Llywodraeth Cymru
Welsh Government

Embedding Social Partnership at Digital Health and Care Wales (DHCW)

In 2024-25, Digital Health and Care Wales (DHCW) began a significant cultural shift, moving to a genuinely collaborative way of working rooted in Social Partnership principles.

Guided by the Well-being of Future Generations (Wales) Act and the Social Partnership and Public Procurement (Wales) Act, the organisation set out to embed co production, transparency, and trust into everyday practice.

This shift took shape through deliberate, shared action. DHCW worked closely with staff, trade unions, and stakeholders to co-produce its Well-being of Future Generations Statement, ensuring it reflected the voices of those delivering and experiencing its services. The Social Partnership Duty was built directly into governance structures, making collaboration a core expectation rather than an optional exercise. Weekly meetings with trade unions became a dependable space for open dialogue, while new safe spaces such as TENTalks encouraged staff to speak honestly about their experiences and influence organisational decisions.

> "Social Partnership is grounded in our values of integrity, collaboration, and innovation at DHCW. Through trust and inclusivity, we co-create fair, forward-thinking solutions that empower our people, strengthen relationships, and deliver compassionate, people-centred outcomes aligned with our shared purpose."
> **Sarah Brooks, Head of Culture & People Strategy.**

The results soon became visible. Staff survey participation rose from 60.5% to 62.5%, signalling growing confidence in being heard. Appraisal completion reached 87%, exceeding national targets, and diversity training compliance climbed to 99%. Staff turnover remained steady at 8.6%, supported by more strategic workforce planning. Union representation and membership also increased, reflecting strengthened relationships and trust.

> "At DHCW, our unwavering commitment to Social Partnership empowers our team to collaboratively shape a fair and inclusive workplace. This dedication fosters innovation, builds trust, and ensures that every voice is heard and valued."
> **Paul Evans, Associate Board Member on the Board representing the Trade Unions.**

Much of this progress was driven by initiatives that brought people together in meaningful ways. Anti-Bullying and Harassment TENTalks engaged more than 350 staff and directly informed policy updates. The Equality, Diversity and Inclusion Network amplified diverse voices and helped shape more inclusive practices. Co-produce frameworks fostered psychological safety and openness, gradually building a culture where staff felt able to contribute honestly and constructively.