendix 2.

5. Financial Assistance for Employers

- 5.1 Where an employee's mobilisation results in additional costs the employer may seek compensation from the Ministry of Defence (MoD), e.g.:
- Overtime costs if another employee is used to cover the work of the Reservist.
 - Any costs of hiring a temporary replacement that exceeds the Reservist's earnings.
 - Advertising for replacement or agency costs.
 - Training costs for any training the employee needs as a result of having been mobilised (the MoD will not pay for training that we would have carried out anyway) when they return to work to carry out their duties properly.
- 5.2 While the Reservist is mobilised, the employer is not obliged to pay their salary or contractual benefits. However, staff will receive their full salary from the employer during the first month of their mobilisation or until they receive their first months pay from the MoD. The excess salary paid after the date of mobilisation will be recoverable when the individual returns to work. The designated contact for the *NHS Organisation* should ensure that the pay department is notified that the employee is being mobilised and the date when their pay should stop.
- 5.3 In order to claim financial assistance the employer will provide the Ministry of Defence with appropriate supporting documentary evidence e.g. invoices.
- 5.4 The latest date for submitting claims for financial assistance, other than for training, is within four weeks of the date the Reservist is demobilised.

6. NHS Pension whilst on Active Service

- 6.1 A reservist who is called out is entitled to remain a member of the NHS Pension Scheme. The Ministry of Defence (MoD) will pay the employer's pension contributions whilst the individual is mobilised provided they continue to pay their individual contributions. Where mobilisation occurs, the employee will be given special unpaid leave of absence. The employee's pension contributions would be calculated and held over until the employee returns. These would then be recovered monthly from salary and over the same period as the employee was absent. The employer will continue, on request of the employee, to pay employer's contributions to the NHS Pension Scheme for the period of mobilisation and invoice the MoD to recover this amount.

See section 12:

(http://www.nhsbsa.nhs.uk/Documents/Pensions/Call_up_of_Reservists_factsheet_V2_07.13.pdf)

7. Annual Leave whilst Mobilised

- 7.1 Reservists have no entitlement to accrue annual leave whilst mobilised and on unpaid leave.
- 7.2 Reservists will have a period of 'post tour' leave which they **accrue at the rate of one day for every nine calendar days deployed** (JSP 753 Directive – Regulations for the Mobilisation of UK Reserve Forces) from the MoD. This leave must be taken before the individual is demobilised.

8. Carry Over of Annual Leave

- 8.1 Reservists should be encouraged to take any holiday accrued before mobilisation. However, any annual leave not taken will be carried forward.

9. Pay Progression

- 9.1 Where an employee is absent from work following mobilisation, the service will be considered continuous and an employee will not be penalised if it coincides with their pay step.
- 9.2 Line managers who carry out PADRs and / or appraisal meetings with a reservist should be made aware that the Volunteer Reserve Forces activities undertaken by an individual (either through training or mobilisation) bring essential skills into the workplace such as leadership, communication, team working and organisational ability, which ultimately lead to improved performance in the workplace. It is therefore good practice that we recognise these skills and abilities in an individual's PADR or appraisal meeting and acknowledge that the activities can be regarded as evidence of achievement or in some circumstances contribute towards an individual being in a position to evidence application of knowledge and skills. These principles will also apply to reservists not employed on Agenda for Change Terms and Conditions, being mindful of professional requests, such as revalidation.

10. Support on Return to Work (Demobilisation)

- 10.1 Demobilisation may be a difficult time, with a Volunteer Reservist returning to work after a challenging period in deployment. Helping to ensure a smooth re-integration into the workplace/team will require consideration of:
- The need to update them on changes and developments in the organisation.
 - The need to offer specific refresher training where it is sought/considered necessary.
 - Where the job duties have changed since mobilisation, a period of skills training may be required to assist them with new aspects of the job.

- Whether the Reservist can meet up with colleagues informally or socially (if appropriate) before or after return to work to prevent any feeling of dislocation, if this is sought.
- Reasonable time off to seek therapeutic treatment.

10.2 When an employer is advised by a Reservist that they want to return to work, the employer is obliged to employ them in their old job as stated in the Reserve Forces (Safeguard of Employment) Act 1985. Where this is not possible, they must be offered an equivalent position with the same terms and conditions of service in accordance with the Organisational Change Policy. The right to return to work lasts for six months after demobilisation.

10.3 To enable the employer to plan for their return to work after their military service has ended, Reservists must advise the designated organisational contact verbally and/or in writing, copied to their line manager, the date they will be available to start work. This communication should be made no later than three weeks after the completion of military service.

10.4 The employer must be advised as soon as possible if, due to illness or some other reasonable cause, the employee is unable to start work on the agreed date.

11. Review

11.1 This policy will be monitored and reviewed every two years or sooner in light of any legislative changes and in line with NHS changes.

12. Useful Sources of Help

Reserve Forces and Cadet Association for Wales

Telephone: 02920 375746

www.wales-rcfa.org

NHS Wales Pensions Agency

Address: NHS Pensions Agency

PO Box 2269

Bolton

BL6 9JS

Telephone: 0300 3301 346

www.nhsbsa.nhs.uk

Appendix 1 – Designated NHS Organisation Contacts

Each NHS organisation has a responsibility to identify their designated contact, however, for the purposes of this policy the responsibility will be that of each NHS organisation's Director of Workforce and Organisational Development.

It will be the role of the designated NHS Organisation contact to ensure that: -

- they are fully aware of the provisions of this policy and are therefore able to advise employees of the support available to them;
- they maintain an up to date database of all Reservists working in their organisational area;
- they are available to work with both their employee and the employee's line manager to ensure the provisions of the policy are available;
- mechanisms in place to ensure that the pay department is notified that the employee is being mobilised and the date when their pay should stop;
- mechanisms in place to ensure that they maintain contact with the employee to ensure they are kept informed about their area. This may be through the provision of a staff newsletter, update e-mails, briefing notes etc;
- they act as first contact in any disputes.

Appendix 2 – Exemption and Deferral from Mobilisation

- 1.1 The employer has the right to ask for exemption from, or deferral of, mobilisation if it is considered that the organisation will suffer serious harm because of the Reservist's absence.
- 1.2 The definition of definition of 'serious harm', varies from case to case, but the broad guidelines laid out in CORFA 05 specifically mention;
- Serious loss of sales, markets, reputation, goodwill or other financial harm.
 - Serious impairment of the ability to produce goods or provide services.
 - Demonstrable harm to research and development of new products, services or processes, provided that the harm could not be prevented by the employer receiving financial assistance under CORFA 05.
- 1.3 To be considered for exemption or deferral, the Reservist, or the employer, must make an application, within seven days of the Reservist being served with a mobilisation notice, to the Service Adjudication Officer (SAO) for the Service in which the Reservist will serve. Late applications can only be made with the permission of the SAO appointed by the MoD. A serving officer or MoD official normally holds this post.

Address: Army Adjudication Officer
Army Personnel Centre
PO Box 26703
GLASGOW G2 8YN

Tel: 0800 389 6585

Fax: 0141 224 2689

Email: apc-cmops-mob-so2@mod.uk

Address: Royal Navy and Royal Marines Adjudication Officer
West Battery (MPG-2)
Whale Island
PORTSMOUTH PO2 8BX

Tel: 02392 628858

Fax: 02392 628660

Email: NAVYLEGAL-RESERVESADJSO2@MOD.UK

Address: Royal Air Force Adjudication Officer
Royal Air Force Adjudication Service
c/o Imjin Barracks
GLOUCESTER GL3 1HW

Tel: 01452 712612 ext 6107
Fax: 01452 510939
Email: aira1-adjmlbx@mod.gov.uk

1.4 The following information must be provided when applying for exemption or deferral;

- Personal details including full name, address, payroll and national insurance number.
- Details of the job or role they perform within the Board.
- The effect that their absence would have on the Board and/or departmental business and/or service delivery.
- Justification for exemption in terms of the serious harm to the Board and department.

1.5 Once received, the application will be examined by the SAO who will decide if the case for exemption or deferral is acceptable. In making this decision, the SAO will seek to balance the needs of the Board and employing department against the operational needs of the Armed Forces for which the Reservist has been mobilised.

1.6 An appeal can be made to the Reserve Forces Appeal Tribunal if the Board is unhappy with the decision of the SAO. The SAO will provide information on making an appeal.

1.7 Reserve Forces Appeal Tribunals are independent of the MoD, with appointments made by the Secretary of State for Constitutional Affairs and Lord Chancellor. Each tribunal consists of a legally qualified chairperson and two lay-members drawn from a list held by the Employment Tribunals Service.

1.8 Appeals must be lodged with the office of the Secretary to the Tribunal no more than five working days after the SAO's decision is received. Appeals can be faxed or posted first class.

Address: Reserve Forces Appeal Tribunal
Tribunals Service
Alexandra House
14 – 22 The Parsonage
Manchester
M3 2JA

Email: rfat@tribunals.gsi.gov.uk

- 1.9 The employer will be advised of the date, time and place of the hearing of the appeal. Where considered necessary, employers may be asked to provide the Tribunal with additional information in support of their case. Appeals are normally heard within 28 days of receipt of the appeal, during which time the Reservist will not be deployed outside the United Kingdom.

Date:-	Dec-25	Name of All Wales Policy	Last Issue Date	Original Planned Review Date	Currently Under Review	Current Position
		Disciplinary	Mar-17	Mar-20	Yes	Remains Extant*
		Organisational Change	Dec-25	N/A	No	Remains Extant*
		Capability	Jun-18	Jun-21	Yes	Remains Extant*
		Managing Attendance at Work	Oct-18	Dec-21	Yes	Remains Extant*
		Menopause	Dec-18	Dec-21	No	Remains Extant*
		Respect and Resolution	Jul-24	N/A	No	Remains Extant*
		Employment Break Scheme	Dec-25	N/A	No	Remains Extant*
		Reserve Forces Training and Mobilisation	Dec-25	N/A	No	Remains Extant*
		Procedure for NHS Staff to Raise Concerns	Sep-23	May-23	Yes	Remains Extant*
		Pay Progression	Jan-20	Oct-23	No	Remains Extant*
		Special Leave	Dec-20	Jan-24	No	Remains Extant*
		Recruitment and Retention Payment Protocol	Dec-20	Apr-24	No	Remains Extant*
		Secondment	Jul-21	Jul-24	No	Remains Extant*
		Flexible Working	Jan-24	N/A	No	Extant*
		Pregnancy Loss Support	Sep-24	N/A	No	Extant*
		Flexible Pensions	Oct-24	N/A	No	Extant*
		Job Evaluation	Dec-24	N/A	No	Extant*
		Anti-Sexual Harassment Policy	Sep-25	N/A	No	Extant*
		Upholding Professional Standards in Wales	Oct-15	Oct-18	No	Remains Extant*

At its meeting held on 8 June 2023, the Welsh Partnership Forum Business Committee, agreed to a revised approach to the review of All Wales policies and procedures.

The core element of this approach is to move away from using a review date as a prompt for review of an existing policy, to recognise key prompts for review and to provide an option for a transactional review where changes/updates to an existing policy are more administrative than material.

All Wales W&OD policies remain extant until replaced by an updated version approved by the Welsh Partnership Forum.

NHS Wales Employers will issue this schedule on a quarterly basis as confirmation of policies remaining extant to provide clarity and support organisations from a governance and assurance perspective.

*Extant - legal term derived from Latin for still in existence/still live