



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	19 May 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Delivery Against Planning Objectives Aligned to the People, Organisational Development and Culture Committee
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling (Executive Director of Workforce & OD / Deputy CEO)
SWYDDOG ADRODD: REPORTING OFFICER:	Angharad Lloyd-Probert Senior Project Manager (Strategic Planning) Anna Bird, Assistant Director of Strategic Partnerships, Diversity and Inclusion

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

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

As in previous years PODCC received an update on the progress made in the development (delivery) of the PO for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

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

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

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

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

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

Asesiad / Assessment

The overarching status of the PO is **On Track/Complete**. Highlight reports for the individual components of the PO can be found in Annex 1 demonstrating evidence of the work which has been completed. In Annex 2 there is an overview of the whole of 2025-26 for this PO.

Argymhelliad / Recommendation

The Committee is asked to:

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

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

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

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: 3 Year Plan and Annual Plan

Evidence Base:	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
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Value and Sustainability Group

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



Submitted By: Heather Hinkin / Corinna Lloyd-Jones

Date Submitted: April 2026



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

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

Reporting Period: Quarter 4 2025/2026

Overall status: On track
Rationale: Delivery has continued through Q4

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances)
 Sickness absence remains at circa. 6.6% but there are some key areas where significant reductions have been achieved during the year.

Activities completed in previous reporting period

- A further eight training sessions on reasonable adjustments are planned.
- The OH Service delivered the 1st training session – Foundations of NHS Management on 17th Feb 26.
- Uptake for Flu vaccination reached 43.89% and increase of 15% on the previous year.
- Our ODRMs continue to provide proactive, responsive support to local teams to promote healthy and positive working cultures. Between its introduction up to 31 March 2026, our ODRMs have closed and reported on culture surveys for 97 teams across the HB as part of the exploration phase of their culture journey, with a total of 1795 staff participating. During this time, over 1000 staff have also shared their Hywel Dda employment experiences in culture conversations with our ODRMs.
- The two WF Advisors for Attendance Management commenced in March and will support the WF teams to establish a clear attendance management oversight process to help support managers, reduce sickness absence levels and improve compliance with the Policy.
- Sickness absence templates have been reviewed and updated to support a more compassionate approach when communicating with staff.
- Health and Wellbeing Group

Activities planned for next milestone and reporting period

- Delivery of further sessions on the Foundations of NHS Management courses are planned for 2026/27.
- Maintain the Health and Wellbeing group during 2026/27.
- Continue the work to further develop and refresh sickness absence against population health data to improve health promotion and interventions by locality.

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



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

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



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
 Hywel Dda
 University Health Board

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

Executive Lead: All Pillar Leads

Reporting Period: Quarter 4 2025/2026

Overall status: On track
Rationale: Delivery continued as planned through Q4.

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

Activities completed in previous reporting period

- New suite of Medical and Dental Job Descriptions/Personal Specifications rolled out supporting improved attraction strategies and compliance with Welsh Language standards.
- Guidance on the Appointment of Senior Medical Leaders updated and approved.
- Recruitment trip to India with successful recruitment outcomes into hard to fill areas: Haematology, Radiology and MHL.
- Due to changes in approach to how we fund the apprentice programme alternative approaches are being explored which will require process change across WOD. Discussions are taking place to progress before plan finalisation.
- Developed a plan for volunteering 2026/27; taking forward previous work and aligning to potential new opportunities linking to the social model of health.
- Plan for school engagement, colleges and universities for 2026/27: A plan is in development, due to some uncertainty around team capacity; we are reflecting on overall capacity to deliver and changing approaches.
- Programme of work with Swansea University for Simulation in development; Workshop planned for end of April to confirm next steps and deliverables for 2026/27.
- Governance Review undertaken for SPPEG/People Education & Development with a view to strengthening a multi disciplinary approach. Report to be submitted to SPPEG in June 2026 for review.
- Approach to education commission submission work & Learning Needs Analysis and vice versa and reflect on how we can improve strategic alignment is in progress – to be progressed further for 2027/28 commissioning round in quarter 1 & 2 2026/27

Activities planned for next milestone and reporting period

- Launch of Student Streamlining Process/Vacancies for NRN/NRMs due to qualify in September 2026.
- Trac data release for Annual Equality Report compilation.
- Welcome internationally recruited Medics into Hard to Fill positions.
- Continue to evolved Education Commissioning approach to strengthen strategic intentions.
- Finalise and commence delivery of People Development Plans.

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



Submitted By: Corinna Lloyd-Jones / Anna Bird

Date Submitted: April 2026



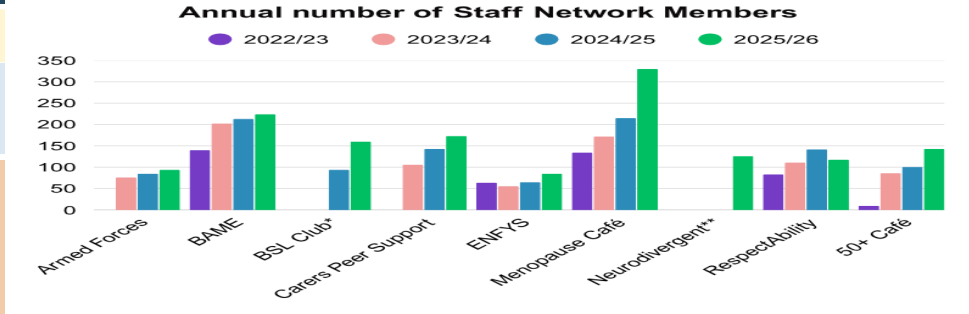
Planning Objective: Create a positive workforce culture -1.3 Improve the experience of staff and patients by ensuring happiness at work and excellent customer service.

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

Reporting Period: Quarter 4 2025/2026

Overall status: On track
Rationale: Delivery work continued through 2025/26

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):
 The number of employees who are registered with our staff networks has continued to increase.



Activities completed in previous reporting period

- The Business, Partnerships and Inclusion Team co-ordinate eight staff networks which have continued to see an increase in membership (see infographic above), with the Menopause Café having over 300 members.
- During Q4, a total of 99 veterans and members of the Armed Forces community applied for job roles using the Guaranteed Interview Scheme. Of the 99, 32 or 33% were invited for interview and 10 or 10% were offered a role.
- Plans are currently underway for HDdUHB to host an all Wales LGBTQ+ staff network session in the Spring of 2026.
- A soft launch of the module to increase awareness in identification and recording of veteran status both in Primary and Secondary care has taken place, led by Hywel Dda in conjunction with HEIW and the all-Wales Armed Forces Lead Officers group.
- Funding application submitted to Charitable Funds (Making a Difference Fund) in March 2026 to deliver the HB's 2026-27 Staff Recognition and Appreciation Programme. If successful, this will enable equitable and meaningful year-round appreciation that supports organisational values, staff morale, engagement and, in turn, patient care.
- Bi-annual Speak Up Update Report presented to PODCC in February 2026.
- Annual Retention Deep Dive presented to PODCC in February 2026.
- Making a Difference delivery team will continue to deliver across all 3 counties.

Activities planned for next milestone and reporting period

- Recognition & Appreciation T&F Group will reconvene in the first quarter of 2026-27 to review funding application outcome and agree Programme delivery plan in line with available financial resource.
- Carmarthenshire will be hosting the national Armed Forces Day event and the BPI team will be coordinating attendance from teams across the Health Board.

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



Submitted By: Corinna Lloyd-Jones

Date Submitted: April 2026



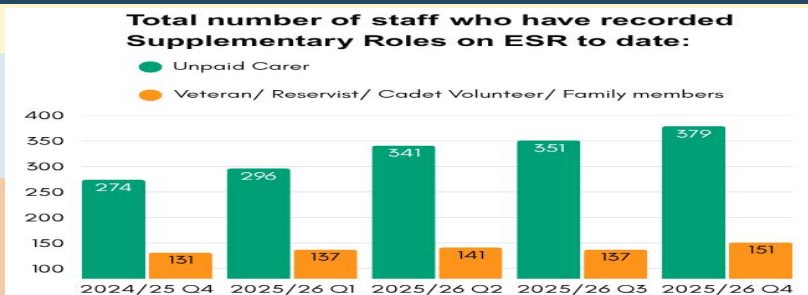
Planning Objective: Provide compassionate experiences - 2.1 Enhance the operational efficiency and workplace culture of the Health Board by implementing comprehensive support strategies for staff, fostering compassionate communication and reinforcing our commitment to inclusive values. This will include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

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

Reporting Period: Quarter 3 2025/2026

Overall status: On track
Rationale: Delivery continued as planned through Q4

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):
 379 staff have now recorded their unpaid caring role, an increase of 105 since 31st March 2025, reflecting the success of the awareness raising work which has been undertaken.



- Activities completed in previous reporting period**
- Work to update the Carers Passport is being aligned with the Wellbeing Passport to ensure that it's more holistic to consider the broad range of support needs that staff may have. The carers policy and combined wellbeing/carers passport will be ready to go to PODCC in August 2026.
 - The number of staff self-identifying supplementary roles continues to increase as a result of the continued awareness raising activity and active staff network communication.
 - Piloting has commenced of the NHS Wales Healthcare for the Armed Forces e-learning module, developed in conjunction with NWSP and which will be hosted on the ESR platform.
 - HB's values were reviewed as part of our refreshed long-term strategy 'A Healthier Mid and West Wales – Healthier lives, well lived' which was approved by Board in January 2026: Belonging / Growth / Together.
 - Organisation-level Staff Survey results were shared with our Exec Team on March 2026, with a paper being presented to PODCC in May 2026.
 - Our leadership development programme (LEAP) continues to run successfully, with 4 cohorts delivered annually. Our summer 2026 cohort attracted over 90 expressions of interest for 20 places. Since its launch in 2023, 126 leaders have completed LEAP, with over 55 currently progressing through the programme.
 - A review has also been completed of the Organisational Change Toolkit to enable managers to more compassionately support their staff through organisational change.

- Activities planned for next milestone and reporting period**
- Launch of NHS Wales Healthcare for the Armed Forces e-learning module to supplement awareness raising sessions and increase understanding of the workforce of the needs of veterans and their families.
 - Submission of evidence for the Gold award in the Defence Employers Recognition Scheme to maintain our active commitment to the Armed Forces Covenant. An annual report on the Health Board's work to support the Armed Forces community and implement the Armed Forces Covenant will be presented to PODCC in May 2026.
 - Next phase of our values refresh in 2026-27 will focus on reviewing our underpinning Behaviours Framework alongside development of the new NHS Wales Leadership and Management Framework to ensure our local approach aligns with and complements the emerging national direction.
 - Staff Survey participation rates, actions and progress have been incorporated into WOD Escalation Measures for 2026-27.

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



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



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

Executive Lead: All Pillar Leads

Reporting Period: Quarter 4 2025/2026

Overall status: Off-track

Rationale: Capacity constraints within the People Planning & Development team has resulted in some activities initially planned for Q4 being deferred for completion in Q1 of 2026/27.

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

Capacity constraints within the People Planning & People Development teams has resulted in some activities initially planned for Q4 being deferred for completion in Q1 of 2026/27.

Activities completed in previous reporting period

- Workforce Technical Document has been completed including action plans for each of the 75 workforce plans that are in place.
- Education & Commissioning Framework submitted to HEIW.
- CSP Workforce Assessments have been completed in readiness for Board.
- Alignment of Operational Workforce Plans and their inclusion in the Health Board Annual Plan.
- Linked the education & people development plans to workforce plans including an assessment of risk.
- Development of reporting on the Strategic Mental Health Plan for HEIW.
- Commissioned OrgVue to support the Community and Integrated Medicine CCG & pilot of workforce planning tool.
- W&OD continues to promote flexible working with managers across the HB, encouraging them to embrace the ethos of "how we can make this happen?" as per the NHS Wales policy. Our 2025 Staff Survey positivity score for "We champion flexible working" was 64.8%, compared with 58.3% in 2023 and 63.7% in 2024, and +3.94% above the 2025 national benchmark. This was Hywel Dda's largest positive variance across all Staff Survey themes with a strong upward trend since 2023.
- Perinatal Strategic Workforce Plan completed; critical review being undertaken Qtr 1 2026/27.

Activities planned for next milestone and reporting period

- Training Plan for Workforce Planning for Managers and Workforce Planning Team deferred to end of Quarter 1 26/27 due to capacity/focus on Workforce Plans and Education Commissioning in Quarter 4 2025/26
- Refresh and strategically analyse workforce plans to feed into wider People Professional Plans & WOD Pillar/ 2026/27 Planning objectives (deferred Qtr 1 2026/27)
- Develop reporting on the perinatal strategic workforce plan for internal review of strategic frameworks along with reporting to HEIW. Deferred to Qtr 1 2026/27. Ongoing work to further embed workforce planning within transformation and planning directorates. Deferred to Q1 2026/27.

Matters for information:

Risks to delivery:

Any other comments:



Submitted By: Anna Bird

Date Submitted: April 2026



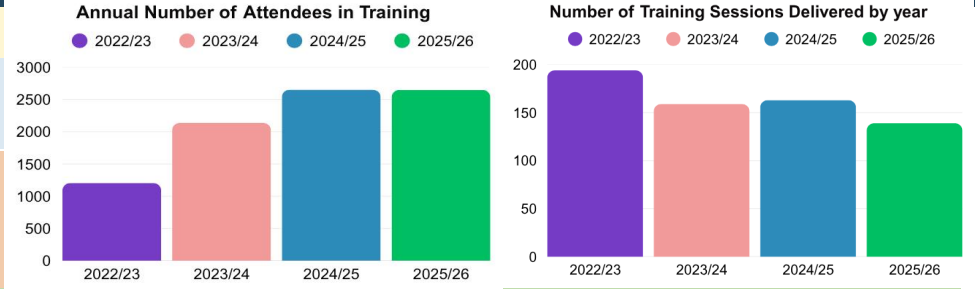
Planning Objective: Provide compassionate experiences - 2.3 Build an inclusive and respectful organisational culture where everyone feels a deep sense of belonging. This includes the establishment of an EDI Task force to progress improvement in workforce experience within the organisation.

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

Reporting Period: Quarter 4 2025/2026

Overall status: On track
Rationale: Delivery has continued through Q4

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances): Whilst the number of EDI specific training sessions have decreased in 2025/26, the number of participants has remained at similar levels, reflecting changes to delivery mechanisms to maximise attendance.



Activities completed in previous reporting period

- Over the course of the year, the Business, Partnerships and Inclusion (BPI) Team has delivered just under 150 training sessions focused on equality topics, including support to unpaid carers and anti-racism. Work has continued to target sessions such as Active Bystander training, working with the ODRM team to identify areas where cultural issues are being experienced.
- The Director of WOD met colleagues who are neurodivergent, to discuss how, following the 'Big Conversation' the Health Board can become more neuro-inclusive. A programme of meetings have been arranged during 2026/27 to progress neuro-affirming practice in a range of topic areas.
- Sub-groups of the EDI taskforce have been established and Director/Senior Manager leads identified to progress work in the areas of: Board Allyship, Coproduction and Engagement and Data Analysis. Terms of reference and action plans are in the process of being agreed for each sub-group.
- An EDI Taskforce SharePoint page has been developed to make the work more visible to the wider workforce and to encourage staff to get involved.
- The EDI Team produced a newsletter in January 2026 which was shared with Board members and widely publicised via our social media channels.

Activities planned for next milestone and reporting period

- Implement a programme of meetings with neurodiverse colleagues to explore how the Health Board can introduce more neuro-affirming practice in areas such as recruitment, employee relations, meeting governance
- Finalise the action plans for the EDI Taskforce sub-groups and encourage further engagement from colleagues across the Health Board.
- Publish EDI newsletter in April 2026 and complete the annual reports on progress against our Equality Objectives for submission to Welsh Government.

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



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

Date Submitted: April 2026



Planning Objective : Create a positive workforce culture

Executive Lead: Lisa Gostling, Executive Director of Workforce and Organisational Development & Deputy Chief Executive

Reporting Period: 2025/26

Overall status: Complete

Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery)

A range of work has been progressed during 2025/26 as evidenced in the quarterly reports and summarised in the achievements below.

Key achievements and outcomes through 2025/26 / elements to be continued into 2026/27

- Staff engagement across the Health Board remained stable, with improved participation (22%) in the 2025 NHS Wales Staff Survey and positive movement across most areas. 71% of staff who responded indicated a consistent level of commitment and connection to the organisation.
- Workforce & Organisational Development continues to promote flexible working with managers across the HB, encouraging them to embrace the ethos of "how we can make this happen?" as per the NHS Wales policy. Our 2025 Staff Survey positivity score for "We champion flexible working" was 64.8%, compared with 58.3% in 2023 and 63.7% in 2024, and +3.94% above the 2025 national benchmark. This was Hywel Dda's largest positive variance across all Staff Survey themes with a strong upward trend since 2023.
- Our ODRMs continue to provide proactive, responsive support to local teams to promote healthy and positive working cultures.
- More than 250 colleagues received one-to-one psychological support, and 60 attended our Recovery in Nature programme, helping to reduce stress and burnout.
- We have expanded simulation and digital learning, making training more practical and accessible. One hundred educators were trained to deliver simulation sessions, reaching over 600 staff across hospital and community services. This has helped teams practice safely, build confidence and improve care.
- More than 1,000 staff applied for individual continuing professional development, with hundreds more taking part in group learning.
- Our Support Worker Development Programme helped 247 healthcare support workers build new skills and move into different roles, supported by recognised qualifications through our Agored Cymru accreditation.
- Engaged with 8,500 pupils across all secondary schools in the region, with 4,727 learners taking part through the medium of Welsh, almost double the previous year.
- Our volunteering community grew to 245 volunteers, and our apprenticeship programme now supports 141 apprentices.
- Occupational Health have been consistently exceeding their Welsh Gov KPIs for service delivery for 2025/26. The Key Performance Indicators cover management referrals, self referrals, pre-employment clearance, immunisations.

Any other Comments

Matters for information:

Risks to delivery:

Any other comments:



Submitted By: Corrina Lloyd-Jones

Date Submitted: April 2026



Planning Objective : Provide compassionate experiences

Executive Lead: Lisa Gostling, Executive Director of Workforce and Organisational Development & Deputy Chief Executive

Reporting Period: 2025/26

Overall status: Complete

Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery)

A range of work has been progressed during 2025/26 as evidenced in the quarterly reports and summarised in the achievements below.

Key achievements and outcomes through 2025/26 / elements to be continued into 2026/27

- Leadership and management development continues to grow, with strong demand for programmes such as LEAP (126 completed/over 55 progressing), New Consultant Programme (5 cohorts delivered to 58 senior clinicians), Hywel Dda Manager and Foundations in Management, alongside an expanding network of 45 qualified coaches.
- We continue to embed a culture where staff feel safe and supported to speak up. Through our Speak Up, Make Meaningful Change initiative, concerns are increasingly raised sooner and informally, enabling constructive resolution without fear of reprisal.
- Working closely with Health Education and Improvement Wales, we now have 79 operational workforce plans in place. These are aligned with our Clinical Services Plan, helping ensure staffing, skills and future recruitment match changing models of care.
- Whilst workforce pressures remain a challenge, the latest NHS Wales Performance Report (March 2026) highlighted Hywel Dda as achieving the lowest workforce turnover rates across Wales, and we are proud to be the best-performing NHS organisation in Wales for nursing turnover since 2024.
- Our Hywel's Applause Awards returned as a more engaging and meaningful in-person event. Long Service Awards also remained important, with staff recognised for milestones ranging from 25 to an exceptional 60 years of service. Simple initiatives such as Employee Appreciation Day continued to grow, showing how much colleagues value recognising each other.
- Staff well-being remained a priority. More than 250 colleagues received one-to-one psychological support, and 60 attended our Recovery in Nature programme, helping to reduce stress and burnout.
- We actively promoted equality, diversity and inclusion (EDI) through awareness raising, growing staff network engagement and via our EDI Task Force. 1,162 staff have accessed EDI training this year, a 10% increase on the previous year.
- Our EqIA training programme is available for all staff which supports them to enhance their knowledge and skills to support service and policy developments and changes and an internal audit programme has been to ensure a high quality, robust EqIA process.
- We have continued to deliver wellbeing at work webinars which are held monthly and are available to all Hywel Dda staff and have been well received. *"Very informative, explained clearly, great to have a live webinar where there is room for interaction, rather than a recorded playback."*
- Significant progress has been made on the Band 2/3 transition and work will remain ongoing for Q1 2026/27 to finalise the work needed to resolve ongoing queries. The majority of staff were completed by 31 March 2026.

Any other Comments

Matters for information:

Risks to delivery:

Any other comments: 60 people participated in the Recovery in Nature Programme and feedback has been very positive. *"Gave me the opportunity to reflect and appreciate that there are like-minded people around me with shared values"*. Due to ongoing staff capacity and financial challenges, the SPWBS is unable to plan deliver the Recovery in Nature Programme for 2026/27 year.