



Submitted By: Heather Hinkin / Christine Davies

Date Submitted: 10 October 2025



**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: Christine Davies, Assistant Director of Organisational Development and Heather Hinkin, Assistant Director of People Management**

**Reporting Period: Quarter 2 2025/2026**

**Overall status: Off-track**

**Rationale:** Owing to current workloads there has been limited capacity to progress some of these actions, however, this will be addressed in Q3.

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

**Activities completed in previous reporting period**

- Preparatory work/planning for the flu programme was finalised in September 2025.
- Head of Occupational Health has joined the NHS Wales Health & Wellbeing Network which will focus on Resilience to Infectious Diseases, Physical and Psychological Resilience and the work environment.
- A Nature Art Session took place in September 2025 as part of our support for staff wellbeing
- We have initiated a review of the Organisational Change Policy (OCP) toolkit in order to ensure that the process is as people focused as possible.
- Sickness absence processes and correspondence have been reviewed and updated.
- Examples of what 'good' looks like in terms of completed Occupational Health Referral and other commonly used
- Our final Recovery in Nature Event for 2025/26 took place in September 2025.

**Activities planned for next milestone and reporting period**

- Launch of the annual flu vaccination programme on 1<sup>st</sup> October supported by peer vaccinators.
- Introductory Meeting of the NHS Wales Health & Wellbeing Network being arranged.
- Head of Occupational Health and clinical operational leads have had an initial meeting with HEIW to discuss Hywel Dda's current staff health and wellbeing offering, work is ongoing on our written submission in collaboration with Health Education and Improvement Wales (HEIW).
- The Occupational Health Service has been gathering staff signposting data within occupational health management software OPAS G2 over the last six months to learn from clinical practice and feedback from service users.
- The Occupational Health Service has been gathering reasonable adjustment data within OPAS G2 over the last six month to capture and review the activity.
- We will review the disciplinary procedure with Trade Union colleagues during the first week of November 2025.

**Matters for information:**

**Risks to delivery:** Following the retirement of the Head of Staff Psychological Wellbeing, we will take this as an opportunity to relook at the Health and Wellbeing offer. Conversations are taking place with key individuals around future provision

**Any other comments:**



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

**Submitted By: Anna Bird / Amanda Glanville / Christine Davies / Heather Hinkin**  
**Date Submitted: 10 October 2025**



**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 2 2025/2026**

**Overall status:** On track  
**Rationale:** Delivery is progressive for completion/achievement by Q4.

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**  
 On 30 September 2025 a total of 141 staff members have recorded Armed Forces community supplementary roles, an increase by 10 or 7.63% since 31 March 2025. In the last 6 months, a total of 150 applicants used the Guaranteed interview scheme. This is around 1 in every 300 applicants. Of these, 65 were shortlisted and 14 of were offered posts.

**Activities completed in previous reporting period**

- Face-to-face and online recruitment information events for veterans and members of the Armed Forces have been delivered in partnership with the Future Workforce Team.
- The Future Workforce team continue to engage with schools across all three counties with over 700 children and young people engaged with in Q2.
- 181 work experience enquiries during Q2, 55 work experience placements undertaken during Q2.
- 137 units claimed through Clinical Education in Q2, highlighting continual demand
- 22 individuals have completed the community induction and 30 have completed the acute induction in Q2 with Clinical Education.
- Since July, 102 Higher Award applications were created (72 sent to panel, 22 awaiting managerial approval), 57 approved, 2 pending FCSG approval, and a further 40 awaiting Financial Control Sub-Group (FCSG) approval as Continuous Professional Development (CPD) applications.
- Simulation continues to be embedded throughout the B2-4 development programme and Clinical Induction programme to engage learners bridging the gap between theory and practice in relation to identifying a deteriorating patient, observing and recording vital signs and the use of NEWS2.
- Inclusive recruitment pathway undertaken for entry level positions across two counties. Working with partner organisations the pathway meant: no Trac application and no formal interview. Resulting in over 400 face to face conversations within the community with prospective employees. Resulting in over 240 offers of employment and a talent pool of over 100 individuals established to ensure future pipeline.

**Activities planned for next milestone and reporting period**

- The EDI team will work with ODRM colleagues to better understand where our available training resources will be best targeted for maximum effect.
- The Future Workforce team will continue to actively engage with all secondary schools across the three counties, strengthening collaborative relationships including the successful rollout of this year’s Pathway 4 programme. This will enable additional learning needs (ALN) students to access meaningful work experience placements across the Health Board, supporting inclusive workforce development and future talent pipelines.
- New internal Foundations of Management course starting October 23rd, 3 new external courses running in the next reporting period.
- Corporate Induction team and Clinical Education team preparing for extra induction sessions for Healthcare Support Worker (HCSW) recruitment drive.
- Continue to enhance the learner experience by deepening the integration of simulation-based education across Band 2–4 development and Clinical Induction programmes, with a focus on practical application of skills

**Matters for information:**  
**Risks to delivery:** Progress in Q3 and Q4 may be impacted by Board decisions to apply additional scrutiny to training and CPD which is non-mandatory, linked to financial recovery. This may reduce the number of opportunities available to staff as well as the capacity within Workforce and OD to work with schools, colleges and universities.  
**Any other comments:**



Submitted By: Christine Davies / Anna Bird

Date Submitted: 10 October 2025



**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:** Christine Davies, Assistant Director of Organisational Development and Anna Bird, Assistant Director of Business, Partnerships and Inclusion

**Reporting Period:** Quarter 2 2025/2026

**Overall status:** On track  
**Rationale:** Delivery is progressive for completion/achievement by Q4.

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

**Activities completed in previous reporting period**

- 53 Hywel Dda colleagues attending our 'Making a Difference' session during this quarter, making a total of 89 so far in this reporting year.
- Thematic Analysis of recent activity in the Speak up platform has been completed and a paper was presented to the PODCC in August.
- Revised Staff Appreciation and Recognition Approach drafted, and a bid has been submitted to the Charitable Funds Committee.
- Hywel's Applause Awards Ceremony celebrating staff achievements completed successfully at the Health Board AGM in September.
- The Business, Partnerships and Inclusion team co-ordinate eight staff networks. Some highlights include: Enfys staff network has continued to see an increase in membership and HDdUHB was represented by members of the Equality, Diversity and Inclusion (EDI) team and Enfys staff network at Swansea, Cardiff and Carmarthen Pride events. RespectAbility (long term and physical disability) & Neurodiversity Staff Network have both seen their membership increase during quarter 2 and the EDI team have started a log of commonly requested supportive software to respond to frequent requests.
- 188 Staff members completed the annual Carers Survey – 74% self-declared as unpaid carers and 26% were line managers. 62% who responded to the survey were frontline nursing, midwifery or Allied Health Professionals.

**Activities planned for next milestone and reporting period**

- To further develop and begin delivery of Phase 1 of the revised Staff Appreciation Framework.
- Plans are currently being pulled together for HDdUHB to host an all Wales LGBTQ+ staff network session in the Spring of 2026.
- The EDI team will undertake a period of intense communication with all of our staff networks to find out what members want from the networks, what barriers are they currently experiencing and what improvements would they like to see.
- Implementation of the Carers Staff Survey Action Plan to address key areas of need identified which included the need for greater management awareness of the needs of unpaid carers, awareness of support services, and improved awareness of the policies available to staff.

**Matters for information:**  
**Risks to delivery:** Availability of suitable rooms to conduct Values/ Stakeholder sessions to support talent acquisition following the closure of the Ystwyth Building in December 2025.  
**Any other comments:**



**DIOGEL | CYNALIADWY | HYGURCH | CAREDIG**  
**SAFE | SUSTAINABLE | ACCESSIBLE | KIND**

**Submitted By: Christine Davies**

**Date Submitted: 17 July 2025**



**GIG  
CYMRU  
NHS  
WALES**

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

**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: Christine Davies, Assistant Director of Organisational Development**

**Reporting Period: Quarter 2 2025/2026**

**Overall status:** On track

**Rationale:** Delivery is progressive for completion/achievement by Q4.

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

**Activities completed in previous reporting period**

- Staff Survey Pre-Launch Communications and Engagement Plan delivered.
- Delivery of Leadership Programmes on track as planned, including the phase 1 of the Operations Senior Leadership Programme.
- New Consultants programme completed.
- Values Framework refresh and consolidation into the 3 overarching themes of Belonging, Growth and Together – Healthier lives well lived, discussed with staff side partners.
- Following the 2024 NHS Wales Staff Survey, the Culture and Workforce Experience Team distributed 106 reports and accompanying action plan templates to Tier 2 Directorates and Tier 3 Departments. Based on these reports, the team delivered a series of presentations highlighting the top and bottom three themes and subthemes identified. To date, we have received 26 completed action plans, each outlining three priority areas and the actions intended to address them.

**Activities planned for next milestone and reporting period**

- Staff Survey goes live and communication plan and engagement activities across all sites will be delivered in accordance with the project plan.
- The EDI team will commence a period of intense communication with all of our staff networks to find out what our members want from the networks, what barriers are they currently experiencing and what improvements would they like to see.
- Engagement with colleagues around the re-branding of the Values Framework.

**Matters for information:**

**Risks to delivery:**

**Any other comments:**



**DIOGEL | CYNALIADWY | HYGURCH | CAREDIG**  
**SAFE | SUSTAINABLE | ACCESSIBLE | KIND**

**Submitted By: Amanda Glanville / Anna Bird / Christine Davies / Heather Hinkin / Tracy Walmslev**  
**Date Submitted: 17 July 2025**



**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 2 2025/2026**

**Overall status:** On Track  
**Rationale:** Delivery is progressive for completion in line with Annual Plan and Education Commissioning.

**Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**  
 Workforce plans completed in 2024 (62) compared to 2025 (75 with 15 ongoing)  
 Medical Workforce Plans are being prioritised within the medical workforce planning group (Phase 1 Establishment Validation)

**Activities completed in previous reporting period**

- Workforce planning engagement has taken place with approximately 75 services across the care group structures
- Workforce plans for 25/26 are currently in development for over 55 service areas.
- Nursing Workforce Standard operating procedures for variable pay live and ongoing (One service with authorisation to extend agency escalation due to staffing fragility (Theatres).
- Work is ongoing to create a set of tools for nursing teams to use to better manage annual leave planning.
- Workforce Planning Data & Analysis informed Newly Qualified Nurse (NQN) & Streamlining placements to ensure correct ratio and skill mix within nursing areas achieved and enhance new entrant staff experience.
- Planned process mapping for 26/27 NQN and educational pipeline alignment which includes Grow Your Own (GYO) panel attendance.
- Medical Workforce Planning group established to have an understanding of the gap in medical workforce provision and how we employ strategies and programmes of work to meet the gap in a structured and prioritised way.
- Ongoing exit plan meetings with service leads (Workforce Planning, Resourcing).

**Activities planned for next milestone and reporting period**

- Medical Workforce Planning Baseline (Establishment Validation)
- Education Commissioning deadline draft January 25 and final March 25 (Ongoing)
- Variable pay deep dive to be presented at Value and Sustainability to understand further options for reduction.
- Future Workforce to continue to respond proactively to evolving service needs by designing and developing new volunteering roles that enhance workforce capacity and community engagement.
- Future Workforce to sustain momentum in promoting micro-volunteering by supporting and coordinating community participation days, ensuring accessible and meaningful opportunities for local involvement.
- Priorities to engage with outstanding areas who have yet to develop their workforce plans.
- Review and update existing action plans to align and reflect current priorities and workforce position.

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



Submitted By: Anna Bird

Date Submitted: 9<sup>th</sup> October 2025



**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: Christine Davies, Assistant Director of Organisational Development; Heather Hinkin, Assistant Director of People Management; Anna Bird, Assistant Director of Business, Partnerships and Inclusion**

**Reporting Period: Quarter 2 2025/2026**

**Overall status:** On track

**Rationale:** Delivery is progressive for completion/achievement by Q4.

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

**Activities completed in previous reporting period**

- A Board Seminar session was held in August to update members on the work of the Taskforce, and three key priority actions were agreed.
- The Strategic Equality Annual Report and supporting documents was reviewed by PODCC in August and approved for publication by Board in September.
- The EDI team have developed Active Bystander training session which will be delivered by an in-house team. This has been piloted with the Surgical Team in Worthybush Hospital with positive engagement and feedback.
- The Black, Asian & Minority Ethnic staff network has seen its membership increase during quarter 2. The Health Board local action plan was shared with network members so their views could inform the action plan moving forward.
- The Enfys LGBTQ+ staff network has had an increase in membership and network members were asked to contribute to the development of the LGBTQ+ local action plan.
- Bevan Exemplar Sensory Loss programme concluded in September and a product which is now called the Sensory Loss Aware Self-Assessment Checklist. The outcomes of implementing a pilot in the Ophthalmology department in Worthybush Hospital resulted in 75% of staff learning how to sign basic BSL "Hello, my name is...", as well as increased confidence among members of staff in identifying and recording communication needs of patients with sensory loss in WPAS.

**Activities planned for next milestone and reporting period**

- The EDI Taskforce are hosting a "Big Conversation" on 6<sup>th</sup> November with a focus on gaining support to enhance wider organisational engagement.
- The EDI team are leading work to promote Black History Month and in conjunction with the staff network, will be hosting the annual Diwali event.
- The Diversity and Inclusion team will establish a data insights group bringing together colleagues from across the Health Board. In addition, work is ongoing to explore opportunities with Aberystwyth University who are planning research into Disabled People's experience of employment.
- Michael Imperato, Independent Member and Armed Forces Champion will record a personal message to share as part of the Armistice and Remembrance Day commemorations.
- The Health Board has been asked to participate in a Panel at a Welsh Government Anti-Racism Conference on 26<sup>th</sup> November.
- The Sensory Loss Aware Self-Assessment checklist will be presented to the Welsh Government Workshop on the 18<sup>th</sup> of November as part of planning for the implementation of the new NHS Wales Accessible Communication and Information Standards.

**Matters for information:**

**Risks to delivery:** Staff capacity to drive forward the actions identified by the EDI Taskforce which will require support across the whole organisation.

**Any other comments:**