

**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%

Engagement Score by Staff Group

Role	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
Administrative and Clerical	75%	76%	73%	76%	73%	73%	72%	73%	71%	74%	75%	75%
Allied Health Professionals	72%	72%	71%	69%	69%	73%	71%	75%	73%	72%	70%	72%
Estates, Facilities & Support Services		74%			56%		77%	72%		69%		74%
Healthcare Scientists	78%			77%	69%			72%		75%	74%	78%
Medical and Dental	67%	79%	65%	62%	61%	72%	77%	62%	78%	65%	66%	67%
None of these				70%	73%							
Nursing and Midwifery	73%	71%	70%	73%	70%	70%	71%	75%	72%	68%	70%	71%
Other Clinical Services	71%	61%	69%		73%			80%	76%	80%	73%	
Other		66%	80%			70%						

Note -

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

Current Performance

The staff engagement score for the staff voices survey fluctuates monthly but over the last 3 months has an average of 72%, whilst this has dropped 1% since the previous 3 months this is still above the engagement score for the national staff survey of 71%.

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



Current Performance

Nursing:
 Induction of Newly Qualified Nurses from September 2025 to reduce vacancies
 Targeted recruitment for theatre staffing
 Continued Risk Management for:

- Surge in Demand (Front Door Services)
- Sickness absence
- Annual Leave Management
- Enhanced Patient Support

AHP/HS Increased usage due to:
 Diagnostic demand increasing.
 Ongoing Vacancies.
 Ongoing Sickness and Maternity Cover (No Head Room Calculation).

Medical - Increased usage due to:
 Vacancy

Inability to take specialist grades due to service fragility, ongoing actions as part of the medical workforce planning group to assess and resolve.

Single handed services at consultant level leaving little time to train new workers available through workforce pipelines, leading to double running of agency and substantive staff.
 Agency usage has remained below 5% of the total pay bill since November 2023.

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%

Future Positive Actions

Nursing:
 Allignment with onboarding of Newly Qualified Nurses from September 2025

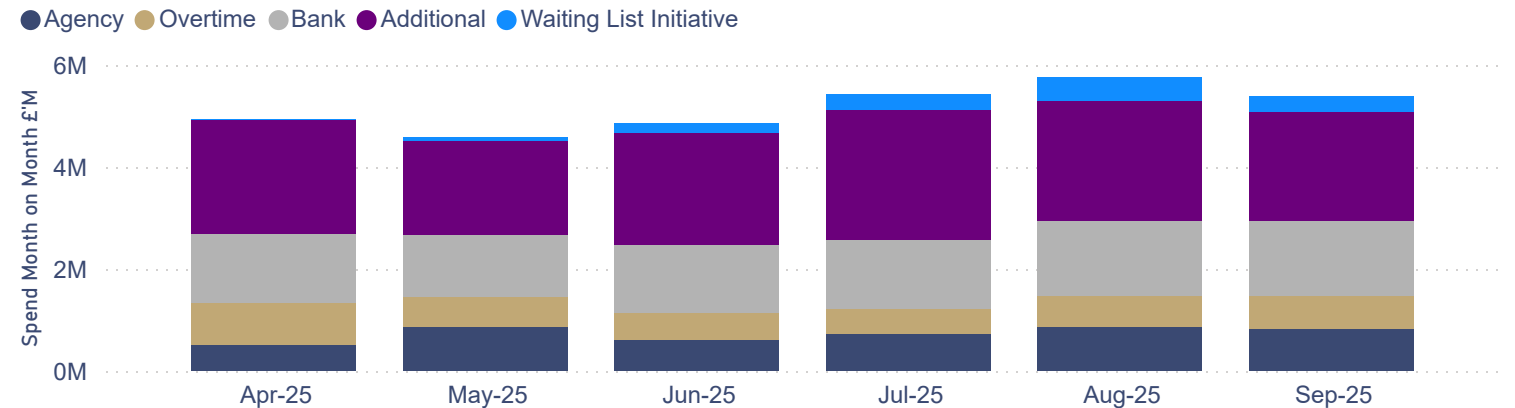
AHP/HS:
 Increased use of bank staff as a cost-saving measure
 Workforce plan in Development to support implemetntion of right sizing based on demand profiles and reduce agency need.
 Radgiology Recruitment Plan ongoing.

Medical:
 Medical Workforce Planning Group Established to:
 Create staffing baselines for services.
 Reduce Agency Reliance.
 Align workforce pipelines to minimise vacancy.
 Understand the drivers for medical bank locum usage.

Performance Against Trend

Agency is increasing with 23 medics engaged and 28 AHP/HS engaged.

Variable Pay Month on Month



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

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 Workforce Planning team are currently awaiting a HB specific education commissioning template, which will be utilised during internal discussions with service leads. The collated data will then inform the HB SharePoint site, which is co-ordinated by HEIW. It is anticipated that the draft education commissioning return will be due by 30/1/26.

Internal Engagement:

Plans are in development to begin education commissioning engagement with service and corporate colleagues from November 2025. Discussions will be co-ordinated in parallel with the development of workforce plans, using evidence-based planning and a wide range of data to inform decision making.

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	

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.

Further improvements can be made to support the development of education commissioning activity within Primary and Community Care, as well as Local Authority and Corporate services..

Future Positive Actions

Draft Submission – January 2026

A draft submission will be prepared by January 2026, incorporating updated workforce intelligence and feedback from service leads, aligned to strategic priorities.

Final Submission – March 2026

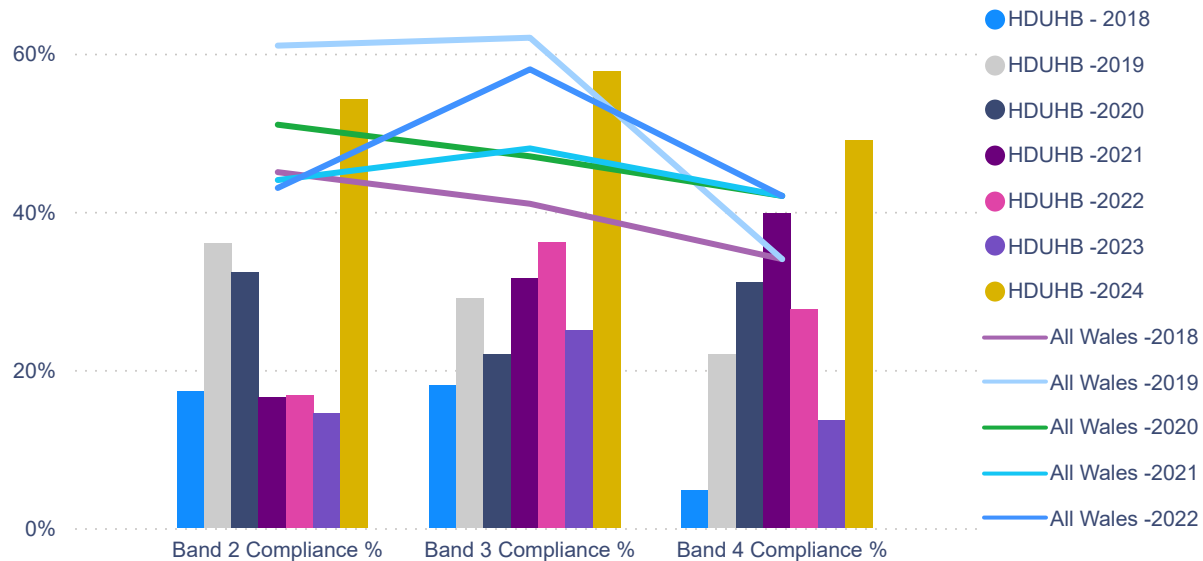
The final submission will be completed by March 2026, ensuring full alignment with HEIW commissioning timelines, annual planning and strategic priorities, including alignment of finances.

Continuous Improvement Measures

- HEIW will undertake ongoing refinement of the SharePoint process to standardise approach.
- HEIW will potentially share a range of information to include workforce supply/pipeline data.
- Internal ratification processes will be maintained for 2027/28 cycle, ensuring visibility of education commissioning returns, to enable professional group leads and executive sign off, before final submission to HEIW.
- Continued collaboration will be prioritised to ensure HEIW are informed of HB education and training needs, including risk position, challenges and opportunities for further improvement.
- Ongoing collaboration with corporate teams to ensure workforce pipelines are regularly monitored, which will include modelling workforce supply for professional groups. This will be undertaken in conjunction with the development of workforce plans/annual planning process.

NHS delivery framework target: 3.B: Deliver requirements of regulators – b) Submit data in relation to HCSW framework on annual basis and related requirements for funding. Strategic Delivery Lead: Assistant Director of People Development
 Operational Delivery Lead : Learning & Development Manager
 This target aligns to the following statement of intent:
 2 - Recruiting and Retaining Great People , 4 - Delivering a Workforce Fit for the Future

Career Framework Data

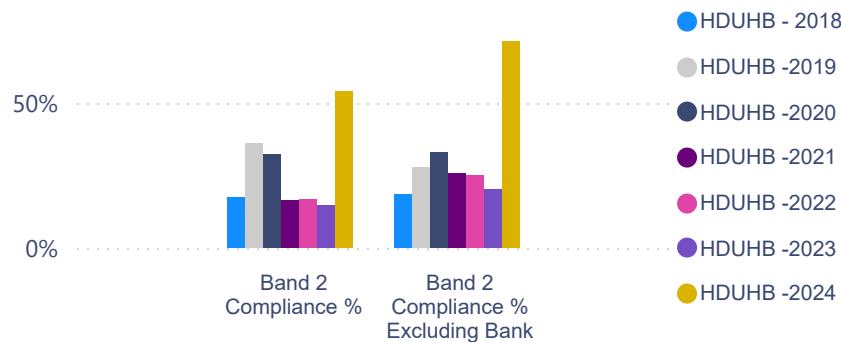


Current Performance
 Collaborative work is underway with Health Education and Improvement Wales (HEIW), who are preparing to establish a formal review of the career framework. Requests have been made to address identified anomalies in role definitions and equivalency recognition, particularly concerning 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:

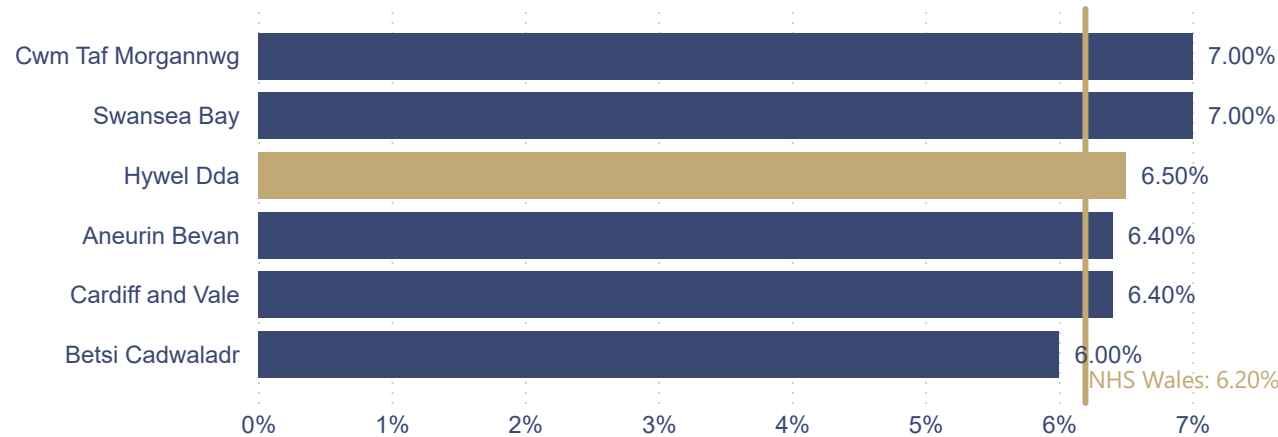
3 - Engaging our Staff



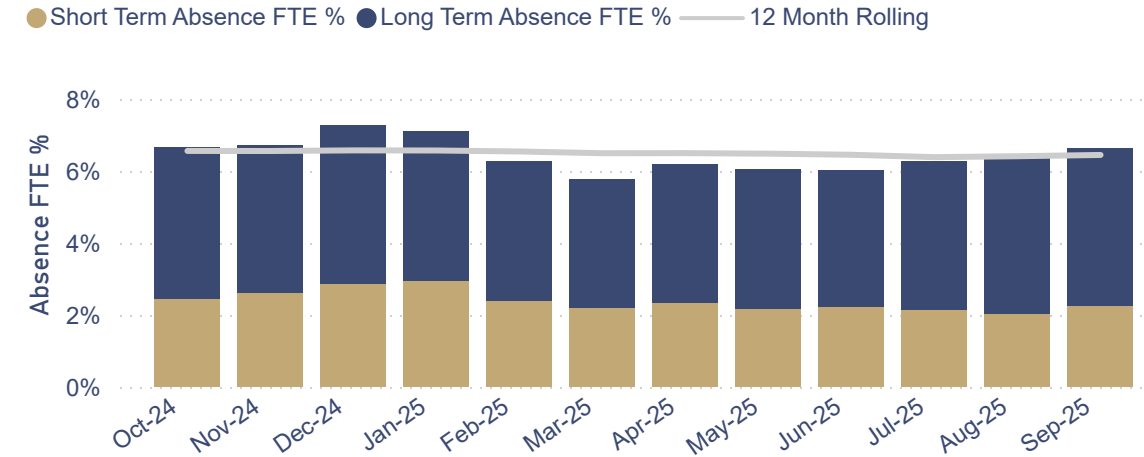
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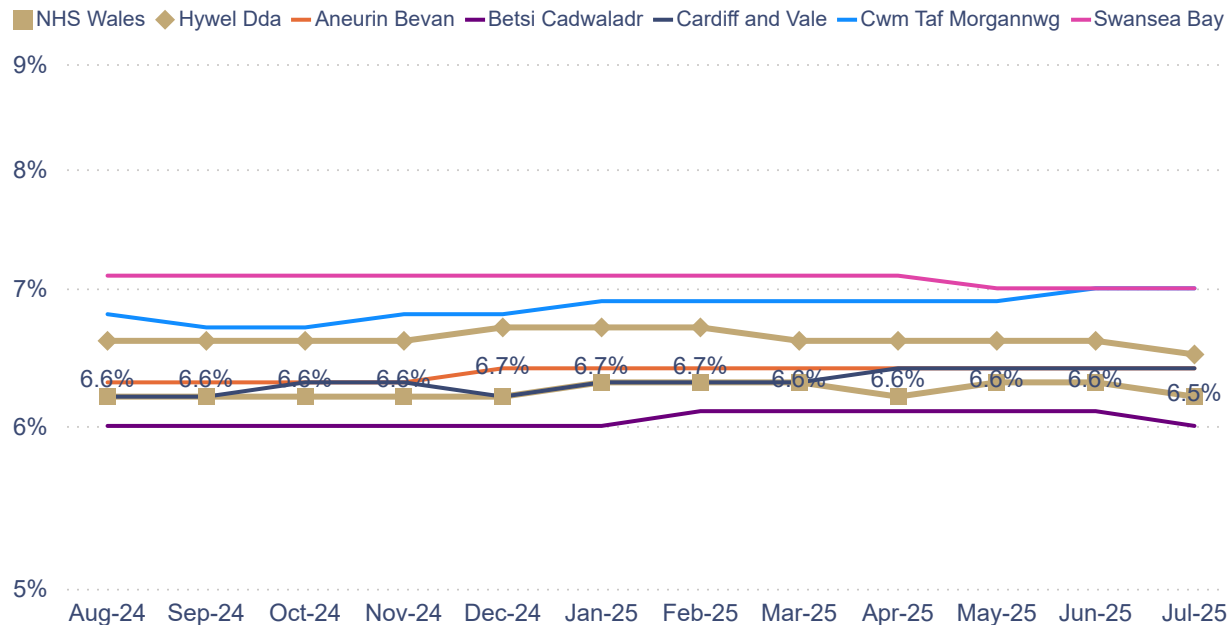
12 month rolling sickness absence rates (UHBs only) to July 2025



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



Rolling 12-month sickness absence rates, Aug'24 to Jul'25



Current Performance

September's figure of 6.62% shows a 0.16% increase on August (6.46%) with a cumulative absence rate for the 12 months of 6.56%. Anxiety, stress and depression continues to account for the highest reason for absence across the Health Board at 35.1%, second being Injury/ Fracture at 8.1% and third Cold, cough flu at 8%. Episodes of Cold, cough & Flu are rising (5.4% in Aug) as the winter months draw closer.

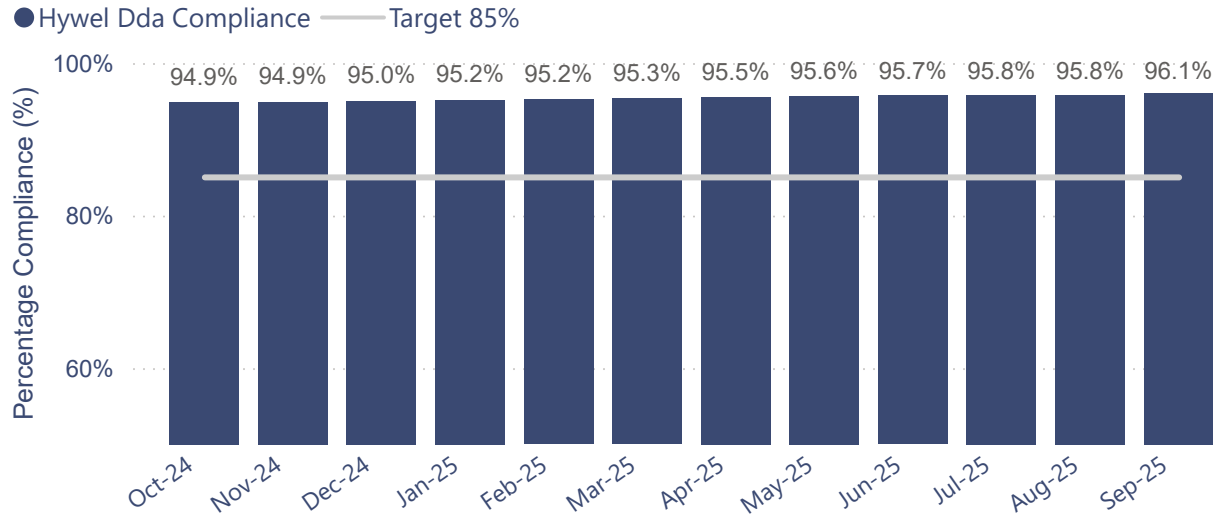
Performance Against Trend

As per the NHS Performance Framework 2025-26, the Health Board sickness absence target is a reduction on the 2024-25 outturn 6.60%. Figures are indicative of a small upward trend in absence, but the Health Board is still marginally within the target of 6.60%. It is also duly noted that there are only 4 Directorates/CCGs currently exceeding this target.

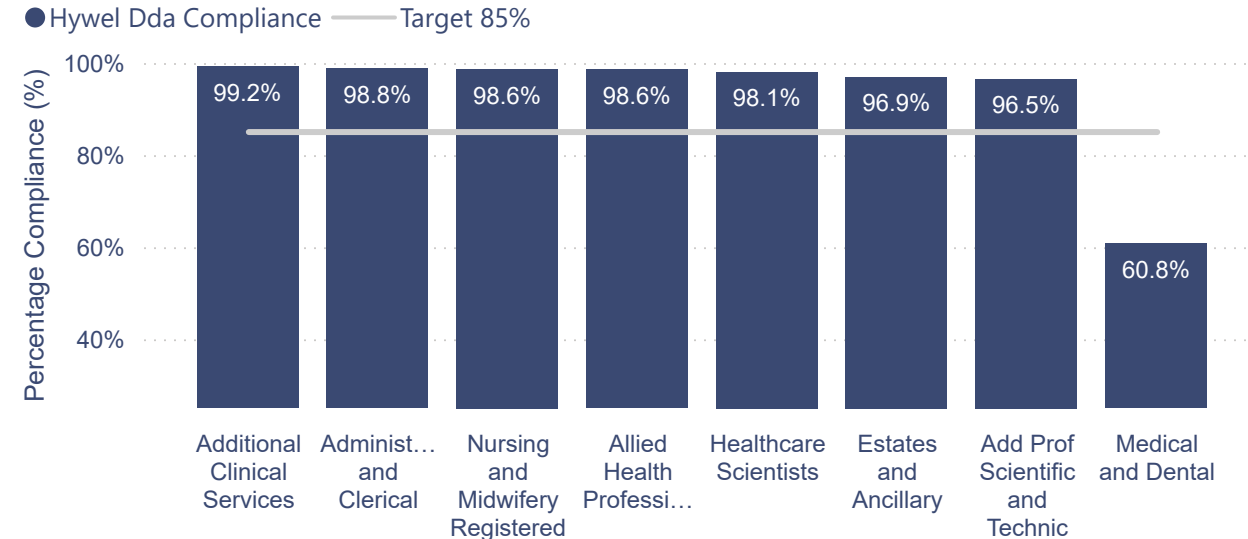
Future Positive Actions

- Ongoing focused support from the Workforce Teams continues in collaboration with Senior Managers with a focus on hot spots across all Clinical Care Groups.
- Designated support from Workforce continues to be utilised to help address sickness absence aligned to employee relations matters.
- Launch of the annual flu vaccination programme commenced on 1st 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 HEIW.
- The Occupational Health Service has been gathering staff signposting data within 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.

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.

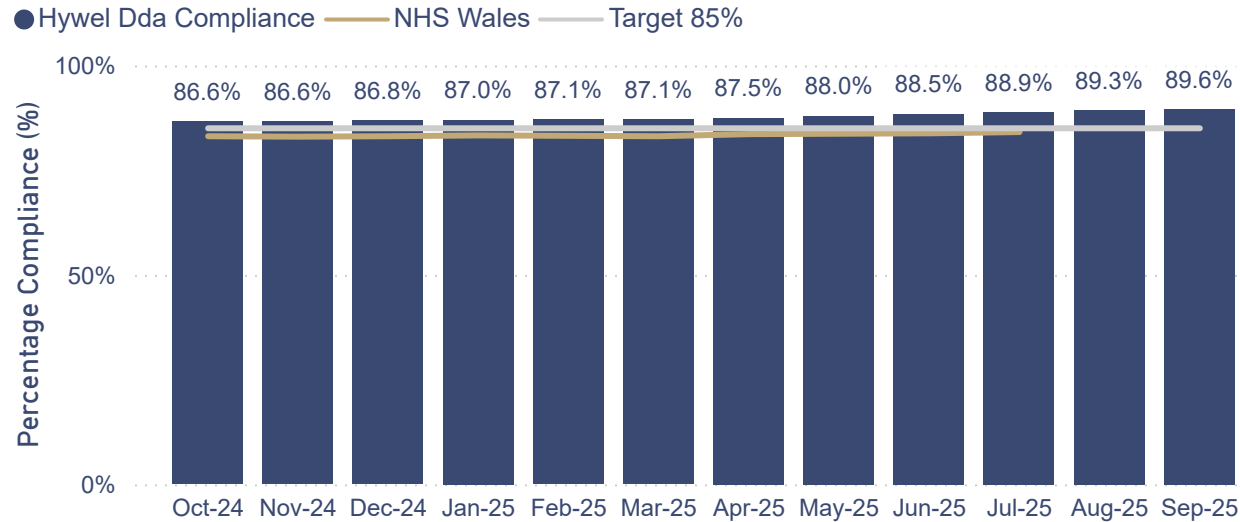
Performance Against Trend

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

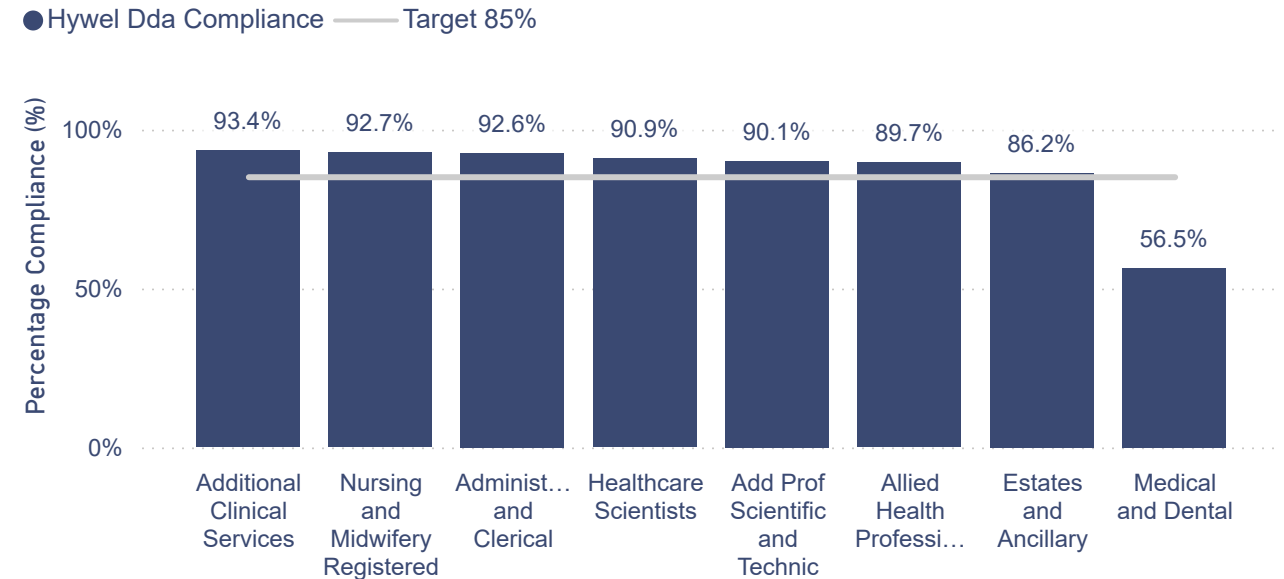
Future Positive Actions

- 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.

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 83.9%.

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.

Mar-25
72.3%

Apr-25
73.9%

May-25
68.2%

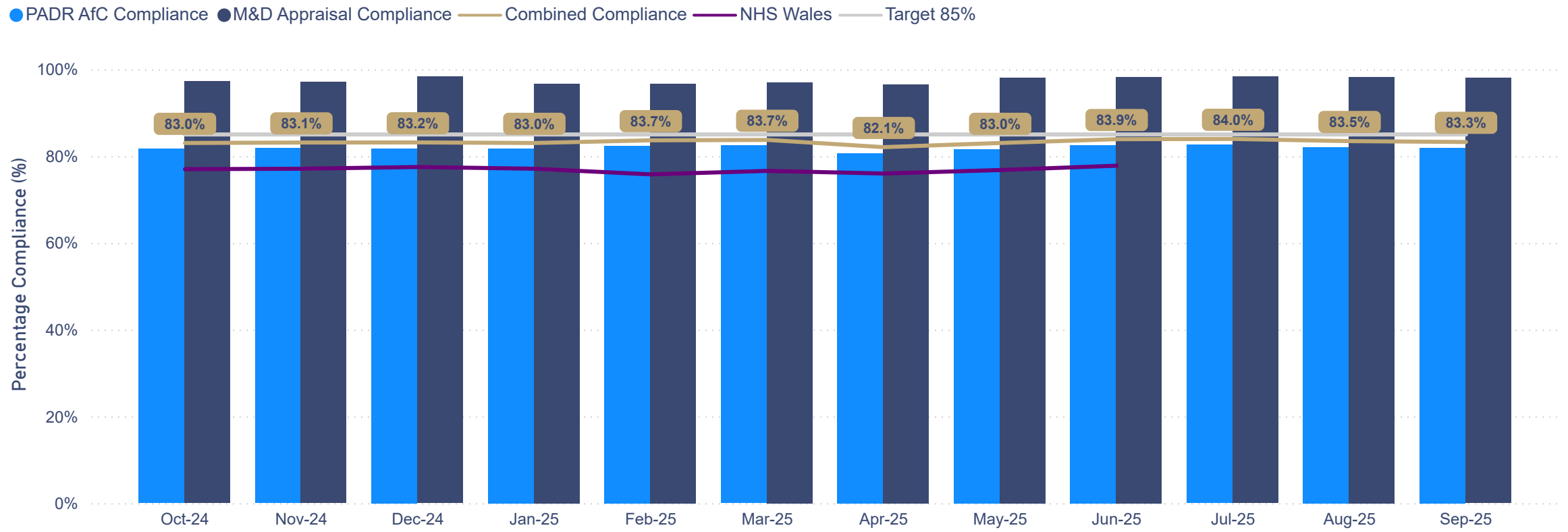
Jun-25
79.6%

Jul-25
76.2%

Aug-25
78.8%

Sep-25
76.4%

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

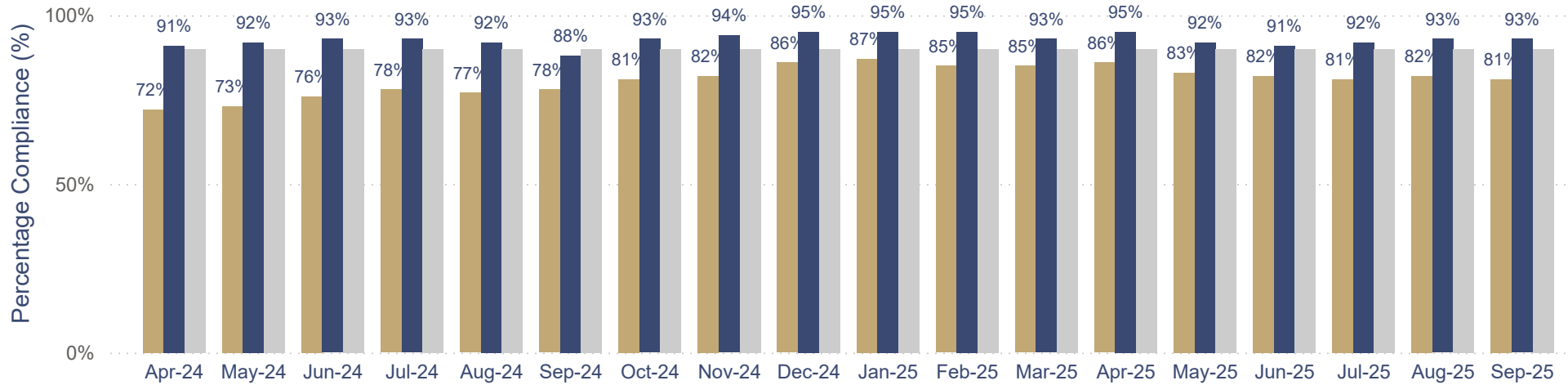
This target aligns to the following statement of intent:

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

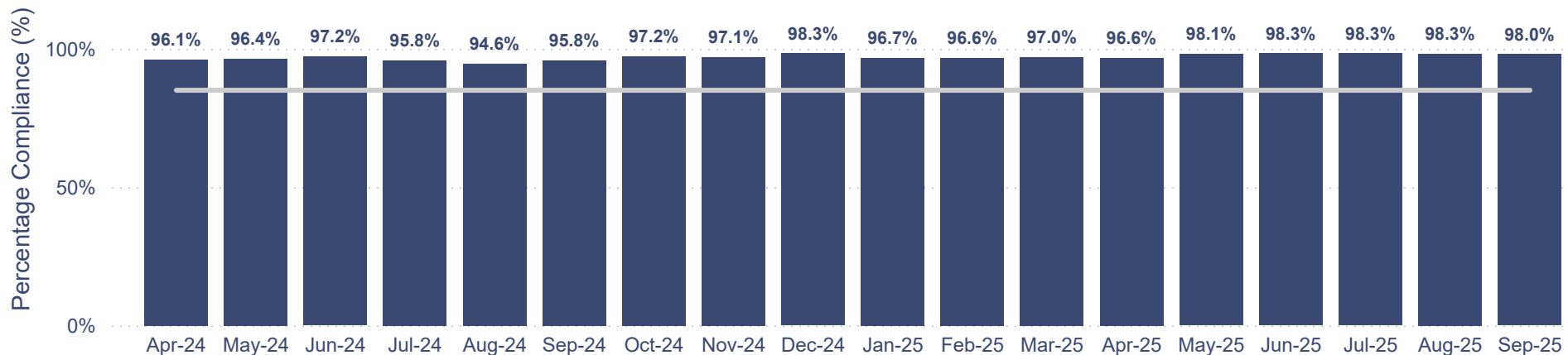


Current Performance
 ▲
 There was a 1% decrease in compliance in July then up 1% and down 1% in Sept, compliance overall remaining in the 80% band.

Performance Against Trend
 ▼
 Lack of improvement is due to large numbers expiring.

Medical Appraisal Compliance Performance against Target of 85%

● M&D Appraisal Compliance — Target 85%



Future Positive Actions
 ▼
 Processes in place for chasing up all doctors to sign off their job plan. Escalation process in place, an escalation letter issued on behalf of the Medical Director. Maintaining compliance, highlight that expired are priority work, to be completed in the next month.

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



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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.

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%

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.