



Pwyllgor Pobl, Datblygu Sefydliadol a Diwylliant/ People, Organisational Development and Culture Committee

DYDDIAD Y CYFARFOD: DATE OF MEETING:	18 August 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Health Board Partnership Forum Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Executive Director of Workforce & Organisational Development and Deputy Chief Executive Officer
SWYDDOG ADRODD: REPORTING OFFICER:	Anthony Dean (Unite) – Chair of Health Board Partnership Forum

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/ For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

Hywel Dda University Health Board provides publicly available annual assurance reports to its Board through the People, Organisational Development and Culture Committee which receives updates from the Health Board Partnership Forum (HBPF) through appointed representatives.

These reports have been created to provide transparency on HBPF contributions, including issues raised and include our respective trade union priorities to ensure that issues relevant to the Social Partnership Duty are duly considered.

This summary provides Committee with assurance and visibility of issues requiring oversight or further action.

Cefndir / Background

The Health Board Partnership Forum (HBPF) is the formal social partnership mechanism between management and trade unions where key stakeholders engage with each other to inform, debate and seek to agree local priorities on workforce and health service issues.

The HBPF therefore reviews key workforce, operational, and strategic issues, including planning updates, wellbeing objectives, facilities and financial challenges. Feeding into the HBPF are three local Partnership Forums, one each for Pembrokeshire, Carmarthenshire and Ceredigion. Each one discusses issues at a local level and escalates matters that they have been unable to resolve or require escalation on a cross-county or service basis.

Asesiad / Assessment

The HB Partnership Forum met on 12 May 2026 and was chaired by the Management Side Chair. The Forum generally supported the recommendations presented, with several matters requiring further review, action or monitoring. The minutes were approved at the 14 July 2026 HBPF meeting with a minor amendment to ensure when Artificial Intelligence (AI) was used to generate notes, that a check was done to ensure appropriate reference of the correct speaker when individuals were in shared accommodation. Individuals were asked to identify themselves when speaking to assist with note taking going forward.

The unapproved minutes of the 14 July 2026 meeting were not available at the time of writing.

Issues Escalated from Local / County Partnership Forums

The following matters were escalated for discussion or resolution:

Training Access and Uptake

Concerns were raised regarding access to training, particularly Manual Handling training. It was recognised that training capacity is available; however, staff uptake remains lower than expected. Members felt there is a need to strengthen communication and promotion of training opportunities to staff.

Action/Outcome

Improvement in communication and engagement around training opportunities to be considered locally.

Respect and Resolution (R&R) Process

Concerns were raised regarding inconsistencies in the application of the Respect and Resolution process across different counties with staff-side representatives highlighting variations in staff experience and local implementation.

Action/Outcome

Issue noted as requiring further review and consistency across the organisation.

Pembrokeshire Partnership Forum Arrangements

Concerns were raised regarding cancellation of local Partnership Forum meetings within Pembrokeshire. Concerns related to maintaining effective staff engagement and partnership working.

Action/Outcome

Matter noted for further consideration.

Physiotherapy Vacancy – Ceredigion

Staff-side raised concerns regarding the non-replacement of a Physiotherapy post in Ceredigion highlighting potential risks to service sustainability and workforce resilience.

Action/Outcome

Deputy Chief Operating Officer agreed to discuss the matter with relevant operational leads locally.

Policy Publication Delays

Concerns were raised regarding delays in publishing approved policies on the intranet. Staff reported difficulties accessing current policies in a timely manner.

Action/Outcome

Assurance provided that approved All-Wales policies are awaiting final ratification and will be published shortly. A commitment was given to improve timeliness of publication.

N.B – the above list did not include items already on the HBPF agenda as any concerns could be raised directly during those discussions.

Main Agenda – Summary of Issues, Discussion and Actions

Corridor Care

- Ongoing use of corridor and boarding areas was discussed as a consequence of sustained system pressures.
- Members discussed risks relating to patient dignity, privacy, infection prevention and staff wellbeing.
- Positive feedback was provided regarding the frailty pathway which has reduced reliance on corridor care in some areas.
- Concerns were also raised about the impact of negative publicity on staff morale.

Outcome

- Reaffirmation that corridor care is not accepted as standard practice.
- Continued organisational focus on eliminating corridor care as soon as practicable.

Clinical Services Plan

- Update provided on progress with the Clinical Services Plan.
- Task and Finish Groups have been established to support service planning.
- Additional representation from Pembrokeshire required.
- Public consultation on stroke services is planned, subject to Board approval.

Outcome

- Staff side confirmed they felt appropriately engaged in the process.
- No concerns raised regarding staff involvement or consultation arrangements

Salary Sacrifice Lease Car Scheme

- Issues identified within the Salary Deduction Scheme relating to mileage reporting and financial reconciliation.
- Concerns were raised regarding staff experiencing financial detriment and communication issues.
- Potential impacts on specific staff groups, including older employees and those nearing retirement, were discussed.

Outcome

- Forum supported progression of the proposal to close the Salary Deduction Scheme to new entrants.
- Further work to include Equality Impact Assessment and review of potential wider impacts.

Action: Executive Director of Finance

Partnership Forum Terms of Reference and Future Ways of Working

- Current Terms of Reference reviewed.

- Challenges identified around attendance, quoracy and alignment with organisational structures.
- The discussion paper with options for a review of the future Partnership Forum model to improve attendance, quoracy and alignment with operational structures was briefly discussed.

Outcome

- Terms of Reference endorsed for Board ratification.
- Members agreed to participate in a dedicated workshop to consider the options in the discussion paper. This would be arranged for July 2026.

Action: All Members to review proposals in advance of the workshop.

Fair Work Charter

- Proposal presented for organisational adoption of the Fair Work Charter.
- Members discussed adapting the Charter further to align more explicitly with our Values and broader workforce initiatives such as the “Good Work” agenda.

Outcome

Forum supported the adoption of the Charter with some minor revisions. The revised Charter has been submitted to the Executive Team, and is attached to this report for completeness. (See Appendix 1).

Organisational Pressures and Service Development

- Significant operational pressures continue across all services.
- Delayed discharges and patient flow remain major challenges.
- Importance of joint working across health, social care and community services was emphasised.
- Importance of supporting staff wellbeing and ensuring access to breaks was highlighted.

Outcome

There was agreement for continued focus on improving patient flow and supporting workforce wellbeing.

Estates and Facilities Update

- The rationale for the planned organisational change process was outlined to improve leadership visibility and staff voice.
- Concerns from staff and trade unions were acknowledged regarding the proposed catering and cleaning rota changes.

Outcome/Action

Proposed rota changes confirmed as paused and it was agreed for further engagement with staff and trade unions to identify alternative solutions.

Financial Performance

- Health Board achieved its planned deficit target for 2025/26.
- Financial outlook for 2026/27 remains challenging with a planned deficit of £41 million.
- Significant pressure attributed to rising clinical negligence costs across NHS Wales driven in part by a recent Supreme Court ruling for compensation to include projected lifetime earnings.

Outcome/Action

Recovery plan being developed for Board consideration and a summary will be shared with Partnership Forum once available.

Policies

- Policies presented to the Forum were considered for onward consideration by PODCC.
- Further concerns were reiterated regarding delays between approval and publication once they had completed the governance cycle.

Outcome

The policies presented were supported and a commitment was given to improve publication timescales once approval/adoption is complete.

Any Other Business (AOB)

Staff-Side Elections - members were advised that staff-side elections for Chair, Vice Chair and Secretary positions would take place at the next meeting.

Recognition - The Chair acknowledged and thanked Christina John's for her contribution to partnership working and staff representation.

Outcome

Formal thanks and appreciation were recorded on behalf of the Forum for her contribution and commitment over many years to supporting staff.

Argymhelliad / Recommendation

The Committee is asked to:

- **NOTE** the report, and
- **TAKE ASSURANCE** that our partnership forums promote the sharing of issues and concerns and working together to achieve appropriate resolution.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cylch Gorchwyl y Pwyllgor: Committee ToR Reference:	3.1.14 To receive assurance through Sub-Committee Update Reports and other management group reports that risks relating to their areas are being effectively managed across the whole of the Health Board's activities (including for hosted services and through partnerships and Joint Committees as appropriate).
Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	N/A
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	2. Culture and valuing people

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	All Planning Goals Apply
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	9. All HDdUHB Well-being Objectives apply
Model Cymdeithasol ar gyfer Iechyd a Llesiant: (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing: (<i>complete for strategic change and/or significant service changes</i>)	7. All Apply
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	N/A
Rhestr Termiau: Glossary of Terms:	Contained in body of report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y cyfarfod hwn: Parties / Committees consulted prior to this meeting:	N/A

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable
Gweithlu: Workforce:	None arising from the report

Tegwch Iechyd: Health Equity:	None arising from the report
Risg: Risk:	None arising from the report
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	None arising from the report
Gyfrinachedd: Privacy:	None arising from the report
Cydraddoldeb: Equality:	None arising from the report



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Fair Work Charter

Work is a key building block to health and wellbeing. Being in good health supports people to stay in employment and benefits the economy. But it is not just any type of work that is important to health and wellbeing – it is about fair work.

“Fair work is where workers are fairly rewarded, heard and represented, secure and able to progress in a healthy, inclusive environment where rights are respected.”

(Fair Work Wales - Report of the Fair Work Commission 2019).

Hywel Dda University Health Board is committed to the six principles of Fair Work, and this Charter sets out what we will do to support our staff and people working in our communities. These principles also align with our Health Board values. We will report on our progress every year, as part of our Annual Reporting cycles.



Hywel Dda's Commitment

Employee voice and
collective representation



Reach out to underrepresented voices in our workforce.

Promote and embed the Social Partnership Duty with our Trade Union colleagues

Fair reward



Encourage the use of job evaluation to ensure consistency and equity.

Simplify our workforce policies and highlight key information so that they are accessible for people of all abilities.

Opportunity for
access, growth and
progression



Explore opportunities to offer more work placements for unemployed people that don't have much experience of work.

Explore opportunities to collaborate on apprenticeships schemes with partner organisations, ensuring that they are more accessible, both to employers and to potential apprentices.

Security and flexibility



Work with partner organisations to develop and promote opportunities for secondments and work exchange to share best practice.

Safe, healthy and
inclusive working
environment



Continue to be a Disability Confident employer and support other organisations to do the same.

Explore and promote different approaches to flexible working so that the roles we advertise are as inclusive and accessible as possible.

Legal rights upheld
and given
substantive effect



Ensure Fair Work principles are considered as part of tendering and contract monitoring processes.

Consider the diversity and inclusion practices of providers and suppliers that we procure, proportional to the size and type of contract.

Identify ways to improve contractors' ability to deliver social value on larger contracts.

Continue to attend local and national networks to share good procurement practices