



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

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

A purpose of the People, Organisational Development & Culture Committee (PODCC) is to provide assurance to the Board on best practice around the workforce and organisational development (OD) agenda.

This report provides assurance of delivery against national delivery framework targets. The dataset presented is accurate as at 31 March 2026 (unless stated otherwise e.g. for NHS Wales benchmarking datasets).

Cefndir / Background

The dashboard has been developed to report on the individual delivery plans for the 12 specific requirements, targets have been identified against the eight strategic statements of intent in the 10 year strategy to demonstrate the link between the target and progress in delivery of our strategy.

The frequency in which the dashboard in Appendix 1 is produced has been amended in line with the Committee frequency and as such is reported quarterly with the full range of metrics and Key Performance Indicators (KPI's) presented annually in February.

Asesiad / Assessment

The dashboard in Appendix 1 presents performance against the following national delivery framework targets:

Overall staff engagement score – scale score method

- The response rate has fluctuated through 2024/25 and 2025/26. The highest response rate was seen in January 2026 at 26%, it has since dipped slightly. Ways to increase participation are continually being explored.
- More detailed methods of reporting are being explored with the focus on maintaining anonymity.

- Engagement score up until February 2026 had been continuously above 70%, it has increased in March to 74%.
- There are a number of strategies created to help build staff engagement across the organisation and instigate feelings of pride from working for Hywel Dda University Health Board. These include
 - Recognition and Appreciation programmes
 - Positive/Supportive Work Environment
 - Professional Development and Opportunities for Growth
 - Strong Leadership Programmes such as LEAP.

Agency spend as a % of total pay bill; Variable pay (agency, locum, bank & overtime: monthly position).

- Work to maximise the newly qualified pipelines and reduce variable pay for nursing is underway.
- Ongoing support is being provided to the medical workforce through workforce planning.
- Pressures are expected to continue for the medical workforce into 2026/27.
- Agency has remained below 5% of the total pay bill since November 2023.

Education and Commissioning template to Health Education and Improvement Wales (HEIW) aligned to the Integrated Medium-Term Plan (IMTP) submission on an annual basis.

Data in relation to Health Care Support Worker (HCSW) framework on annual basis and related requirements for funding

- HEIW has confirmed that once a HCSW has enrolled on the Clinical Induction, they are on the All Wales Career Framework (AWCF) pathway. This has resulted in a measurable increase in compliance for the Health Board for Bands 2, 3 and 4.
- Continue to strengthen partnership with HEIW and engage in strategic review of the framework.

Percentage of sickness absence rate of staff

- As per the NHS Performance Framework 2025-26, the Health Board sickness absence target is a reduction on the 2024-25 outturn of 6.60%. The end of year performance is marginally above the target rate with a rolling absence rate of 6.67%.
- Anxiety, stress and depression continues to account for the highest of all reasons for absence across the health board at 33.9%. Work is ongoing to ensure managers identify on ESR where work related stress is the specific reason for absence so better data and analysis can be captured in this regard and stress risk assessments actioned accordingly.
- Ongoing focused support from the Workforce Teams continues in collaboration with Senior Managers with a focus on hot spots across all Clinical Care Groups with designated action plans devised for managers/CCGs to support the reduction of sickness absence.
- Designated support from Workforce continues to be utilised to help address sickness absence aligned to employee relations matters.

Qualitative report providing evidence of available learning and development in line with the Good Work – Dementia Learning and Development Framework.

- The Percentage of staff completing dementia training is consistently well above the 85% target.
- The only staff group not above the 85% target are medical and dental, but they have been increasing month on month through the year from 55% at the start of 2025/26 to 68.2% in March 2026.

Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation

- We continue to be above our 85% target; however performance has declined slightly since December 2025 by 0.4%.
- We only have one staff group that is below the 85% target which is Medical & Dental. These rates continue to steadily increase and have increased by 5.5% since December 2025, currently sitting at 64.1%.
- The Learning and Development Team is currently working closely with Medical and Dental. Action plans remain in place; these have enabled bespoke training packages to be developed collaboratively with key stakeholders.
- We continue to perform higher than NHS Wales.

Percentage of headcount by organisation who have had a Performance Appraisal Development Review (PADR)/medical appraisal in the previous 12 months (excluding doctors and dentists in training).

- The combined appraisal compliance continues to fluctuate between 82.1% and 84% with the current rate at 82.7%.
- We continue to perform better than NHS Wales, however we continue to fall slightly short of the 85% target.

Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job

- The rate has fluctuated but sits at 70.9% in February 2026.

Consultant/Specialty and Associate Specialist (SAS) doctors with a job plan & Consultants/SAS doctors with an up-to-date job plan (reviewed with the last 12 months).

- There has been a 5% decrease since December 2025. Current job plans are recorded at 75% against a target of 90%.
- The declining trend has been impacted by a large number of job plans that have expired.
- Escalation meetings have been set up to discuss declining compliance.

Percentage of compliance for staff appointed into new roles where an adult or child barred list check is required.

- We continue to maintain 100% compliance over the last 12 months.

The targets are presented in a format which will allow PODCC to assess the alignment between the key performance indicator and the intentions as set out in the 10-year Workforce, Organisational Development & Education Strategy.

Argymhelliad / Recommendation

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

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

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

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda, learning from work undertaken nationally and internationally, ensuring (HDdUHB) is recognised as a leader in this field
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	3. Data to knowledge
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Positive futures
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

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

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

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

**Strategic Planning Objective 1:
Develop and implement plans to deliver, on a sustainable basis, NHS delivery framework targets related to Workforce within the next 3 years.**



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National Delivery Framework Target	Operational Delivery Lead
Overall staff engagement score – scale score method	Head of Culture and Workforce Experience
Agency spend as a % of total pay bill	Senior Workforce Manager – Workforce Efficiency
Variable pay (Agency, Locum, Bank & Overtime: monthly position)	Senior Workforce Manager – Workforce Efficiency
HEIW Planning Objective 3.B: Deliver requirements of regulators – a) Submit Education and Commissioning template to HEIW aligned to IMTP submission on an annual basis	Assistant Director of People Planning
HEIW Planning Objective 3.B: Deliver requirements of regulators – b) Submit data in relation to HCSW framework on annual basis and related requirements for funding	Future Workforce Programme Manager
Percentage of sickness absence rate of staff	Assistant Director of People Management
Qualitative report providing evidence of provided learning and development in line with the Good Work – Dementia Learning and Development Framework	Clinical Education Manager
Percentage of employed NHS staff completing dementia training at an informed level	Clinical Education Manager
Percentage Compliance for all completed Level 1 competencies within the Core Skills and Training Framework by organisation	Learning & Development Manager
Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job	Head of Culture and Workforce Experience
Percentage of headcount by organisation who have had a PADR/medical appraisal in the previous 12 months (exc Drs and Dentists in training)	Head of Culture and Workforce Experience
Percentage of staff who have had a medical appraisal in the previous 12 months (exc Drs and Dentists in training) and Consultant/SAS doctors with a job plan & Consultants/SAS doctors with an up to date job plan (reviewed with the last 12 months)	Head of Medical Education & Professional Standards
Percentage of compliance for staff appointed into new roles where a child barred list check is required	Head of Recruitment and Workforce Equality, Diversity & Inclusion
Percentage of compliance for staff appointed into new roles where an adult child barred list check is required	Head of Recruitment and Workforce Equality, Diversity & Inclusion

KEY: 8 Statements of Intent Contained within the 10 Year Workforce, Organisational Development(OD) and Education Strategy

- 1 - Delivering Collective and Compassionate Leadership
- 2 - Recruiting and Retaining Great People
- 3 - Engaging our Staff
- 4 - Delivering a Workforce Fit for the Future
- 5 - Enabling Our People to Release Their Potential
- 6 - Developing High Performing Teams
- 7 - Delivering Innovation, System Learning and Change Agility
- 8 - Developing Workforce Efficiency and Effectiveness

NHS delivery framework target: 1.i - Develop plans to deliver, on a sustainable basis – Overall staff engagement score – scale score
 method Strategic Delivery Lead: Assistant Director of Organisation Development; Operational Delivery Lead: Head of Culture and Workforce
 Experience

This target aligns to the following statement of intent:

3 - Engaging our Staff



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Staff Engagement Score Year on Year

Year Of Survey	Sent to	Number Completed	Response Rate	Engagement Score
2023 Sample in April	1001	178	18%	72%
2023 Sample in May	990	181	18%	74%
2023 Sample in June	994	175	18%	76%
2023 Sample in July	985	181	18%	74%
2023 Sample in August	1002	170	17%	73%
2023 Sample in September	972	182	19%	74%
2023 Sample in November	997	152	15%	73%
2023 Sample in December	977	107	11%	72%
2024 Sample in January	939	135	14%	73%
2024 Sample in February	944	94	10%	76%
2024 Sample in March	935	120	13%	70%
2024 Sample in April	931	132	14%	75%
2024 Sample in May	947	123	13%	71%
2024 Sample in June	914	157	17%	71%
2024 Sample in July	917	171	19%	71%
2024 Sample in August	909	157	17%	72%
2024 Sample in September	900	207	23%	73%
2024 Sample in October	901	198	22%	73%
2024 Sample in November	886	203	23%	73%
2024 Sample in December	902	139	15%	71%
2025 Sample in January	899	190	21%	71%
2025 Sample in February	888	188	21%	70%
2025 Sample in March	886	166	19%	72%
2025 Sample in April	901	184	20%	73%
2025 Sample in May	877	195	22%	74%
2025 Sample in June	897	147	16%	73%
2025 Sample in July	870	185	21%	72%
2025 Sample in August	855	189	22%	72%
2025 Sample in September	872	195	22%	73%
2026 Sample in January	866	222	26%	73%
2026 Sample in February	851	179	21%	69%
2026 Sample in March	848	134	16%	74%

Engagement Score by Staff Group

Role	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Jan-26	Feb-26	Mar-26
Administrative and Clerical	72%	73%	71%	74%	75%	75%	74%	72%	77%
Allied Health Professionals	71%	75%	73%	72%	70%	72%	71%	64%	74%
Estates, Facilities & Support Services	77%	72%		69%		74%	63%		
Healthcare Scientists		72%		75%	74%	78%	72%	71%	76%
Medical and Dental	77%	62%	78%	65%	66%	67%	75%	68%	77%
Nursing and Midwifery	71%	75%	72%	68%	70%	71%	74%	70%	71%
Other Clinical Services		80%	76%	80%	73%		75%	71%	69%
Other Scientific and Technical							69%		
Other							87%		

Note - Any area with less than 5 responses will not be reported on so as not to identify anyone and respect confidentiality

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

Current Performance

The staff engagement score for the staff voices survey fluctuates monthly but February 2026 has seen the lowest score of 69% it has increased again in March to 74%.

Performance Against Trend

The survey is a thermometer measure so there are many aspects that impact the measure. The organisation is still seeing data that aligns with the monthly average.

Future Positive Actions

The organisation has many agendas that are driving positive action for staff engagement. These include speak up – make meaningful change, appreciation and benefits programmes, cultural work in services, leadership and staff development. This year, we introduced local accountability for staff survey results at Tier 2 and Tier 3 levels. All areas that received a report on the previous Staff Survey were required to submit action plans identifying their top three priorities for improvement. These action plans will be monitored through EITs meetings.

NHS delivery framework target: 1.i - Develop plans to deliver, on a sustainable basis – agency spend as a % of total pay bill.

Variable pay (Agency, Additional, Bank & Overtime: monthly position) Strategic Delivery Lead: Assistant Director of People Planning

Operational Delivery Lead: Senior Workforce Manager – Workforce Efficiency

This target aligns to the following statement of intent:

8 - Developing Workforce Efficiency and Effectiveness



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Current Performance

Nursing

The average year-to-date monthly spend on nursing variable pay is £1.19M, with a reducing trend, and M12 at £1.13M.

Total year-to-date variable pay spend is £14.3M, of which £4.2M relates to agency spend.

The majority of agency spend is within Community and Integrated Medicine (£3.5M) and Planned Care (£699k).

Overtime accounts for £3.1M, with £1.9M in Community and Integrated Medicine and £1.1M in Planned Care.

To address these pressures, work is underway to maximise the use of newly qualified pipelines and reduce variable pay usage across all elements, including surge capacity, sickness cover, and enhanced patient support.

Allied Health Professionals (AHPs) and Health Care Sciences (HCS)

The average year-to-date monthly spend on variable pay is £169k, with M12 reduced to £109k.

Total year-to-date variable pay spend is £2.03M, of which £1.05M is agency spend.

A significant proportion of this spend relates to Pathology, Dietetics, Physiotherapy, and Radiology, with additional demand arising from Waiting List Initiatives, increasing usage.

Medical

The average year-to-date monthly variable pay spend is £2.63M, with an increase in M12 to £3.12M.

Total variable pay spend is £31.83M, with £4.76M attributable to agency usage.

Additional Duty Hours and Waiting List Initiatives account for £27M of the total spend.

Agency usage has remained below 5% of the total pay bill since November 2023.

Performance Against Trend

Nursing

Work is ongoing to align nursing establishment and streamlining numbers with variable pay spend.

AHPs / Health Care Sciences

The Radiology recruitment plan is progressing, with additional support via exit plans linked to agency usage.

Medical

Ongoing support is being provided to the medical workforce through resource, operational, and strategic workforce planning.

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

Month Name	2025/2026
April	0.95%
May	1.59%
June	1.11%
July	1.34%
August	1.37%
September	1.45%
October	1.63%
November	1.43%
December	1.98%
January	1.85%
February	1.85%
March	1.54%

Future Positive Actions

Nursing

Agency spend has increased slightly to £394k; however, plans are in place to reduce this through the placement of Newly Qualified Nurses.

AHPs / Health Care Sciences

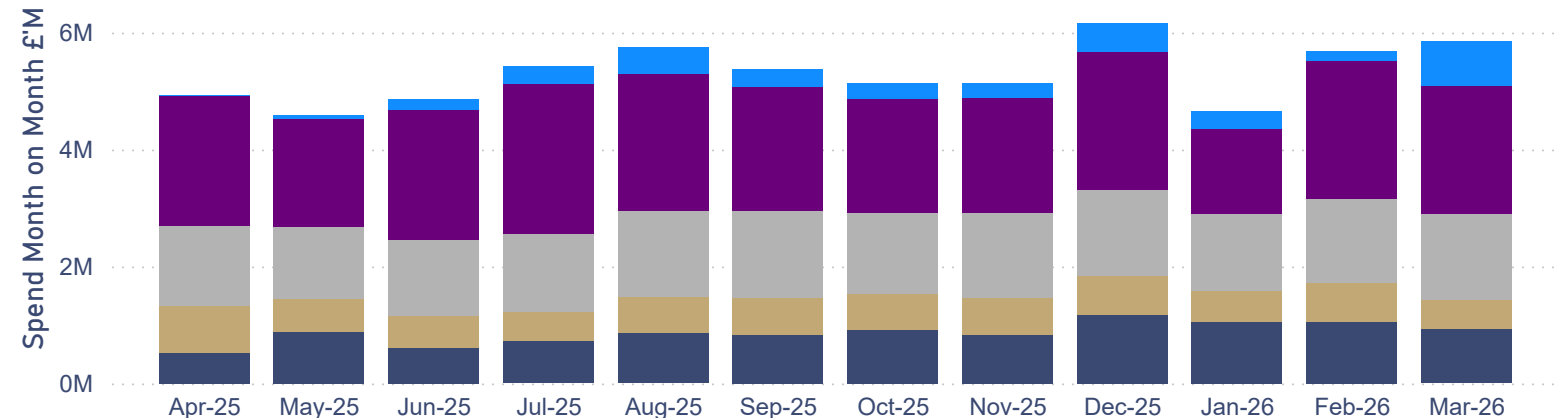
Agency spend reduced to £46k in M12, with reductions expected to be sustained into 2026/27.

Medical

Agency spend reduced slightly in M12 to £935k per month, though pressures are expected to continue into 2026/27.

Variable Pay Month on Month

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



NHS delivery framework target: 3.B: Deliver requirements of regulators – a) Submit Education and Commissioning template to HEIW aligned to IMTP submission on an annual basis Strategic Delivery Lead: Assistant Director of People Planning. Operational Delivery Lead: Assistant Director of People Planning
 This target aligns to the following statement of intent:
 2 - Recruiting and Retaining Great People & 4 - Delivering a Workforce Fit for the Future



Key	
	Output known
	Completed
	In Progress

Plan	Education Commissioning	Status
2020/21	Out turn c2023	
2021/22	Out turn c2024	
2022/23	Out turn c2025	
2023/24	Out turn c2026	
2024/25	Out turn c2027	
2025/26	Out turn c2028	

Future Positive Actions

Reviews will be undertaken using the education commissioning submission alongside higher award data to ensure any missed opportunities are identified and maximised.

This work will also support HEIW by providing a comprehensive range of information, including workforce pipeline and supply data, to inform longer-term planning linked to education commissioning and enable the health board to mitigate workforce risks associated with supply and demand.

Collaboration with HEIW will continue to be prioritised to support the health board's education and training requirements. Ongoing work with professional leads will enable workforce supply modelling, supporting professional group plans for transformation and Clinical Services Plans (CSPs).

Current Performance

Engaging with HEIW with regards to the 2027/28 education commissioning cycle. The discussions to date have been focused on developing the process to improve and standardise the approach used across Wales, which has taken on board health board feedback.

The education commissioning return was submitted on 30 March 2026 via HEIW's SharePoint site, alongside submission through our internal governance and executive approval processes.

This work builds on existing development pathways and improvements to higher education processes. The information supports workforce planning through operational delivery and professional workforce plans aligned to the Annual Plan. Further work will be undertaken to ensure alignment between enhanced and advanced practice pathways and the health board's workforce requirements.

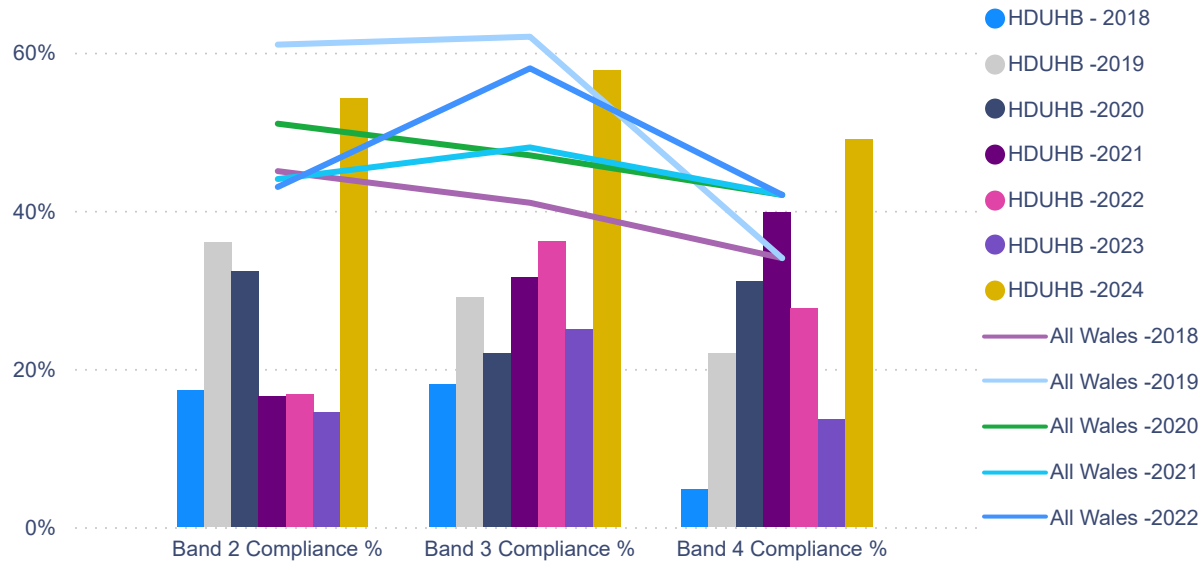
Performance Against Trend

Previous submissions to HEIW have been completed in line with expectations and agreed timelines. All commissioning activity has been conducted through the lens of current funded establishment, using workforce (inc. risk position), financial and performance data to assist decision making.

Improvements during the year have been driven through education commissioning activity within primary care and community services.

Plans are in place to further strengthen these processes, aligning commissioning activity more closely with primary care strategic workforce plans and the refreshed Community First Strategy.

Career Framework Data



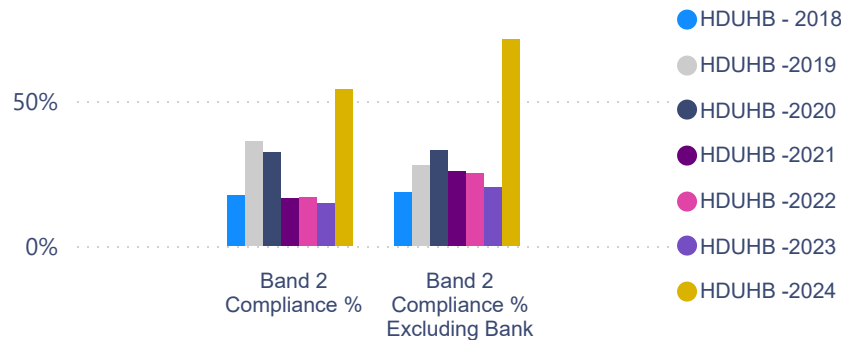
Current Performance

Collaborative work is underway with Health Education and Improvement Wales (HEIW), who are preparing to establish a formal review of the career framework. Requests have been made to address identified anomalies in role definitions and equivalency recognition, particularly concerning long-standing staff, ensuring that the framework reflects current workforce realities and supports fair progression.

Career Framework- Percentage with requisite level of health related qualification

Profession	% Level 2	% Level 3	% Level 4
Speech and Language service	0.0%	25.0%	0.0%
Radiology	100.0%	24.2%	0.0%
Physiotherapy	0.0%	52.4%	23.9%
Operating Theatres	68.2%	64.0%	100.0%
Occupational Therapy	0.0%	20.0%	6.8%
Nursing Mental Health	74.0%	73.1%	20.0%
Nursing Learning Disability	50.0%	50.0%	42.9%
Nursing Community	75.3%	70.0%	85.0%
Nursing Child	88.5%	72.4%	90.7%
Nursing Adult	70.9%	58.7%	64.6%
Maternity	57.4%	50.0%	0.0%
Dietetics	0.0%	0.0%	33.3%
Bank / Temporary Staff (on Bank only contracts)	40.9%	50.7%	58.1%

Impact of Bank Compliance on Career Framework Data



Future Positive Actions

Continue to strengthen partnership with HEIW to address discrepancies in the framework impacting compliance data and actively contribute to the strategic review of the framework

Advance the refinement of existing datasets to improve data quality, consistency, and reliability supporting informed decision-making and accurate reporting.

Maintain biannual reporting to SPPEG, with scheduled updates delivered in May and November, reinforcing transparency and accountability.

Performance Against Trend

Compliance levels continue to demonstrate a sustained upward trajectory, reflecting the effectiveness of strategic interventions, most notably the introduction of dedicated administrative support and targeted data cleansing initiatives. These foundational actions have significantly enhanced operational accuracy and reporting integrity.

Please note that where zero percent is shown; there are minimal staff at this level for these professions. Please see headcount Table.

Headcount

Profession	Headcount B2	Number at L2	Headcount B3	Number at L3	Headcount B4	Number at L4
Bank / Temporary Staff (on Bank only contracts)	1455	595	337	171	43	25
Dietetics	0	0	0	0	6	2
Maternity	61	35	2	1	0	0
Nursing Adult	846	600	143	84	65	42
Nursing Child	26	23	29	21	43	39
Nursing Community	85	64	190	133	20	17
Nursing Learning Disability	4	2	46	23	14	6
Nursing Mental Health	77	57	78	57	20	4
Occupational Therapy	0	0	5	1	44	3
Operating Theatres	22	15	25	16	7	7
Physiotherapy	1	0	21	11	46	11
Radiology	1	1	33	8	7	0
Speech and Language service	0	0	4	1	5	0
Total	2578	1392	913	527	320	156

NHS delivery framework target: 5.A.i - Develop plans to deliver, on a sustainable basis - Percentage of sickness absence rate of staff

Strategic Delivery Lead: Assistant Director of People Management Operational Delivery Lead: : Head of Workforce

This target aligns to the following statement of intent:

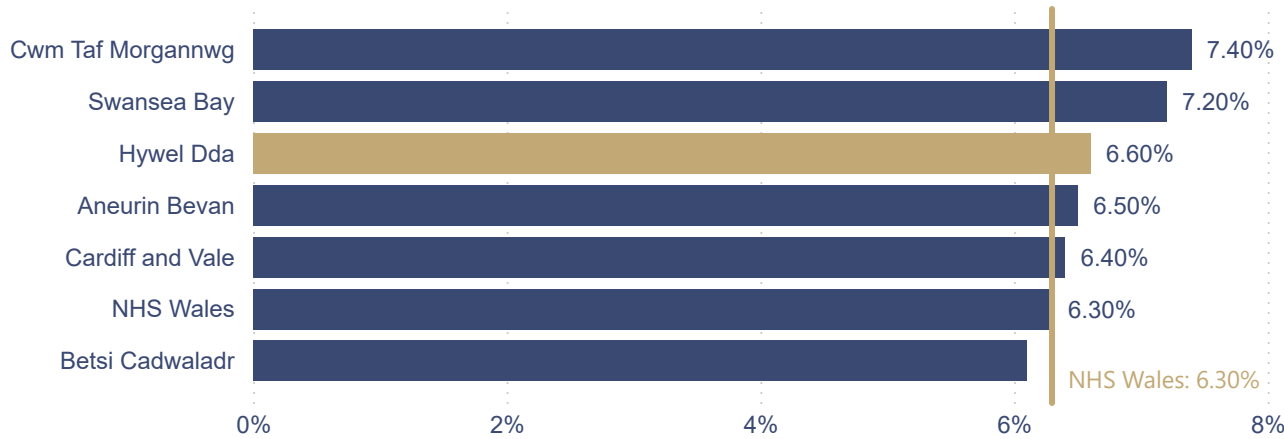
3 - Engaging our Staff



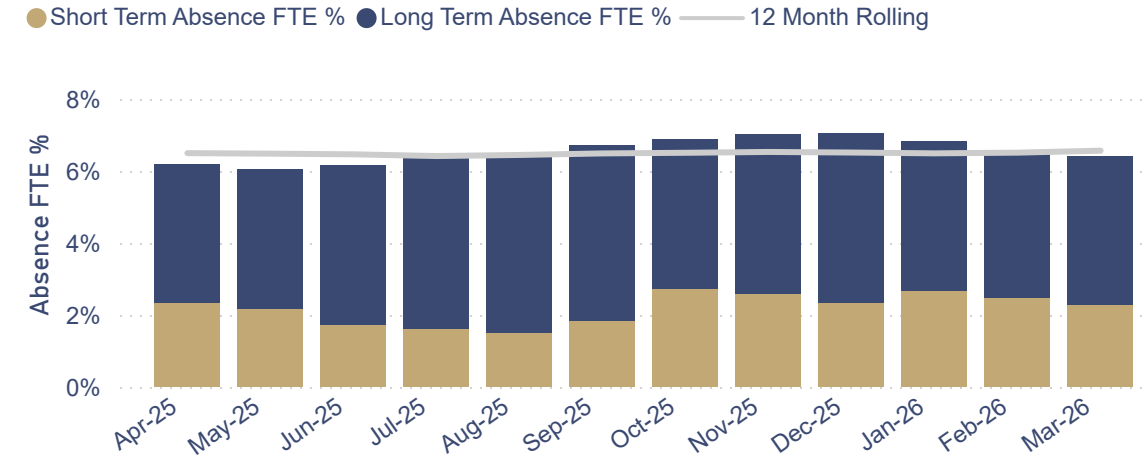
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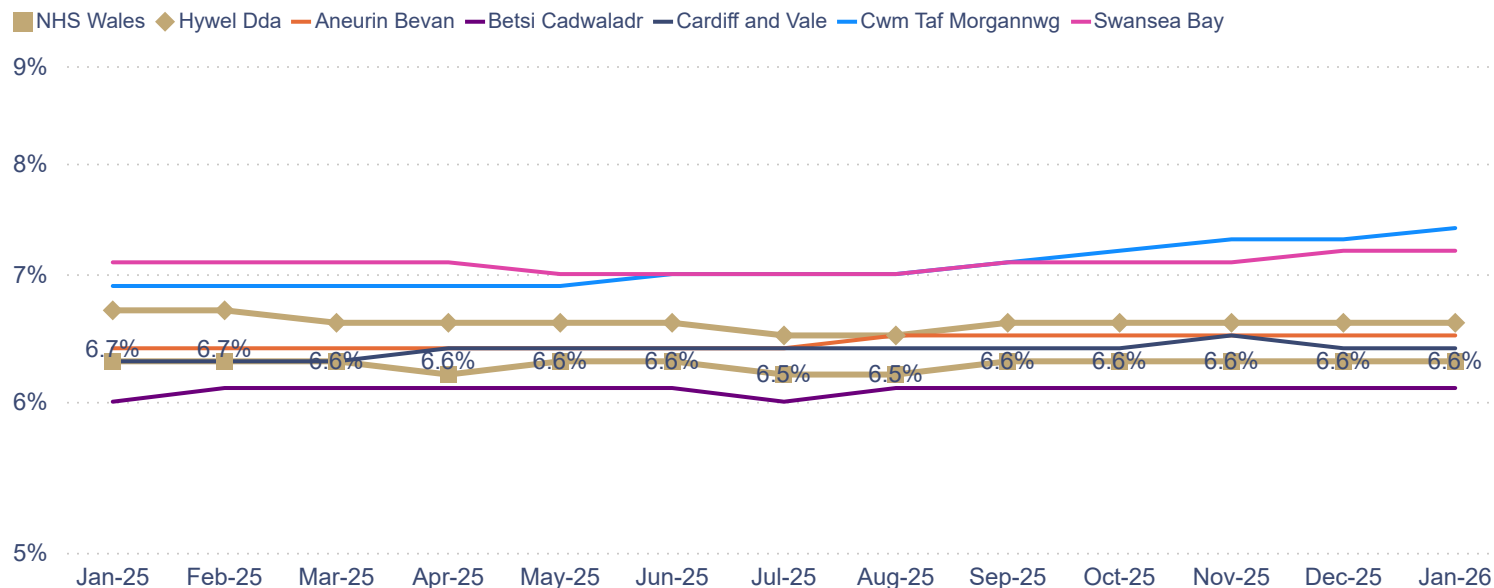
12 month rolling sickness absence rates (UHBs only) to Jan 2026



Hywel Dda In Month Sickness Absence by Long Term & Short Term compared to Rolling 12m



Rolling 12-month sickness absence rates, Jan'25 to Jan'26



Current Performance

The end of year performance is marginally above the target rate with a rolling absence rate of 6.67%. The target as per the NHS Performance Framework 2025-26, the Health Board sickness absence target is a reduction on the 2024-25 outturn of 6.60%.

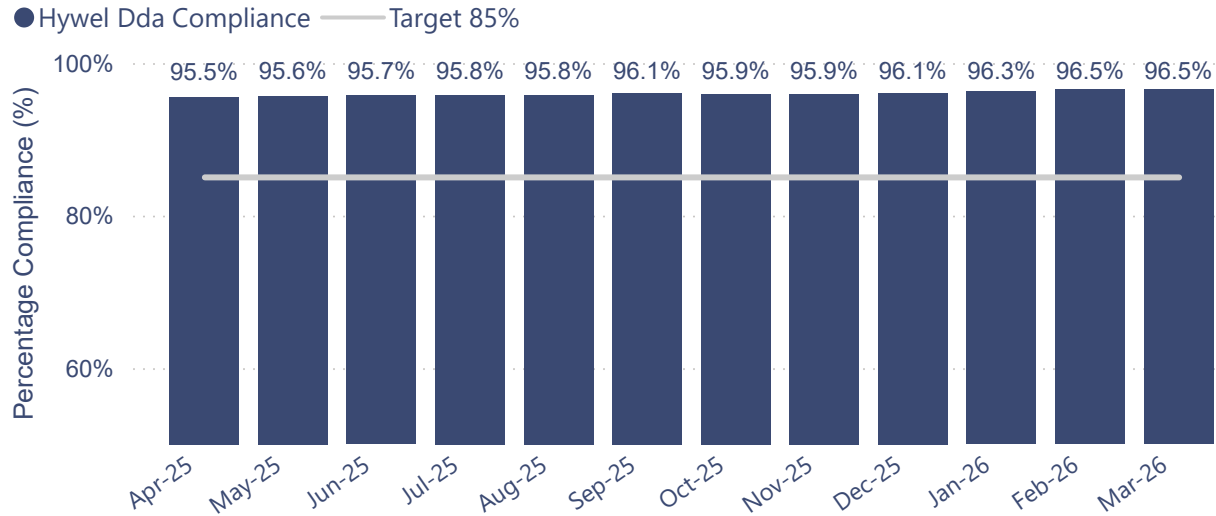
Performance Against Trend

Anxiety, stress and depression continues to account for the highest reasons for absence across the health board at 33.9%. Work is ongoing to ensure managers identify on ESR where work related stress is the specific reason for absence.

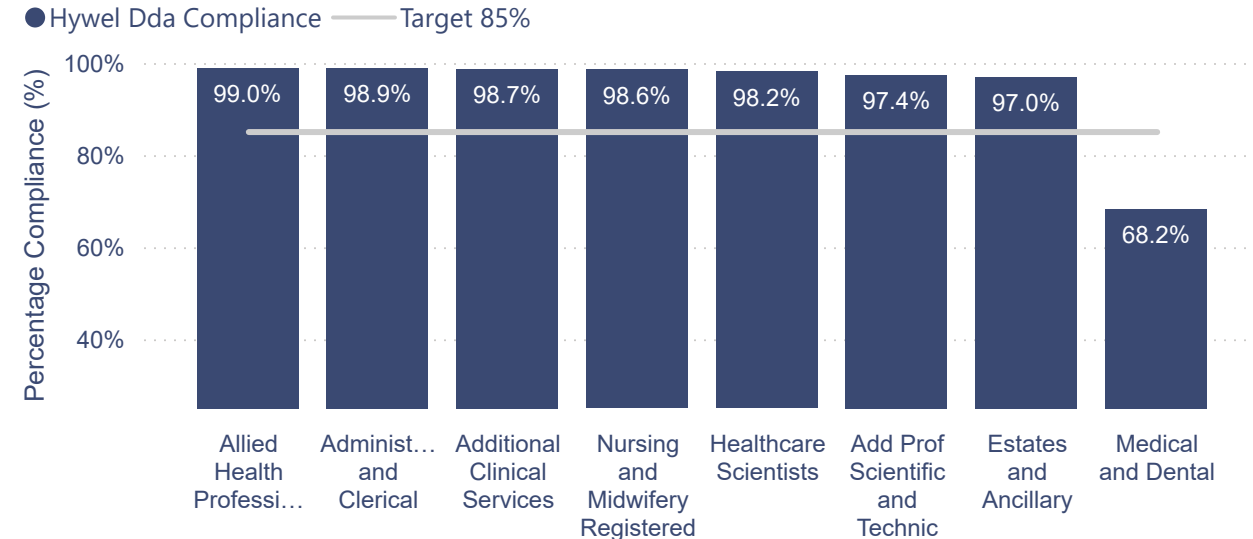
Future Positive Actions

Designated support from Workforce continues to be utilised to help address sickness absence aligned to employee relations matters.

Percentage of Staff completing Dementia Training



Percentage of Staff completing Dementia Training



Current Performance

Health Board compliance for staff completing Dementia training is consistently above the 85% target in all staff groups with the exception of Medical and Dental.

Learning and Development continue to work closely with Medical and Dental, including service leads, to identify pockets of low compliance, and to facilitate targeted support to drive compliance.

Performance Against Trend

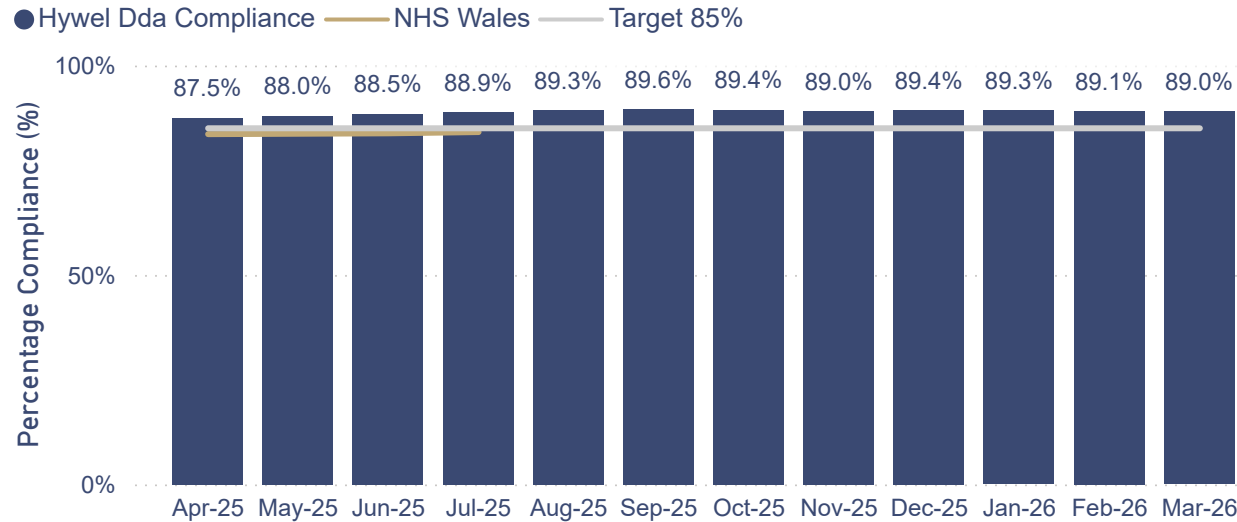
Over the last 12 months we have seen Health Board compliance continue to remain above the 85% target.

Medical and Dental has been steadily increasing through the year rising from 55% in April 2025 to 68.2% in March 2026.

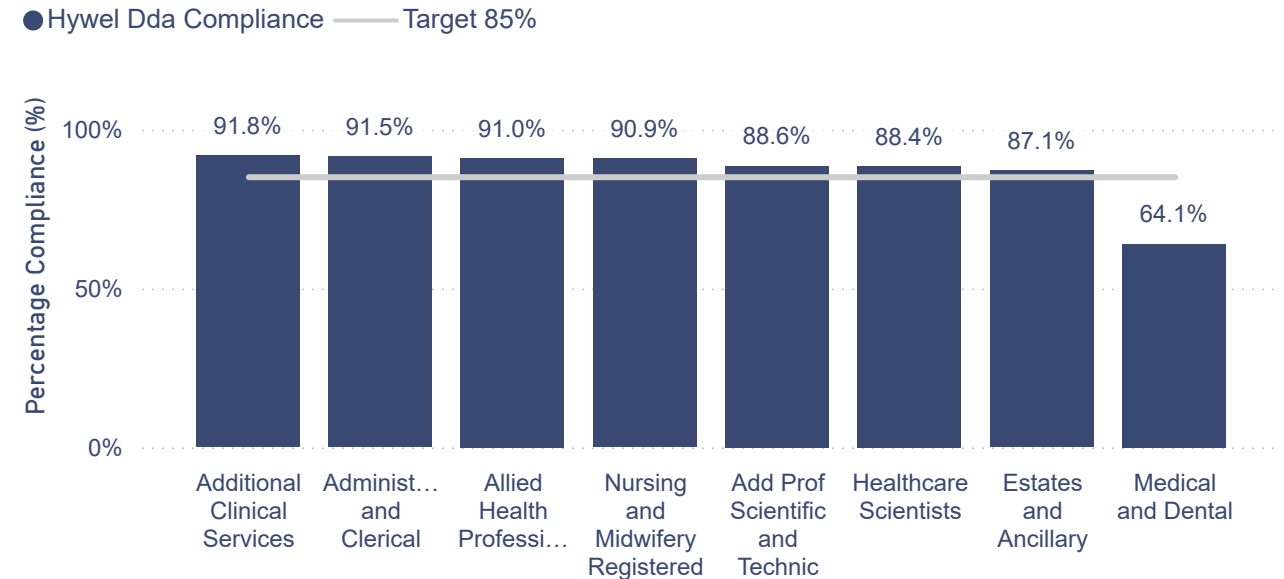
Future Positive Actions

- To sustain and further improve upon our current compliance with Dementia training, we will:
- Continue to monitor progress made across areas not achieving compliance.
 - Look for opportunities to share good practice.
 - Continue to reflect on data and using this data to drive strategies for improved completion of this training.
 - Offer bespoke support to any areas who are not currently demonstrating compliance with Dementia training.
 - Revisit work carried out with service area leads for Medical and Dental to support with improved compliance within these areas.

Core Skills Training Framework (CSTF) compared to NHS Wales Performance and Target of 85%



Core Skills Training Framework (CSTF) compared to Target of 85% by Staff Group



Current Performance

Currently the Health Board is performing above the target of 85% for compliance with the Core Skills Training Framework and above NHS Wales.

Compliance and action plans were put in place to support areas of low compliance and Learning and Development continue to work closely with these areas to monitor and improve compliance.

Performance Against Trend

All staff groups with the exception of Medical and Dental are now above the 85% target for CSTF. Medical and Dental has been steadily increasing through the year rising from 51% in April 2025 to 64.1% in March 2026.

Future Positive Actions

The introduction of action plans has allowed Learning and Development to work with key stakeholders to develop bespoke training packages and support which are already yielding improvements and are informing future plans. We should continue to see improvements over-time in terms of increasing compliance data across these areas, the use of action plans is a dynamic process that allows for the development of innovative future positive actions as and when opportunities are identified.

NHS delivery framework target: 5.A.i - Percentage of staff who have had a performance appraisal who agree it helps them improve how they do their job & Percentage of headcount by organisation who have had a PADR/medical appraisal in the previous 12 months (exc Drs and Dentists in training)
 Strategic Delivery Lead: Assistant Director of Organisation Development Operational Delivery Lead: Head of Culture and Workforce Experience



This target aligns to the following statement of intent:

2 - Recruiting and Retaining Great People, 3 - Engaging our Staff, 4 - Delivering a Workforce Fit for the Future, 5 - Enabling Our People to Release Their Potential & 6 - Developing High Performing Teams

Percentage of Staff from the engagement Survey who Strongly Agree or Agree that their PADR helps improve how they do their job

Current Performance
 The current position for PADR is only just short of the Welsh Government target of 85% sitting at 82.7%.

Performance Against Trend
 Managing performance agenda continues to build the compliance rate of PADR's being done. The module is still being held monthly and regular attendance is good. The OD team are now looking at areas of historical low compliance and contacting them to offer bespoke support in raising this.

Future Positive Actions
 OD have launched a performance management hub which houses all information regarding this agenda, it includes a poor performance toolkit and e-learning module "the art of the honest conversation". The team have also modified the learning module to concentrate on more action learning and building confidence in completing performance conversations successfully.

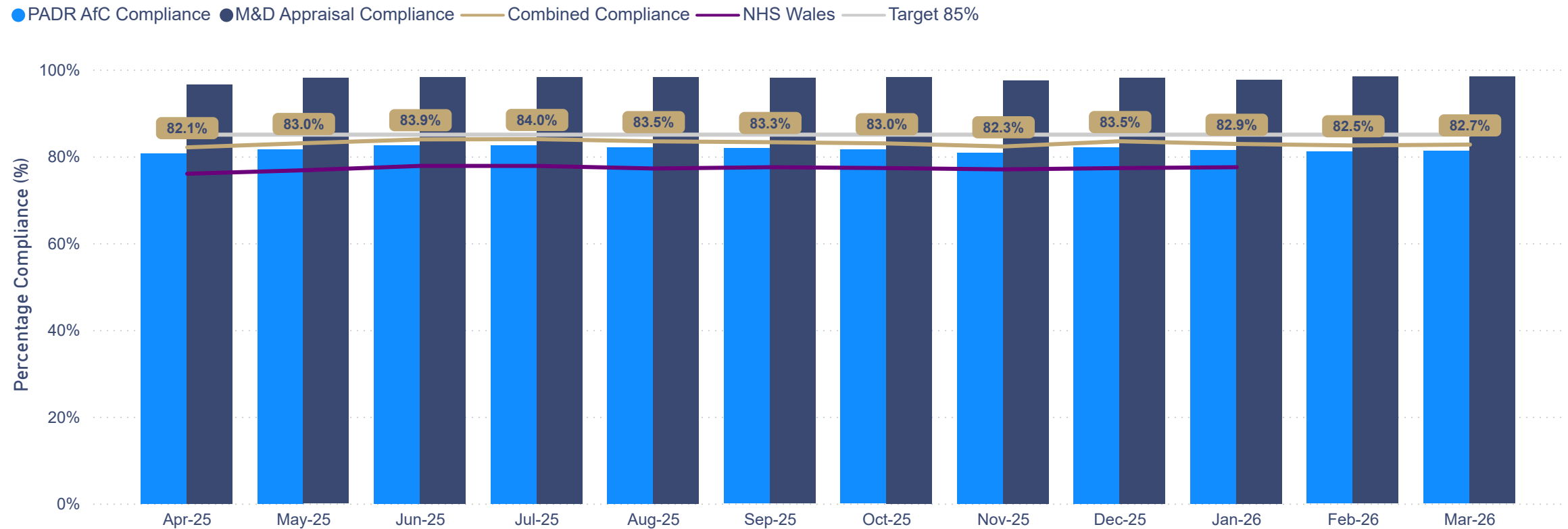
Sep-25
76.4%

Jan-26
79.3%

Feb-26
70.9%

Mar-26
76.9%

PADR Compliance to NHS Wales Performance and Target of 85%



NHS delivery framework target: 5.A.i - Percentage of staff who have had a medical appraisal in the previous 12 months (exc Drs and Dentists in training) and Consultant/SAS doctors with a job plan & Consultants/SAS doctors with an up to date job plan (reviewed with the last 12 months).

Strategic Delivery Lead: Medical Director Operational Delivery Lead: Head of Medical Education & Professional Standards

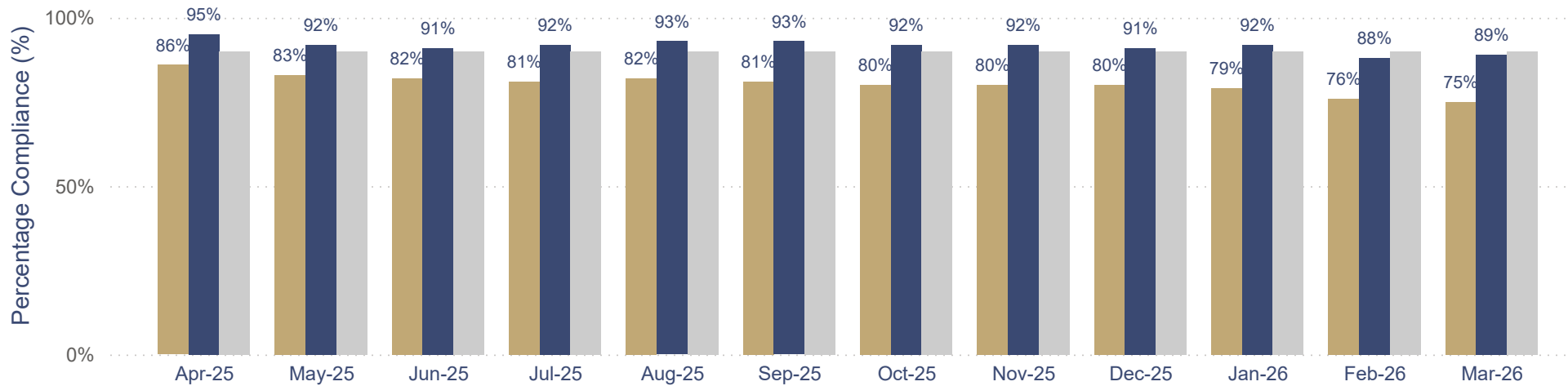
This target aligns to the following statement of intent:

2 - Recruiting and Retaining Great People, 3 - Engaging our Staff, 4 - Delivering a Workforce Fit for the Future, 5 - Enabling Our People to Release Their Potential & 6 - Developing High Performing Teams



Consultants/SAS doctors with a Job Plan (Current is within 12 Months)

● Current Job Plan ● Job Plan ● 90% Target



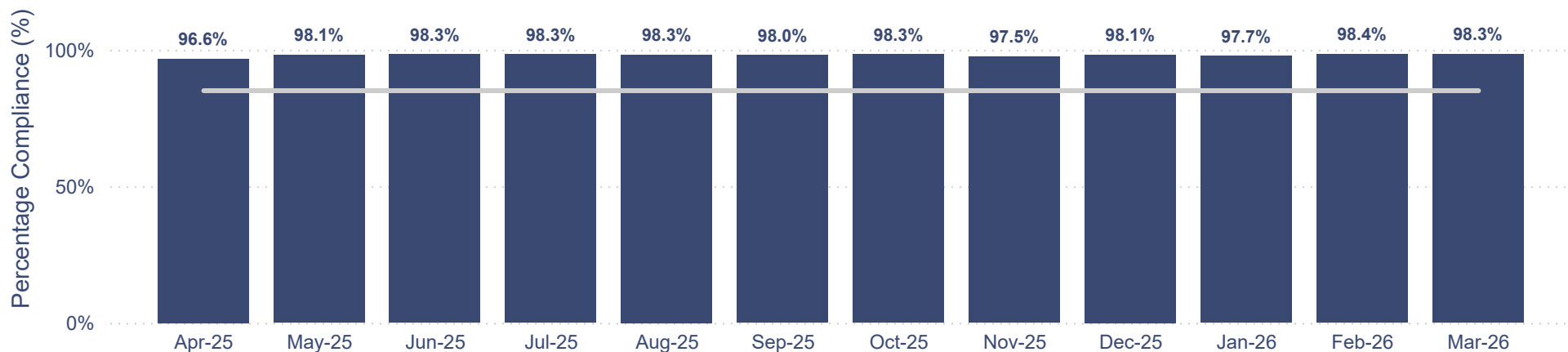
Current Performance
 ▲ There has been an overall 4% decrease in compliance over the past 3 months.

Performance Against Trend
 ▼ Trend is declining at 75%, this is due to large numbers of job plans expiring. As a rolling program this will continue to affect compliance.

Future Positive Actions
 ▼ Processes are in place for chasing up all clinicians to sign off their job plan, Service Delivery Managers and Clinical Leads will be asked to discuss sign off with clinicians.
 High level escalation meetings to be set up with Medical Director and Clinical Care Groups to discuss decreasing compliance.
 A Directorate level escalation process is in place, ongoing meetings with Directors of Services, General Managers and Clinical Directors, to ensure action plans are developed to improve compliance.
 Maintaining compliance, All Service Delivery Managers are advised monthly of the job plans expiring and advised to focus on these.

Medical Appraisal Compliance Performance against Target of 85%

● M&D Appraisal Compliance — Target 85%



NHS delivery framework target: 5.B.i Percentage of compliance for staff appointed into new roles where a child barred list check is required. & Percentage of compliance for staff appointed into new roles where an adult child barred list check is required.

Strategic Delivery Lead: Assistant Director of People Management

Operational Delivery Lead: Head of Recruitment and Workforce Equality, Diversity & Inclusion

This target aligns to the following statement of intent:

6 - Developing High Performing Teams



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Current Performance

Performance remains compliant as per targets / expectations.

Performance Against Trend

Performance is consistently at 100%

Future Positive Actions

Continue to perform to a high standard with robust processes to achieve required outcomes.

Compliance for staff appointed into new roles where an Adult or Child barred list check is required.
Note : All overseas recruits would have provided Overseas police checks as they cannot have a DBS until they have been in UK for 3 Months.

DBS Checks Processed

	Adult Barred Lists	Child Barred Lists	New Starters - Overseas	% Compliance
Apr-24	150	145	3	100.0%
May-24	102	102		100.0%
Jun-24	142	141	1	100.0%
Jul-24	128	128	4	100.0%
Aug-24	168	167	2	100.0%
Sep-24	236	229	3	100.0%
Oct-24	146	141	9	100.0%
Nov-24	123	122	1	100.0%
Dec-24	95	94	4	100.0%
Jan-25	164	156	5	100.0%
Feb-25	125	125	6	100.0%
Mar-25	137	125	2	100.0%
Apr-25	93	90	7	100.0%
May-25	111	112	2	100.0%
Jun-25	137	130	2	100.0%
Jul-25	80	75	4	100.0%
Aug-25	116	114	7	100.0%
Sep-25	196	191	4	100.0%
Oct-25	171	162	3	100.0%
Nov-25	118	110	4	100.0%
Dec-25	103	100	2	100.0%
Jan-26	139	136	1	100.0%
Feb-26	109	98	5	100.0%
Mar-26	110	118	7	100.0%