



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 May 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Staff Survey Results 2024
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling – Deputy Chief Executive/ Director of Workforce and Organisation Development
SWYDDOG ADRODD: REPORTING OFFICER:	Robert Blake – Head of Culture / Workforce Experience Christine Davies – Assistant Director of Organisation Development

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This paper contains an overview and analysis of the 2024 national staff survey, the second of which has been managed by Health Improvement Education Wales (HEIW). The paper shares the organisational analysis for Hywel Dda UHB (HDd UHB) from the October 2024 results and outlines key findings and future actions. The Committee is kindly asked to consider the findings and endorse support in building compliance across the organisation.

The National Staff Survey findings, response rate and engagement score continue to be part of the organisation's escalation framework set out by Welsh Government.

Cefndir / Background

The 2023 national staff survey provided several organisational challenges for HDd UHB in achieving an appropriate response rate. These were outlined in a People and Organisation Development (PODCC) paper in August 2024 together with an action plan for the organisation (**Appendix 1**). Reflection and learning from this were considered in scoping out a strategy for the 2024 survey.

The strategy aimed to:

Educate and inform by providing all staff with clear, concise, and timely information about the survey's purpose, the process of participation, and the confidentiality of the responses.

Maximise Engagement by using a variety of communication channels to reach every member of our diverse workforce, ensuring broad participation and representation across all departments and roles.

Build Trust and Transparency by emphasizing the survey's role in shaping workplace improvements and policy decisions, demonstrating our commitment to actionable change based on staff feedback.

Foster a Culture of Openness by encouraging open dialogue about the survey results and the future actions to be taken, reinforcing the survey as a critical feedback mechanism within our organisational culture.

The strategy outlined several actions to drive staff engagement across the three counties. The key components of this strategy evolved through the weeks leading up to launch and the eight weeks of the survey being live.

Some of the actions included:

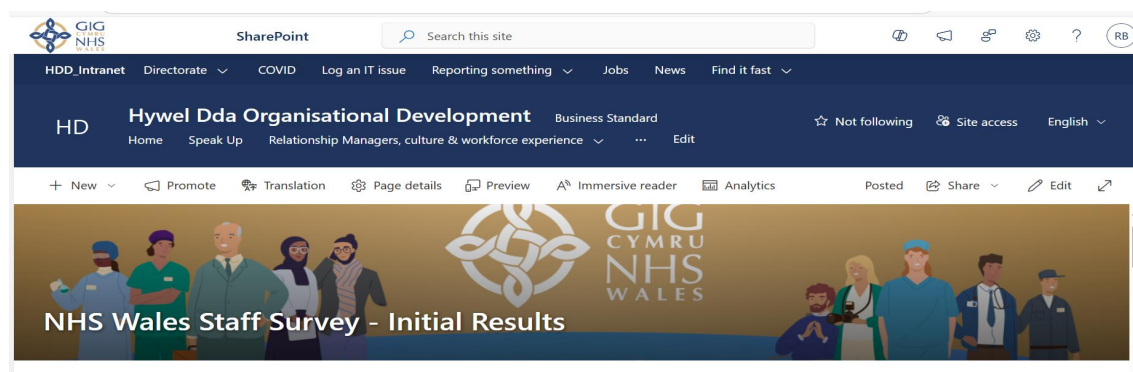
- A robust communication strategy, providing tailored bespoke staff survey messages both physical and digital, designed by the Culture/Workforce Experience (CWE) Communication Officer that looked to educate and bust historical myths.
- A specially developed SharePoint page which housed all information around the national staff survey.
- A video with the Head of Culture/ Workforce Experience aligning to current social media trends that was looking to make colleagues laugh and build engagement.
- A comprehensive list of roadshows held to educate and drive response rates across all counties. These were predominantly attended by the CWE teams and Organisational Development Relationship Managers (ODRM). There were some roadshows that were supported by staff side representatives, which helped build staff encounters from the existing relationships.

All these actions were prioritised to support survey engagement and did come at a cost for the OD directorate. Many staff were utilised in completing these actions, and as such other agendas were paused.

Asesiad / Assessment

The initial survey results for HDdUHB and NHS Wales were released to the organisation late February 2025 through a newly designed dashboard. HDdUHB were part of the task and finish group that helped build this dashboard, which provides greater flexibility in analysing the data across many fields including tiers, staffing groups, sites and EDI information.

These results were published for the wider organisation with a dedicated thank you message from Phil Kloer, Chief Executive, Lisa Gostling, Director of Workforce & OD/Deputy Chief Executive and staff side representatives on 3 March. The organisational and all Wales reports are available on a dedicated [SharePoint page](#)



Organisational Survey Results Summary

1. Response Rate

The 2024 survey saw HDd UHB achieve its highest ever response rate for a national survey at **19.7%**. The final figure was an increase of **+7.68%** on the organisations result for 2023, the fourth best improvement for survey response rates across NHS Wales.

This achievement placed the organisation third for overall response rates across all Welsh health boards, a huge improvement on being last in 2023.

**rates highlighted green and pink indicate rates higher and lower than the overall NHS Wales response rate.*

Tier 1 (Organisation)	Sample size	Responses	Response rate*	vs. 2023 rate	2023 rate
Aneurin Bevan University Health Board	15,318	2,030	13.3%	▼ -4.87%	18.1%
Betsi Cadwaladr University Health Board	20,591	3,577	17.4%	▼ -2.84%	20.2%
Cardiff and Vale University Health Board	17,295	4,639	26.8%	▲ 5.40%	21.4%
Cwm Taf Morgannwg University Health Board	13,269	3,560	26.8%	▲ 8.70%	18.1%
Digital Health and Care Wales	1,271	792	62.3%	▲ 1.78%	60.5%
Health Education and Improvement Wales (HEIW)	506	438	86.6%	▲ 11.40%	75.2%
Hywel Dda University Health Board	12,160	2,396	19.7%	▲ 7.68%	12.0%
NHS Wales Executive	455	237	52.1%	▼ -5.71%	57.8%
NHS Wales Shared Services Partnership	6,182	936	15.1%	▼ -5.26%	20.4%
Powys Teaching Health Board	2,577	780	30.3%	▲ 2.28%	28.0%
Public Health Wales	2,149	1,301	60.5%	▲ 6.79%	53.8%
Swansea Bay University Health Board	15,601	2,008	12.9%	▼ -5.97%	18.8%
Velindre University NHS trust	1,837	619	33.7%	▼ -0.25%	33.9%
Welsh Ambulances Services University NHS Trust	4,314	1,520	35.2%	▲ 12.08%	23.2%
NHS Wales Total	113,525	24,833	21.9%	▲ 1.13%	20.7%

2. Engagement Index

The engagement index has been included in many iterations of the national staff survey. The index score is gained from a formula given to seven survey questions to provide one engagement index score. These questions are as follows

Staff Engagement Questions:

22a) I look forward to going to work

22b) I am enthusiastic about my job

22c) I am happy to go the extra mile at work when required

23a) I am able to make improvements in my area of work

23b) I would recommend my organisation as a place of work

23c) I am proud to tell people I work for my organisation

23d) I am involved in deciding on changes introduced that affect my work/ area/ team/ department.

The engagement index score for HDdUHB for 2024 was 71% (-0.7%), aligning with other Health Boards. Whilst disappointing to see a decrease from the previous year, this was one of the lowest declines across Welsh Health Organisations.

2024 NHS Wales Staff Engagement Index

The average score achieved by organisations in 2024 was 72%, compared with 72% in 2023.



Staff Engagement Index scores by Organisation (Tier 1)

*scores highlighted green and pink indicate scores higher and lower than the overall 2024 NHS Wales engagement index score.

Tier 1	2020	2023	2024	vs. 2023
Aneurin Bevan University Health Board	76%	72%	71%	▼ -1.4%
Betsi Cadwaladr University Health Board	73%	72%	71%	▼ -1.1%
Cardiff and Vale University Health Board	74%	73%	71%	▼ -1.9%
Cwm Taf Morgannwg University Health Board	71%	71%	70%	▼ -0.6%
Digital Health and Care Wales	82%	80%	76%	▼ -4.5%
Health Education and Improvement Wales (HEIW)	81%	79%	80%	▲ 0.9%
Hywel Dda University Health Board	76%	72%	71%	▼ -0.7%
NHS Wales Executive	n/a	75%	76%	▲ 1.2%
NHS Wales Shared Services Partnership	79%	76%	77%	▲ 1.4%
Powys Teaching Health Board	78%	76%	75%	▼ -1.1%
Public Health Wales	76%	75%	74%	▼ -0.6%
Swansea Bay University Health Board	75%	73%	71%	▼ -1.8%
Velindre University NHS Trust	78%	76%	77%	▲ 0.5%
Welsh Ambulances Services University NHS Trust	72%	67%	66%	▼ -1.2%

3.Methodology

The 2024 survey questions are organised into *10 themes* and *20 sub themes*.

For benchmarking purposes, organisations have been grouped and separate NHS Wales organisational averages have been calculated for the following group.

Health boards – Aneurin Bevan UHB, Betsi Cadwaladr UHB, Cardiff and Vale UHB, Cwm Taf Morgannwg UHB, Hywel Dda UHB, Powys Teaching HB and Swansea Bay UHB.

4.Positivity Scores

Positivity scores have been calculated for each theme and sub theme; these are based on the percentage of respondents who provided only positive answers for each question.

These “positivity” scores are highlighted in pink if below the national average or green if above. HDd UHB were above the health board national average in four themes and lower in six, although no more than 1-2% difference in all areas.

Theme	Positivity score	NHS Wales average
Morale	53.1%	52.3%
Patient safety	62.6%	63.7%
Staff engagement	61.2%	61.7%
We are all able to speak up	66.8%	66.6%
We are compassionate and inclusive	66.4%	67.3%
We are continuously learning and improving	44.2%	45.5%
We are stronger together	69.5%	69.2%
We champion flexible working	64.4%	64.5%
We nurture healthy working environments	41.8%	42.0%
We recognise everyone's contribution	57.0%	56.7%

Positivity scores can also be broken down by tiers and again aligned to the ten themes across the health board tier 2 reporting structure.

Tier 2	Morale	Patient safety	Staff engagement	We are all able to speak up	We are compassionate and inclusive	We are continuously learning and improving	We are stronger together	We champion flexible working	We nurture healthy working environments	We recognise everyone's contribution
HD Asst DIR OPS Quality And Nursing										
HD CARMARTHENSHIRE COUNTY	53.7%	58.3%	57.7%	61.3%	68.9%	63.3%	68.6%	59.1%	56.2%	63.1%
HD CEREDIGION COUNTY	58.0%	53.5%	58.6%	68.8%	69.7%	63.4%	67.5%	66.1%	58.7%	63.8%
HD CHIEF EXECS OFFICE	69.3%	71.6%	75.0%	75.7%	83.0%	78.1%	81.3%	76.5%	69.3%	81.4%
HD Corporate Nursing	49.4%	58.2%	59.3%	68.7%	70.6%	66.6%	71.5%	72.9%	56.7%	63.5%
HD DIGITAL	62.6%	50.9%	67.3%	66.7%	73.3%	71.0%	80.1%	76.7%	66.9%	72.0%
HD FACILITIES	45.8%	48.5%	51.2%	56.5%	59.0%	42.7%	52.6%	57.5%	54.6%	45.1%
HD FINANCE / PERFORMANCE	62.9%	64.2%	63.5%	67.1%	70.9%	71.9%	74.6%	77.5%	69.5%	70.8%
HD MEDICAL	66.4%	50.3%	69.2%	71.0%	72.2%	73.0%	78.6%	66.5%	64.3%	76.1%
HD MEDICINES MANAGEMENT	46.9%	64.4%	50.3%	57.5%	65.7%	59.8%	66.8%	56.4%	56.2%	56.5%
HD MENTAL HEALTH AND LEARNING DISABILITIES	59.6%	67.2%	66.4%	70.1%	78.0%	70.4%	79.1%	68.7%	57.3%	70.9%
HD ONCOLOGY AND CANCER SERVICES	57.7%	52.9%	54.4%	69.6%	68.5%	61.2%	70.7%	66.5%	57.6%	57.9%
HD Operations Dir Management	58.6%	58.4%	55.3%	67.9%	68.8%	63.3%	67.7%	61.6%	62.8%	58.5%
HD PATHOLOGY	53.8%	68.7%	61.4%	67.4%	71.6%	62.0%	67.5%	60.5%	58.4%	63.6%
HD PEMBROKESHIRE COUNTY	52.7%	48.7%	52.1%	62.5%	67.0%	63.1%	67.9%	58.1%	53.3%	59.5%
HD PLANNED CARE	53.8%	56.9%	53.7%	63.5%	65.2%	61.0%	64.5%	54.0%	56.3%	55.2%
HD Primary Care	55.5%	49.6%	53.1%	61.3%	66.2%	63.6%	70.0%	64.0%	57.4%	65.3%
HD PRIMARY CARE MANAGEMENT	62.4%	56.4%	70.3%	69.5%	71.3%	73.1%	74.0%	77.9%	61.2%	71.2%
HD PUBLIC HEALTH	53.3%	56.9%	61.7%	60.1%	72.2%	64.5%	71.2%	66.1%	62.7%	67.7%
HD RADIOLOGY	37.6%	47.8%	44.5%	44.6%	53.0%	48.7%	50.7%	28.4%	49.8%	45.4%
HD STRATEGIC PLANNING	71.1%	57.1%	79.3%	81.9%	83.0%	83.3%	92.3%	87.1%	70.0%	83.9%
HD THERAPIES	52.4%	55.4%	58.7%	67.2%	71.0%	67.4%	75.4%	67.3%	54.1%	64.7%
HD UNSCHEDULED CARE BRONGLAIS	45.5%	50.3%	52.0%	57.1%	61.1%	58.4%	59.4%	48.7%	50.9%	51.0%
HD UNSCHEDULED CARE GLANGWILI	44.8%	52.3%	46.0%	56.8%	56.2%	59.3%	54.7%	41.6%	47.5%	45.9%
HD UNSCHEDULED CARE PRINCE PHILIP	46.0%	43.7%	49.3%	54.7%	64.6%	61.1%	57.6%	46.1%	48.7%	53.0%
HD UNSCHEDULED CARE WITHYBUSH	54.0%	49.1%	56.5%	60.5%	62.7%	63.0%	60.9%	60.4%	52.8%	56.0%
HD WOMEN AND CHILDREN	56.7%	72.2%	63.2%	72.4%	74.7%	69.7%	70.5%	59.5%	56.5%	63.8%
HD Workforce And Organisational Development	62.1%	57.0%	66.4%	68.9%	72.7%	72.3%	76.9%	74.8%	66.5%	71.9%
Unknown										
Entire organisation	55.5%	57.1%	59.1%	65.3%	69.2%	65.4%	69.7%	62.7%	58.3%	62.9%
NHS Wales average*	54.8%	58.7%	59.6%	66.3%	70.1%	66.8%	69.4%	61.8%	57.7%	62.4%

Results summary – positivity

The highest scoring areas by positivity scores were as follows:–

Theme	Sub theme	2023	2024	Increase /decrease
Patient Safety	Patient Safety	48.5%	57.1%	+8.7%
We Are Stronger Together	Line Management	63.5%	69.1%	+5.7%
We Champion Flexible working	Support for Work-life balance	57.1%	62.7%	+5.6%

The areas that decreased in positivity were:

Theme	Sub theme	2023	2024	Increase /decrease
<i>We Are Compassionate and Inclusive</i>	Inclusion	72.4%	71.5%	-0.9%
<i>Staff Engagement</i>	Ability to contribute towards improvement at work	53.6%	53.1%	-0.5%
<i>We Are Compassionate and Inclusive</i>	Compassionate Culture	69.2%	68.8%	-0.4%

5. Thematic Results

The highest scoring themes and associated sub themes from the Hywel Dda organisational data were:

Theme	Subtheme	2023	2024	Increase /decrease
<i>Healthy Working Environment</i>	(Not experiencing) Negative experiences	86.0%	87.3%	+1.3%
<i>We Are Compassionate And Inclusive</i>	Inclusion	72.4%	71.5%	-0.9%
<i>We are all able to speak up</i>	Autonomy & Control	70.1%	71.2%	+1.1%
<i>We Are Continuously Learning and Improving</i>	PADR/Appraisal	69.2%	70.1	+1.0%

The lowest scoring themes and associated subthemes were:

Theme	Subtheme	2023 result	2024 result	Increase /decrease
<i>We Nurture Healthy Working Environments</i>	Burnout	27.0%	31.7%	+4.7%
<i>We Nurture Healthy Working Environments</i>	Health and Safety Climate	44.7%	45.3%	+0.6%
<i>Patient Safety</i>	Patient safety	48.5%	57.1%	+8.6%
<i>Morale</i>	Work Pressure	49.2%	49.7%	+0.5%

Whilst all three themes showed improvements on the 2023 result, these were the lowest scoring themes from the data.

Based on learning from the 2023 action plan implementation and the results showing for the 2024 survey, a new action plan for 2025/2026 has been developed and is outlined in **Appendix 2**.

Intelligence into Action

These results have been discussed with the Executive Team. Three corporate themes have been identified for a particular focus during 2025. These align with the lowest scoring themes and relevant sub themes of the staff survey which were-

- ***We nurture healthy working environments***
- ***Patient safety***
- ***Morale***

We Nurture healthy working environments

This theme continues to be one of the lowest scoring areas following the 2023 survey. Whilst progress has been made and seen in the scores for this year. The survey demonstrates that there is still much work to be done following the 2024 survey therefore the Task and Finish group established last year for Bullying and Harassment will continue and a new Sexual Safety Task and Finish group will be established.

The sub theme of burnout continues to be an issue, and this will also form part of the action plan.

Patient Safety

This theme showed that staff feel unsafe in reporting errors, near misses or incidents. There is a perception that those that do report are treated unfairly and there is little feedback after doing so. The organisation will need to review its feedback pathways and how we provide staff with suitable feedback following a report. The speak up agenda will need to continue to be embedded and the workforce educated in the importance of speaking up at micro and meso levels of culture.

Morale

This theme shows a correlation in what the organisation is seeing in the monthly Staff Voices Survey in that staff are not involved in change. There is little autonomy in how they complete their roles and a lack of clarity in what their work responsibilities are. The organisation needs to review how it involves staff in decision making and creating wider collective leadership within teams and directorates.

These Corporate themes have been identified in the attached Action Plan in **Appendix 2**, along with the areas below.

Supporting Staff Retention

Specific reports for professional groups had been requested from HEIW as they were unavailable. This position remains unchanged and so the Culture & Workforce Experience team has held designated workshops in the Medical, Nursing and AHPs retention groups to analyse the findings and help to drive forward respective retention work programme for each group.

Equality, Diversity, and Inclusion (EDI) Report

The 2023 staff survey dashboard did not allow organisations to extract specific staff experience data through an EDI lens. This issue has been addressed in the current iteration of the dashboard. The CWE team will complete a comprehensive report and forward it to specific teams and networks to support the strategic direction of the EDI agenda. In addition, the data will be used to inform the work of the EDI task force led by Anna Lewis, Independent Member.

Local Ownership and Leaders Application

Learning from the escalation process during 2024/5 has shown the effectiveness of local ownership, this approach will be further extended in 2025/6. Tier 2 leaders, and where appropriate tier 3 leaders will be issued with their specific paginated reports. The request for these leaders is to identify three local priorities for attention during the next 12 months. Progress against these priorities will form part of the review within the escalation process. The reports will also be accessible for relevant Organisational Development Relationship Manager (ODRM) for each tier, ensuring guidance and support on subsequent workforce actions.

Trade Union collaboration

Survey results have been shared and explored with staff side partners at the March Strategic Partnership forum. The support of staff side is crucial to ensuring the ongoing learning of these survey rounds.

Preparation for Staff Survey 2025

There is a leadership intent to continue the response rate improvement trajectory so that HDd UHB optimises the opportunity to gather valuable staff insights that support ongoing cultural progression. The aim for 2025 is a response rate of **27%**, in line with best performing health board rate of 2024. This is a further 7% increase on the 2024 results.

The organisation will review the hierarchy structure in establishing reports for the 2025 results to incorporate the new care group structure. This will support benchmarking staff survey data for these groups post 2025. The PODCC noted last August that the action plan for the staff survey was too OD/HR-led, and therefore the plans this year have also incorporated a local focus.

It was encouraging to hear positive feedback from staff during roadshows about the "buzz" surrounding the 2024 survey, which helped achieve a high response rate.

The 2025 staff survey will go live in October, and planning has already begun to build on the 2024 results. The CWE team will design several communications aligning key workforce work streams with the survey results. "You said, we did" messages will be used to show staff the changes made based on their feedback, which is crucial for maintaining and improving the response rate. Localised tier 2 and tier 3 reporting will help dispel the myth that completing the survey is meaningless as local leaders and teams will have results that will be pertinent for staff in those areas.

As we gain more experience for understanding and learning from the data for the organisation, the impact of staff surveillance in being able to support cultural progression locally and corporately will continue to increase.

Argymhelliad / Recommendation

The Committee is asked to:

- NOTE the results of the survey and take assurance from actions presented.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	To provide assurance to the PODCC That the organisation is listening to and acting on staff feedback
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Reference 1186/score 15 Reference 1821/score 12
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Striving teams 3. Great care 4. Positive futures
Amcanion Cynllunio Planning Objectives	1 Workforce Stabilisation 2 Financial recovery and route map 3 Transforming Urgent and Emergency Care programme
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:	NHS Wales Staff Survey - Initial Results
Rhestr Termiau: Glossary of Terms:	Within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ceisiadau Gofal Sylfaenol: 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:	Not applicable

Gweithlu: Workforce:	Not applicable
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Appendix 1 – NHS Wales Staff Survey 2024 Action Plan

Source: NHS Wales Staff Survey data 2023

Descriptor	Actions To Be Taken	Lead	Progress	Timeframe
1. Communication Campaign	<ul style="list-style-type: none"> Communication strategy completed in preparation for October launch of national survey 	Rob Blake	Complete – 20 % response rate achieved for 2024 survey.	End of August 2024
2. Speak Up Agenda	<ul style="list-style-type: none"> New Speak Up Agenda launches New Speak Up platform will identify and monitor any concerns reporting bullying and harassment 	Rob Blake	Complete – Launched successfully with continued implementation	September 2024
3. Bullying and Harassment	<ul style="list-style-type: none"> New Bullying and harassment task and finish group to be set up. Utilise data from annual survey and speak up agenda as a measurable outcome An Understanding Misogyny task and finish group with an initial exploration focus on analysing data and intelligence to identify patterns and emerging themes 	<p>Rob Blake</p> <p>Christine Davies</p>	<p>Complete – Speak Up Assurance Framework provided to PODCC in July 2023</p> <p>Ongoing - Currently reviewing education on B&H for greater workforce understanding.</p> <p>Discovery Phase complete</p> <p>Design Phase - Ongoing - underway and linked to all Wales approach to sexual safety in workplace including new policy, principles, and eLearning package</p> <p>Delivery Phase – Now converted to sexual safety at work implementation group</p>	<p>End of October 2024</p> <p>September 2024 February 2025</p> <p>Planned May 2025 onwards</p>

	<ul style="list-style-type: none"> The Health Board's established BAME bullying and harassment group will also consider staff survey results for future actions 	Rob Blake/ Steve Morgan	Thematic analysis will be completed for 2023 data - Unable to complete due to dashboard limitations and poor response rates	Annually
4. Retention	<ul style="list-style-type: none"> Survey data for nurses to be provided to Nurse Retention task and finish group for intelligence in supporting strategic actions Survey data for medical provided to Medical Retention task and finish group for intelligence in supporting strategic actions 	Rob Blake / Corinna Lloyd-Jones	<p>Complete - Analysis presented as report.</p> <p>Complete - Analysis presented as report.</p>	<p>End of August 2024</p> <p>End of August 2024</p>
	<ul style="list-style-type: none"> Survey data for AHP provided to Allied Health Retention task and finish group for intelligence in supporting strategic actions Produce reports for hot spots and comparison analysis where possible. Meeting with ODRM's – what are the read across threads for Cultural plans? 	<p>Rob Blake / Corinna Lloyd-Jones</p> <p>Rob Blake</p>	<p>Complete - Analysis presented as report.</p> <p>Unable to complete - due to dashboard limitations and poor response rates in some areas leading to suppression of data.</p>	<p>End of October 2024</p> <p>End of October 2024</p>
5. Health and Wellbeing	<ul style="list-style-type: none"> The continued implementation of the Healthy Working Relationships agenda support people's ability to remain at work Continued progression on all elements of non-pay deal 	<p>Rob Blake and Corinna Lloyd-Jones</p> <p>Heather Hinkin</p>	<p>Complete – Continue work in each programme cohort delivery</p> <p>Complete - The requirements of WHC implemented and reported through to PODCC</p>	<p>Continued Work</p> <p>March 2025</p>

6. Managing Performance	<ul style="list-style-type: none"> The establishment of a specific task and finish group reviewing how HDdUHB manage poor performance and normalising performance conversations and succession planning within the managing performance process 	Rob Blake	<p>Complete - a performance management hub has been designed and launched housing many resources plus an e-learning module on honest conversations and poor management toolkit. Both have been evaluated and excellent resource for staff and leaders.</p> <p>In progress - The group will now re- focus on succession planning integrated into performance management.</p>	<p>First meeting arranged for 26 September 2024</p> <p>July 2025</p>
	<ul style="list-style-type: none"> Review appreciation and recognition programme 	Rob Blake	<p>Complete.</p> <p>Ongoing - Another meeting to review and evolve the programme will take place</p>	<p>April 2025</p> <p>June 2025</p>
	<ul style="list-style-type: none"> Management Development 	Amanda Glanville	<p>Complete - The Hywel Dda manager programme implemented, and cohort delivery continues at pace.</p>	<p>June 2024</p>