

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	19 August 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Delivery Against Planning Objectives Aligned to the People, Organisational Development and Culture Committee
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lisa Gostling (Executive Director of Workforce & OD / Deputy CEO)
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Angharad Lloyd-Probert Senior Project Manager (Strategic Planning) Anna Bird, Assistant Director of Strategic Partnerships,

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

A set of 10 Planning Objectives (PO) have been developed and reviewed through Quarter1 of 2025/26 as an integral part of the Hywel Dda University Health Board's (HDdUHB) Annual Plan for 2025/26. The POs set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable actions, which move the organisation towards that horizon over the next year.

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

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

**Cefndir / Background**

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

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

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

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

The description and specific measurable actions of the PO through the Plan on a Page, can be found in annex 1. The Committee should note that the Value and Sustainability Group has reviewed the PO before coming to the Committee for approval.

### Asesiad / Assessment

The overarching status of the PO is **On Track**. Highlight reports for the individual components of the PO can be found in annex 2 demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months

### Argymhelliad / Recommendation

The Committee is asked to:

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

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

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

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

Annex 1: Scope and Actions for Planning Objective 1: Happy healthy workforce ensuring equality, diversity and inclusion.

PLANNING OBJECTIVE SCOPE (What are you aiming to achieve in 2025/26)					
Foster a workplace culture of connection, appreciation and positivity, enabling our people to thrive.					
PROJECT GOVERNANCE			Programme oversight through: WOD Senior Leadership Group		
Responsible Officers			Governance through: People, Organisational Development and Culture Committee		
Executive Lead: Lisa Gostling			Delivery through: WOD Business Group		
Strategic Lead: All Pillar Leads					
Delivery Leads:					
KEY DELIVERABLES*			MEASURES*		
KEY ACTIONS*	BY WHOM	BY WHEN	QUANTIFIABLE OUTCOME*:	TRAJECTORY OVER NEXT 12 MONTHS:	DATA SOURCE
1.1 - Establish a group to support staff wellbeing through the provision of proactive occupational health and staff wellbeing services, which includes cultural conversations around health and wellbeing and encourages wellbeing through healthy lifestyles.	Assistant Directors for People Management and Organisational Development	Q4	<ul style="list-style-type: none"> <li>Improved update of Flu vaccines by staff</li> <li>All Wales KPI targets met for Occupational Health</li> <li>All Recovery in Nature Programmes take place with fewer DNAs.</li> <li>Mechanism to measure application of reasonable adjustments recommended by Occupational Health which on implementation enable an earlier return to work.</li> <li>Each county holds one wellbeing day per year.</li> <li>All People Culture Plans includes an element of health and wellbeing.</li> <li>All workforce plans link to Culture Plans to embed &amp; focus on good planning to enhance wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Increase flu vaccine uptake across all job families resulting in a HB wide increase above 31/3/25 baseline of 31.86%</li> <li>Reduction in DNA's through more staff absent with stress attending the Recovery in Nature programme.</li> <li>Phase 2 of ER Case Management system comes online to enable analysis of reasonable adjustments uptake.</li> <li>Increase in the number of CCGs completing People Culture Plans.</li> <li>Increase of alignment PC Plans with operational and strategic workforce Plans where possible</li> </ul>	<ul style="list-style-type: none"> <li>End of year Flu update report from Public Health Wales</li> <li>Internal data</li> <li>Culture Plans</li> <li>Workforce Plans</li> </ul>

<p>1.2 - Strengthen the workforce by:</p> <p>a) equipping all with the knowledge, skills and development needed through education and simulation</p> <p>b) by attracting high calibre candidates to vacancies</p> <p>c) by collaborating with schools, colleges and universities to ensure future generations think of careers in health</p>	<p>All Pillar Leads</p>	<p>Q4</p>	<ul style="list-style-type: none"> <li>• Work collaboratively to extend the delivery of Band 2-4 development programmes.</li> <li>• Design and develop and pilot an Interprofessional Preceptorship programme.</li> <li>• Attraction of high calibre candidates for all our vacancies linked with our stabilisation programmes and creation of an environment which enables a positive experience for staff at work.</li> <li>• Minimise bias by implementing fair and transparent recruitment practices, including inclusive language in job descriptions.</li> <li>• Increase in the number of applicants accessing the Armed Forces Guaranteed Interview scheme.</li> <li>• Provide opportunities for local children and young adults to pursue a career in health.</li> <li>• Evaluation of the Primary School Engagement pilot to assess its impact on early career awareness.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen care skills across community and primary care settings.</li> <li>• Increased interprofessional engagement.</li> <li>• Reduction in agency and variable pay.</li> <li>• Increase of alignment PC Plans with operational and strategic workforce Plans where possible.</li> <li>• Improvement of metrics related to culture and stabilisation.</li> <li>• Retain the Gold Defence Employers Recognition Scheme award.</li> <li>• Development of a sustainable, inclusive pipeline for the future health and care workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot evaluation</li> <li>• IPAR data linked to hotspot areas</li> <li>• Apprentice Programme</li> <li>• Schools Programme</li> <li>• Grow Your Own programme</li> <li>• TRAC data</li> </ul>
<p>1.3 - Improve the experience of staff and patients by ensuring happiness at work and excellent customer service.</p>	<p>Assistant Directors for Organisational Development and Business, Partnerships and Inclusion</p>	<p>Q4</p>	<ul style="list-style-type: none"> <li>• Ensure appropriate staff voice and surveillance mechanisms are in place and learning for the organisation is identified.</li> <li>• Refresh the appreciation and recognition programme for staff.</li> <li>• Enhance our staff support networks to provide opportunities for connection and staff voice to shape policies, services and future working environments.</li> </ul>	<ul style="list-style-type: none"> <li>• New programme is approved via the Staff Partnership Forum by September 2025.</li> <li>• Additional funding is secured from the Charitable Funds Committee.</li> <li>• Increased engagement in staff networks as demonstrated by staff stories.</li> <li>• Thematic learning from each staff network is discussed at Staff Partnership Forum.</li> </ul>	<ul style="list-style-type: none"> <li>• Speak Up platform</li> <li>• Culture conversations</li> <li>• Board Survey</li> <li>• NHS Staff Survey</li> <li>• Annual Reports</li> </ul>

RISKS	RISK DESCRIPTION		LIKELIHOOD	IMPACT	SCORE	MITIGATING ACTIONS		
		Capacity of staff within the WOD directorate to progress delivery of the actions.					<ul style="list-style-type: none"> <li>Integrated oversight via WOD SLT, of delivery plans to meet Planning Objectives.</li> <li>Regular review of staff capacity and prioritisation of time to mitigate the impact on capacity to deliver.</li> </ul>	
LINKS TO	BAF	HB RISK REGISTER		OTHER PLANNING OBJECTIVES		MINISTERIAL &/OR LOCAL PRIORITY		OTHER, EG, AHMWW
		1978 Risk of insufficiently skilled workforce to deliver services.		Underpins all objectives to enable service delivery of Health Board actions plans.		Underpinned by local and ministerial priorities as well as key legislation e.g. Armed Forces Covenant		Underpins AHMWW, CSP and Annual Planning Cycles.
		1821 Risk of welfare of HB staff due to current demands.						

PLANNING OBJECTIVE SCOPE (What are you aiming to achieve in 2025/26)

**Create a compassionate, inclusive and respectful experience for colleagues and patients.**

**PROJECT GOVERNANCE**  
**Responsible Officers**  
**Executive Lead:** Lisa Gostling  
**Strategic Lead:** All Pillar Leads  
**Delivery Leads:**

**Programme oversight through:** WOD Senior Leadership Group  
**Governance through:** People, Organisational Development and Culture Committee  
**Delivery through:** WOD Business Group

KEY DELIVERABLES*		MEASURES*			
KEY ACTIONS*	BY WHOM	BY WHEN	QUANTIFIABLE OUTCOME*:	TRAJECTORY OVER NEXT 12 MONTHS:	DATA SOURCE
2.1 - Enhance the operational efficiency and workplace culture of the Health Board by implementing comprehensive support strategies for staff, fostering compassionate communication and reinforcing our commitment to inclusive values. This will include people practices, values refresh, compassionate visible leadership, acting upon staff survey results.	Assistant Director for OD	Q3	<ul style="list-style-type: none"> <li>Complete Health Board Values refresh and gain engagement from Staff Partnership Forum representatives.</li> <li>Each CCG develops an NHS Staff Survey action plan, in conjunction with a corporate Staff Survey action plan.</li> <li>Delivery of a comprehensive suite of leadership development programmes to promote compassionate and inclusive practice.</li> </ul>	<ul style="list-style-type: none"> <li>Values framework adopted and used across the organisation to promote cultural intent.</li> <li>EITS process monitors the NHS Staff Survey action plans.</li> <li>Regular cohorts of leadership development programmes are delivered each quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Staff Survey Action Plans</li> <li>Qualitative and quantitative data from programme evaluations monitored via SPEG.</li> </ul>

2.2 - Identify and implement strategies to mitigate operational pressures by supporting individuals through a range of improvements including enhanced workforce planning, dissemination of best practice across the Health Board, including HR process improvement and enhanced flexible work approaches using volunteers as appropriate.		All Pillar leads	Q4	<ul style="list-style-type: none"> <li>Enhance the performance dashboard to include further workforce metrics i.e. medical stabilisation data, to support managers in workforce planning.</li> <li>In collaboration with TU colleagues, expand the range and availability of volunteering opportunities.</li> <li>Delivery of the Employee Relations action plan to reduce case timelines and provide kinder people processes.</li> <li>Increase in the number of flexible working requests received and approved.</li> <li>Increase the number of staff who self-identify as unpaid carers and are supported in the workplace via use of the Carers Passport.</li> <li>Expand the range and availability of volunteering opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in use of metric and WFP outcomes linked to stabilisation programmes</li> <li>Phase 2 of ER Case Management system to enable analysis of flexible working uptake.</li> <li>Increase in the number of Carers recorded on ESR.</li> <li>Increase in the use of the Carers Passport.</li> <li>Increase operational and strategic workforce Plans where possible.</li> <li>Increase the number of volunteering roles to reflect evolving needs.</li> </ul>	<ul style="list-style-type: none"> <li>NHS Staff Survey</li> <li>Flexible working requests</li> <li>Volunteer hours</li> <li>ESR data</li> <li>Workforce Planning Action Plans</li> </ul>	
2.3 - Build an inclusive and respectful organisational culture where everyone feels a deep sense of belonging. This includes the establishment of an EDI Task force to progress improvement in workforce experience within the organisation.		All Pillar leads		<ul style="list-style-type: none"> <li>To embed the Social Partnership model in service redesign and new ways of working (in accordance with WBFGA).</li> <li>Increase in the number of staff who are supported with Reasonable Adjustments via the use of the Disability Passport.</li> <li>Eliminate bias from development opportunities to support equitable progression.</li> <li>Develop, promote and implement a range of EDI initiatives to drive forward national and local action plans i.e. ArWAP, LGBTQ+</li> <li>Identification of key actions through the EDI Taskforce.</li> </ul>	<ul style="list-style-type: none"> <li>Increased NHS Staff Survey positivity scores for the themes “we are compassionate and inclusive” and “we nurture healthy working environments”.</li> <li>Increased number of staff receiving EDI training.</li> <li>Improvement in reported Pay Gap data in 2026</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of EDI training</li> <li>WRES data</li> <li>NWIP Bullying and Harassment data</li> </ul>	
RISKS	<b>RISK DESCRIPTION</b>	<b>LIKELIHOOD</b>	<b>IMPACT</b>	<b>SCORE</b>	<b>MITIGATING ACTIONS</b>		
	Capacity of staff within the WOD directorate to progress delivery of the actions.				<ul style="list-style-type: none"> <li>Integrated oversight via WOD SLT, of delivery plans to meet Planning Objectives.</li> <li>Regular review of staff capacity and prioritisation of time to mitigate the impact on capacity to deliver.</li> </ul>		
1	<b>BAF</b>	<b>HB RISK REGISTER</b>		<b>OTHER PLANNING OBJECTIVES</b>		<b>MINISTERIAL &amp;/OR LOCAL PRIORITY</b>	<b>OTHER, EG, AHMWW</b>

		1978 Risk of insufficiently skilled workforce to deliver services.	Underpins all objectives to enable service delivery of Health Board actions plans.	Underpins local and ministerial priorities e.g. Welsh Government Anti-racist Wales Action Plan; Welsh Government LGBTQ+ Action Plan; West Wales Regional Partnership Board Carers Strategy.	Underpins AHMWW, CSP and Annual Planning Cycles
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