

**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:	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:	Daniel Warm, Head of Planning Anna Bird, Assistant Director of Business, Partnerships 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

This paper provides the People, Organisational Development and Culture Committee (PODCC) with an update on the Planning Objective aligned to it as part of the 2024/25 Annual Plan. The paper provides an update for quarter 4 of 2024/25 as well as an overview for 2024/25 as a whole.

Cefndir / Background

The Annual Plan for 2024/25 was built around 10 Planning Objectives (which in themselves are aligned to Ministerial and Local Priorities) and, within this, the de-escalation of our Targeted Intervention (TI) status (across six critical domains: Finance, Strategy and Planning; Performance and Outcomes; Fragile Services; Governance; Leadership, Capability and Culture; and Quality of Care).

The Planning Objectives set out the aims of the organisation *i.e.* the horizon that Hywel Dda University Health Board (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.

One Planning Objective is aligned to PODCC – Planning Objective 1 (workforce stabilisation). The Planning Objective is made up of several components and the overarching narrative as described in the 2024/25 Annual Plan is: *“The Planning Objective is focused on workforce sustainability and aims to achieve this through the delivery of workforce planning, recruitment, retention, and development, and effectiveness initiatives”*.

The description and specific measurable actions of the Planning Objective as detailed in the 2024/25 Annual Plan was presented to the Committee in June 2024.

Asesiad / Assessment

The overarching status of the Planning Objective is on-track as it was for the previous reporting period. Highlight reports for the individual components of the Planning Objective can be found in annex 1 demonstrating evidence of the work which has been completed. Additionally, a review of the year (2024/25) as a whole is also included within each.

As noted in the January 2025 Board Paper, the actions and milestones for 2025/26 will continue to be tracked through Planning Objectives and regularly reported to the appropriate committee. Each Planning Objective will also support delivery across the Efficiency, Productivity and Value themes - people, place, enablers, quality, value and outcomes, and clinical service models.

The Annual Plan for 2025/26 highlighted that following the revision of our purpose statement and strategic objectives, the planning objectives will be refreshed through quarter one, aligned to Chief Executive and Executive Director objective setting. Additional areas to be considered as part of this include the strategic refresh and a focus on transforming 'customer' service.

Argymhelliad / Recommendation

The Committee is asked to:

- **RECEIVE ASSURANCE** on the year-end position in regard to the progress of the 2024/25 Planning Objective (PO1 Workforce Stabilisation) aligned to the People, Organisational Development, and Culture Committee, in order to assure the Board that the Planning Objective has been progressed and was on target.

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 falling under 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) and 4 (The best health and wellbeing for our communities), in accordance with Board approved timescales, as set out in Health Board's Annual Plan.
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. Striving teams
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: Evidence Base:	Annual Plan 2024/25 Annual Plan 2025/26
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Public Board - March 2024 (acceptance of 2024/25 Planning Objectives as part of the 2024/25 Annual Plan)

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: Tracy Walmsley

Date Submitted: 11/04/2025



Planning Objective: Development of a Workforce Plan

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

Reporting Period: Quarter 4 2024/25

Overall status: On Target

Rationale: Work is progressing to ensure a quality output with engagement from professional leads and ultimately Care Group leads as we transition to the New Governance Structure this re-alignment will give. Our approach to the development of the workforce plan is aligned to the maturity within our Annual Planning & Health Board wide planning practices.

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

Workforce Plan contribution completed for submission to Board and Welsh Government. Minimum Data Set (MDS) completed and Education Commissioning submitted to Health Education and Improvement Wales (HEIW) following Executive approval.

Activities completed in Quarter 4:

- Education Commissioning submitted to HEIW with Executive & Professional lead approval.
- Annual Workforce Plan submission completed with MDS.
- Continued progress with developing People Plans.
- Prioritisation framework developed based on risk, variable pay.
- Medical Stabilisation – exiting of one high-cost agency consultant to bank locum maintaining stability while reducing costs.

Summary of Achievements during the 2024/2025 Planning Period:

- Variable Pay/Agency usage has reduced significantly from a high of 253wte in March 2024 to 91wte in October 2025, with no Nursing Off-Framework agency being used since June 2023.
- People Planning Stabilisation Programmes enhanced for Nursing and developed for Medical, Allied Health Professional, Healthcare Science and Administrative & Clerical accompanied by the development of People Plans through a "Professional" group lens. Understanding complexity in areas has been a key focus of work for medical stabilisation group to assess appropriate supply routes to meet gaps.
- Introduction of "Accelerated" Allocate Rostering System for Medical workforce to complement and align with Job plans.
- 76 People Plans are in place across the organisation

Matters for information:

Risks to delivery: Service and Team capacity to engage is a risk and therefore the Workforce Planning Team are seeking to "lead" the discussions with insight and engagement.

Any other comments: We are aware that we need to operate 12 months in advance of the recruitment, retention, education and efficiency plans developed in year to be framing the future needs and an implementation plan to address. We hope to make the shift this year.



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

Submitted By: Heather Hinkin

Date Submitted: 31 March 25



GIG
CYMRU
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WALES

Bwrdd Iechyd Prifysgol
 Hywel Dda
 University Health Board

Planning Objective: Delivery of a targeted Recruitment Plan | **Executive Lead: Lisa Gostling, Director of Workforce and Organisational Development**

Reporting Period: Quarter 4 2024/25

Overall status: On Track
Rationale: Work is ongoing and progressing

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

- PO was based on the recruitment of :-
- 40 new clinical apprentices – **Achieved these have been recruited and all passed their gateway reviews and become part of the substantive workforce.**
- 60 overseas nurses – **Achieved – Exceeded plan with a total of 99 Nurses having been recruited and progressed through to achievement of their registration.**
- 30 internal clinical opportunities (grow your own) **Exceeded plan with 26 Level 4 opportunities offered, 31 PT degree opportunities offered (excl. primary and social care)**
- Targeted reduction in locum and agency usage from 1st April 2024, for Nursing; Medical; Admin & Clerical; Health Care Support Worker (HCSW)

Activities completed in Quarter 4:

- A further two appointments into hard to fill Psychiatry Specialty Doctor positions following ANCIPs – increasing the number of M&D onboarding via this source to eight.
- Specialist Grade (Haem) Medic recruited in India via the NHS Wales Pathway due to arrive in Wthybush Hospital (WGH) on 31 March 25. This is the first Specialist Grade sourced via this workstream to arrive in Wales.
- National Allied Health Professionals (AHP)/Health Care Sciences (HCS) recruitment attraction campaign launched reaching over 85k with numerous Expressions of Interest and applications received from across the specialty areas.
- 98 Band 5 Registered Nurses (RN) vacancies submitted to SSP for September qualifiers.
- International Medical Recruitment Operational Delivery Group underway.
- Review of AAC Reps to support medical stabilisation workstream.
- HDdUHB continues to be fastest recruiters in Wales.
- Funding request to WG (via NHS Wales Shared Services Partnership (NWSSP)) for NHS Wales International Recruitment – to recruit 20 experienced Theatre Nurses and 42 Medics.
- Review has been carried out of Annex 21 process with key stakeholders. Panel now in place including escalation process.
- Closure Report for the International RN Project has been submitted. The project recruited 296 IENs.
- New off Trac process for HCSW Bank, going directly to students at Aberystwyth & Swansea Universities. 167 applications were received with effect from 31 March 2025.

Summary of Achievements during the 2024/2025 Planning Period:

- 296 International Educated nurses were recruited and in receipt of NMC PINs, significantly reducing the vacancy position for Band 5 nurses from 280.67 in December 2021 to 18.9 WTE in December 2024.
- Sickness absence is a continuing challenge however we have reduced our monthly sickness figures since December 2024, with latest figures for March being 5.77%, the first time in 12 months it has been below 6%. One intervention includes ecotherapy retreats, supporting staff with high levels of work-related stress.
- Our Recovery in Nature programme is now in its fourth year. The programme offers single Recovery in Nature Days as well as 4 day Ecotherapy Retreats at different woodland sites and evaluation has shown it's clinical effectiveness on measures of wellbeing and burnout while personal stories from participants demonstrate the powerful impact that recovery in nature is bringing to our workforce.

Planning Objective: Delivery of a Retention Plan

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

Reporting Period: Quarter 4 2024/25

Overall status: On track

Rationale for overall status: Work is ongoing and progressing

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

- Year-end 12-month nursing turnover rate decreased from 5.52% in March 2024 to 5.31% in March 2025 (-0.21%). We are also extremely proud to continue to be the best performing NHS organisation in Wales for our registered nursing turnover rate.
- Year-end 12-month medical turnover rate increased from 10.47% in March 2024 to 11.50% in March 2025 (+1.03%), however this appears to be a current trend across Wales and is also being considered by the NHS Wales Retention Community of Practice as a hotspot area.
- Exploration work and research finalised and is informing the early stages of our AHP and HCS Retention Group. There is also an ongoing communication within the NHS Wales Community of Practice groups to support this work, where Hywel Dda's Retention Lead is engaging nationally to ensure alignment.

Activities completed in Quarter 4:

- HB Retention Lead attended HEIW's Board in Jan and NHS Wales Leadership Board in Feb, alongside the NHS Wales Relation Lead, to share Hywel Dda's Retention Journey to date whereby the HB was congratulated for our progressive approach.
- HB's Retention Lead attended Winter 2025 Spread and Scale Academy (funded by HEIW), which is an immersive three-day event designed to propel projects forwards so they can spread to as many people as possible who can benefit.
- New session as part of LEAP Development Programme launched in March, focusing on fostering a leadership culture which promotes flexible working at team level, and 'Our Evolving Flexible Working Landscape' session delivered to HB senior nursing colleagues in March as part of the Future Nurse Workforce Planning Workshop.
- Stay Conversations pilot project launched (collaboration between our HB and Powys HB), including an initial engagement workshop for managers on running successful stay conversations and their potential positive impact on retention.
- Reviewed our accessible Culture Toolkits (one for each of the seven themes) to support leaders to develop and engage their teams.
- Efforts to reduce sickness absence and enable earlier return to work has been ongoing throughout the 2024-25. Delays in implementation of the ER case system has prevented tracking of early return to work, however absence data for March 2025 has reduced to 5.77%, which is the first time in the financial year that the absence figures have reduced below 6% and have shown a continues improvement in our sickness absence figures since January 2025.
- 78% of apprentices were retained, exceeding the target of 75%.

Summary of Achievements during the 2024/2025 Planning Period:

- For the second year, the nursing turnover rate has further decreased from 5.52% to 5.31%, outperforming other NHS Wales organisations. Learning has informed our new AHP and HCS Retention Groups. There is ongoing engagement with the NHS Wales Community of Practice groups to support and ensure alignment.
- The 2024 Staff Survey response rate (20%) showed significant improvement. Dissemination of results organisation wide is driving local ownership and action plans. Our endeavours for staff voice has continued and 2024 saw the launch of our Speak Up platform, where staff can raise any concerns or ideas anonymously.
- Several Task and Finish Groups within WF&OD have driven improvement in areas such as Flexible Working, Retire and Return, CPD and Health and Wellbeing. Actions have been embedded into the next phase of our culture change programmes. In relation to flexible working, our Staff Survey showed improvement in all such questions.

Planning Objective: Delivery of a Workforce Education and Development Plan

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

Reporting Period: Quarter 4 2024/25

Overall status: Completed Rationale for overall status: All actions complete (although 2 actions require interrogation of data and submission to SPPEG)

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances): (Data and statistics not available yet due to infancy of this new work)

- Increase the number of staff in leadership roles who have participated in a leadership development programme – Management and Leadership training now available for Bands 3 upwards – **Completed**
- Reduction in grievances linked to communication in areas linked to participation in development programmes. **Actions completed – Time needed to embed and track data and impact – This will be tracked through to 2025/26. This will be tracked through 2025/26 using the new ER case management system which goes live May 2025.**
- Increase the number of inter-professional Education opportunities across medical, clinical and wider workforce. **Actions completed. Report previously submitted to PODCC and SPPEG demonstrating impact**
- Increase the number of staff participating in development opportunities from previously underrepresented groups. **Completed: Data capture is completed digitally, now allowing an end of year closure report to be submitted to SPPEG. It should be noted that medical data uses a different system and this needs to be a 2025/26 focus.**
- Embed simulation within clinical education programmes, positively impacting patient safety and experience. **Actions completed, All data will be reported at SPPEG, demonstrating development of educators and clinicians.**

Activities completed in Quarter 4:

- One Source of Truth Programme has enabled increased quality and quantity of training data and at year end, will allow the People Development Team to analyse all training data with the exception of Medical staff to identify if there is inequity staff participating in development opportunities from previously underrepresented groups. This data will be presented to PODCC. This will become business as usual in monitoring and tracking data.
- Further collaboration with Swansea university has allowed for greater opportunities for designing and embedding simulation and interprofessional equipment and this has now begun to become embedded in various clinical programmes.

Summary of Achievements during the 2024/2025 Planning Period

- Supporting our communities to connect with careers, 42 apprentices were recruited, over 10,000 individuals engaged through school engagement, 10,000 volunteer hours supported and 330 work experience placements.
- A new robust process for selecting, appointing and managing senior leadership talent was introduced from July, with 23 senior appointments having been made.
- The internal coaching network now boasts 40 qualified, active coaches. To further enhance the coaching offer, collaboration with the 3 Local Authorities across the RPB, launched our Regional Coaching Network, providing 77 coaches across the region, providing support and development across health and social care.

Matters for information:

Risks to delivery:

- Data in relation to Education and Development for Medical and Dental Staff captured outside the ESR/Generic Processes.
- Lack of buy in from clinical services in relation to IPE.