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## PEOPLE AND CULTURE COMMITTEE HIGHLIGHT REPORT TO BOARD

This report provides the Board with key escalation and discussion points at the last Committee meeting. A full list of items discussed appears at the end of the report to enable members to raise any questions to the Chair which have not been drawn out in the report.

The papers for this meeting can be found by following this [link](#) to the Committee page on the Trust website.

<b>Trust Board Meeting Date</b>	26 March 2026
<b>Committee Meeting Date</b>	10 February 2026
<b>Chair</b>	Ceri Jackson

### KEY ESCALATION AND DISCUSSION POINTS

#### ALERT

(Alert the Board to areas of attention)

1. There are no alerts to raise from this meeting.

#### ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

2. The committee heard from **Ben Collins, Interim Head of Service for EPRR**, who presented a detailed account of his leadership journey and the cultural transformation he has delivered in the Emergency Medical Service for South Central. Within his story he emphasised the value of visible, grounded, approachable, adaptable leadership, reflection, and balancing compassion with accountability as a leader. He described implementing monthly one-to-one welfare check-ins, biannual culture days, and collaborative local delivery plans; which fostered team cohesion and reduced negative culture scores. Ben noted challenges in maintaining regular contact with his teams due to the mobile nature of the workforce and limited management capacity but found culture days to be particularly effective for engagement. Committee members praised Ben's approach, highlighting his ability to empower others and create sustainable change. The impact Ben has made across the Trust in developing other leaders within his team was acknowledged. The committee acknowledged the positive impact on staff well-being and patient care, recognised the difficulties in replicating such engagement across all areas, and recommended further efforts to embed these practices more widely throughout the organisation.



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3. The priorities relevant to the remit of this committee for the **IMTP for 2026-29** were endorsed and members were assured they are aligned to the 3 C's of the People and Culture Plan.
4. The **report from the Director of Culture Change** and the **Director of People** was received with a focus on the Health and Wellbeing Passport (designed to facilitate supportive conversations between staff and managers about workplace adjustments) and the WAST Welcome Digital Handbook, designed to improve onboarding for new staff (covering organisational structure, support resources, benefits, safety, learning, and engagement). Both were welcome additions. Strong engagement across the organisation was highlighted, with over 1,000 colleagues now involved in People Networks supported by Executive sponsors, alongside external recognition of progress through a national award win and a further award nomination, reflecting the positive impact of the Trust's People and Culture work.
5. The **Q3 Operational Update** highlighted the following people and culture related issues:
  - Smooth implementation of the December go-live of the Ambulance Performance Framework supported by significant change management efforts. Staff will be surveyed after phase two to assess their experience of the change. Members formally thanked all staff for their achievement on this.
  - E-Timesheets aim to reduce payroll errors and management workload. Moving to GRS cloud is a dependency, scheduled for May 2026. Technical specification to meet organisational nuances are expected to be submitted in Q4 with some concern that the degree of change could make the solution cost prohibitive.
  - Ongoing work to further reduce overruns and improve staff experience will need some development of informing dispatch decisions, with Trade Union Partners forming part of the working group. Reduction in shift overruns was evident and welcomed in the MIQPR reviewed at this meeting, notwithstanding an uptick in December.
  - The NEPTS roster review aims to balance work life with operational efficiency by achieving an additional 3-400 journeys a week.
6. The committee received an update on the ongoing work to achieve an **optimal skills mix within Emergency Medical Services, Emergency Ambulances**. Members noted that the introduction of new roles and crewing models has increased the complexity of workforce planning, which remains heavily influenced by clinical model, changing demand, financial constraints, and wider system factors. It was recognised that the shift towards a futureproofed and affordable model that supports improved patient outcomes will take several years and will rely largely on natural turnover rather than immediate structural change. This approach creates a degree of uncertainty for staff and makes it difficult to provide firm timelines at this stage. The committee was assured by the strong partnership working between management and trade union representatives, with mature dialogue helping to address challenges and support staff throughout the transition. Trade union partners were reported to be actively working through issues with management and acting in the best interests of their members. Key risks discussed included workforce anxiety, potential retention challenges, reputational considerations, and the need to safeguard the credibility and sustainability of professional pathways and education pipelines. The committee emphasised the importance of clear and consistent communication and unified messaging to staff during what is expected to be a prolonged period of



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change, acknowledging that the situation will continue to evolve and will require ongoing collaboration and adaptability.-proofed and affordable model that supports improved patient outcomes will take several years and will rely largely on natural turnover rather than immediate structural change. This approach creates a degree of uncertainty for staff and makes it difficult to provide firm timelines at this stage.

7. The following **policies were approved**:

- Transfer Policy
- People Development Policy
- All Wales Reserved Forces Training and Mobilisation Policy

8. Members **reflected** positively on the meeting, noting clear progress across a range of initiatives and expressing confidence in the constructive plans presented. They acknowledged ongoing challenges but felt assured by the quality of the discussions and papers, as well as the strong engagement from colleagues. Overall, reflections highlighted a sense of optimism and assurance, with recognition of both achievements to date and areas where continued focus is needed, particularly around culture and organisational connectivity.

## ASSURE

(Detail here any areas of assurance the Committee has received)

9. The Committee scrutinises performance across several metrics within its remit. Whilst the Board receives the **Monthly Integrated Quality and Performance Report (MIQPR)**, there are a range of additional metrics this committee receives, including wider **People and Culture Plan Metrics** (focusing on qualitative measures this quarter), and **Cultural Themes and Trends**. Given this, the following areas of assurance will be of interest to the Board:

- Between July and December 2025, 74 new disciplinary cases were opened. It is noted that this is the highest total for this period in three years. During the period there were two dismissals. Less than 12% of cases are related to sexual safety concerns. 14% of current disciplinary cases feature a sexual safety element.
- In the last period January to July 2025, 88% of the new Respect and Resolution cases submitted in the period remained open however this has reduced to 13% in this period, demonstrating more cases are being closed quicker and ensuring staff and managers are supported.
- Turnover fell from 8.36% to 7.98% (0.38%), which demonstrates a stable position. EMSC and IC roles show higher turnover despite some improvement.
- Currently, the response rate for Moving on Conversations is one-third of leavers, but there is a goal to raise this to 50% in the next reporting period. Insights and trends identified from these conversations are being used to drive further improvements for our people.
- Speaking Up Safely concerns have been raised during the period. 45% of those concerns have come through via the Working in Confidence platform. 74% of concerns are linked to incivility, around 10% include sexual safety issues. 7 of the 13 cases open are linked to HR processes. 75% of cases are closed, which demonstrates that we are listening and acting to concerns raised.



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- With PADR compliance currently 76.48% (in December 2025) members were updated on a new process that is linked to our WAST Way and essential conversation skills. A pilot will take place in Q1 following staff engagement on a simplified form and process.
10. The reasonable assurance **Mandatory In-Service Training (MIST) Internal Audit Report** was received as was the feedback from the Audit, Risk and Assurance Committee. Members will ensure ongoing oversight of actions to mitigate risks via the audit tracker.
  11. The **HEIW commissioning report** was noted which outlined the annual education commissioning process with a focus on future workforce requirements and pre-registration requirements. Members discussed key points in relation to paramedic numbers and skill mix, advanced practice pipeline, funding and external dependencies, university viability and delivery as well as ongoing collaboration with HEIW and universities to adapt to changing workforce requirements and funding realities. Members were assured that the Trust is making decisions based on current information.
  12. The Welsh Ambulance Services Partnership Team (WASPT) is the Board's local partnership advisory forum. The **WASPT highlight report** sets out the ongoing projects, upcoming challenges, and the steps being taken to address them in partnership. Discussions at the 20 November WASPT meeting included issues reviewed at this committee meeting, including shift overruns and the future skill mix for emergency ambulances.
  13. The annual report on **HCPC registration and NMC registration and revalidation 2025** with no escalations to the board.
  14. The Committee held the second part of its **Quality Governance Review** (formerly effectiveness review) for 2025/26 and approved its annual report and cycle of business.
  15. The **Q3 Audit Tracker** was reviewed and the Committee noted excellent progress on closing internal audit actions, with no escalations to board.
  16. In the **private session** the committee reviewed progress against suspensions over four months, and Employment Tribunal cases. Members were assured of actions in place to manage these cases. An update was also provided on the programme of work that will take place over the next four years for all NHS organisations in England and Wales to move to the Future Workforce Solution, creating a single, connected platform for the NHS workforce. This was taken in private session due to commercially sensitive information. Members noted a significant cost pressures from years 3 and 4 of the programme for the Trust and a risk with respect to colleagues' capacity for implementation, however updates will be provided in the lead-up to that, which is expected from 2028/29 for WAST.
  17. The committee received the **cycle of business monitoring and committee priority report**.



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## RISKS

### Risks Discussed:

Members acknowledged the risks associated with the skills mix changes, specifically regarding workforce anxiety, retention and reputational risks; the detail is captured within that item above.

Committee noted the work undertaken to streamline and align Risk 160 (high absence rates) and Risk 558 (wellbeing) into one holistic risk. The new risk, which will be presented at the next meeting, relates to deteriorating employee experience and workforce capacity because of potential underinvestment in people and culture.

Members were pleased to hear of the work undertaken to date to articulate a new strategic risk aligned to Strategic Objective 2 as part of the new Strategic Board Assurance Framework.

**New Risks Identified:** No new risks identified at this meeting for the register.

### COMMITTEE AGENDA FOR MEETING

Directors' update	Operations quarterly report Q3	Staff story and staff story update
Skills mix on emergency ambulances	Staff story update – essential skills tutors	Cultural themes and trends report PADR process review update
People and culture plan metrics; people and culture plan IMTP objectives and priorities 2026-29	MIST internal audit	MIQPR
2025/26 quality and governance review – annual report and cycle of business	WASPT highlight report	HEIW commissioning report
HCPC registration and NMC registration and revalidation 2025	Risk management and BAF	Audit tracker
Policies for approval		



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COMMITTEE ATTENDANCE				
Name	15 May 2025	12 August 2025	13 November 2025	10 February 2026
Ceri Jackson				
Bethan Evans				
Hayley Hutchings				
Hannah Rowan				
Angela Lewis				
Carl Kneeshaw				
Chris Turley				
Lee Brooks	From item 6	Sonia Thompson	From item 5	
Penny Durrant				
Estelle Hitchon				
Andy Swinburn		Greg Lloyd		
Alex Crawford		James Houston	Hugh Bennett	
Trish Mills				
Lizzie O'Shea				
Damon Turner				
Marcus Viggers			Left for items 9-13	
Christian Fox			Hugh Parry	
Tim Cahalane				

	Attended
	Deputy attended
	Apologies received
	No longer member