

Line Manager Culture Plan



GIG
CYMRU
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WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Work-Life Balance

HDUHB wants to see an improved opportunity for all employees to have a good work life balance. As managers you will set the best example, please add a line into your email signature stating ‘I recognise that the working hours I have may not match yours, there is no requirement or expectation for you to reply outside of your own working hours’.

In the CIPD Good Work Index Report (2025) (fig.1) there was a strong link between those who felt they had flexibility to take time off when needed (70%) and displayed higher performance and discretionary effort.

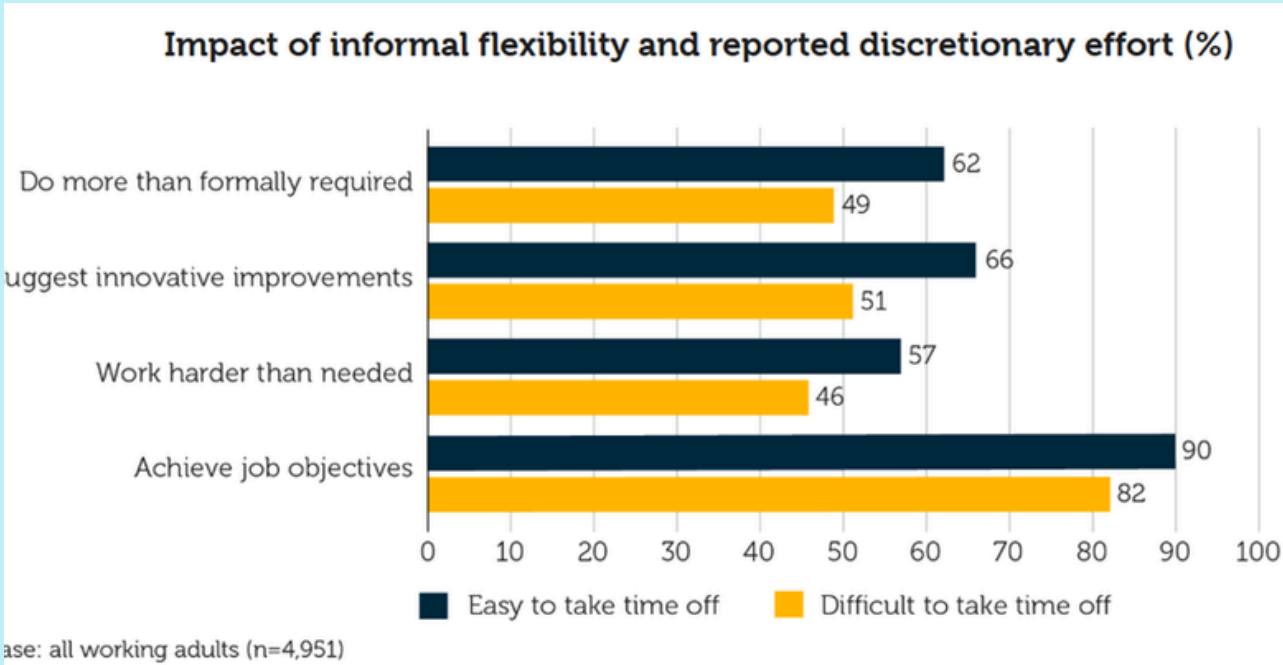


Fig 1. CIPD, 2025

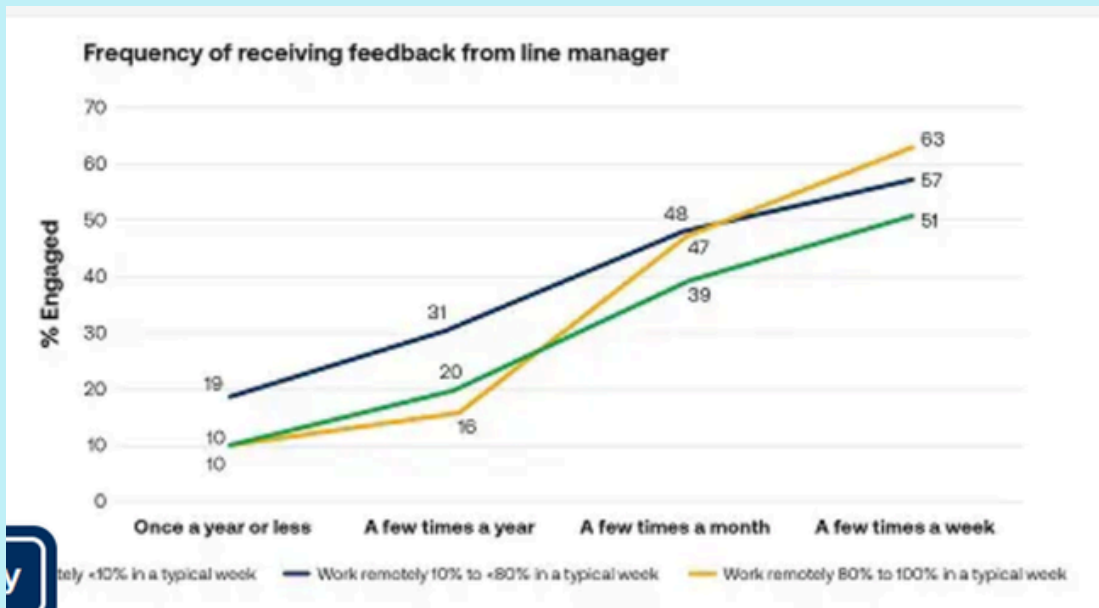


Fig 2. British Safety Council, 2023

Further to this we find from research conducted by Gallup (2021) cited by the British Safety Council (2023), the relevance of the location of work was less important to employees than good feedback from managers (fig.2).

HDUHB would ask all line managers to schedule a fortnightly 1:1 meeting with each member of your team, where possible. Giving an hour of time to give helpful feedback, actively listen and coach employees to consider what options they want to pursue will have a positive impact on the individual and therefore the team (HDUHB, no date).

Robinson-Hayes (2026) reports stress at work is losing the UK 22.1 million working days, she highlights the role of managers in active listening and the importance of time for an employee to air their concern to a good manager. HDUHB wants all managers to feel equipped for these conversations.

Employee Voice

HDUHB currently has the speak up platform on our intranet page which we would ask all managers to encourage full use of (HDUHB, 2026). In addition to this, the annual survey is an opportunity for teams to take time out of their busy day and reflect on the elements of their role and health board they are celebrating and also concerns they have (HEIW, 2025).

As a health board we want to encourage all staff to interact using their voice, regardless of computer access, the shifts they work, and any other barriers there may be. As a step towards this we have introduced this QR code:

HDUHB would request that all line managers please display the QR code in all staff areas, this will take staff to the speak up page detailing what they can use this platform for. We would also like to see paper copies held by each manager in a place staff could access and use anonymously in order for all staff to have their voice in HDUHB. Porter-Williams (2025) advocates the use of QR codes for recruitment and onboarding, where multiple documents can be stored within one code. This could be something we consider for the future once some data has been collected.



As line managers it is important for all staff to be encouraged to progress, should they wish to. Employees have several avenues to develop their careers with HDUHB. There is a job page on the intranet (HDUHB, 2026) that is refreshed everyday with the newest vacancies in the health board. This link should be viewed with some regularity to ensure your team are aware of current opportunities. This can be communicated in 1:1 meetings as well as at yearly PADR meetings to ensure the staff know they can progress and will be supported to do so.

The Access Group (2025) considered data from The UK's best Workplaces for Development, 2024 and found retaining talent in the current job market was more prevalent in workplaces where career progression was encouraged and prioritised.

Zulfiqar et al. (2023) considered international nurses hired in US and Canada and found the lack of progression and use of their previously attained skills created low job satisfaction and poor performance. In a healthcare setting with staff from countries across the world serving the HDUHB community, it is important for us to appropriately mentor those who will want to progress within the NHS using skills they have already acquired in home countries.

Line managers can encourage CPD at all levels using digital and paper forms, sharing information of the higher awards scheme (HDUHB, 2026) for those who wish to pursue a professional qualification. Encouraging all staff to visit our People Development Pages (HDUHB, 2026) will guide them through career pathways for clinical and non-clinical pathways.

Career Development



Targeted internal training can also increase productivity and a sense of purpose amongst employees, Heinrich (2025) reports a '17% increase in productivity' when staff access high-quality, relevant training programs. This has to be more than just the basic e-learning provided to all staff.

As line managers we want to identify the need in our employees and source something excellent that will help them flourish and build a strong team with a positive purpose driven culture.

Conclusion

All Line Managers in HDUHB are invaluable to creating the positive culture within our workforce that makes us proud to serve our communities and prioritise the highest levels of care to the people of West Wales. This starts with considering the Wellbeing and opportunities of the staff we employ and managers have the unique opportunity to shape this day to day experience at HDUHB.

Our OD team regularly lead us all to ask the question 'What is a good day at work?' (HDUHB, 2025). The answer to this will be impacted by the work we do today with those in our team to encourage, listen to and coach towards a better day.