



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

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.

Trust Board Meeting Date	24 September 2026
Committee Meeting Date	11 August 2026
Chair	Ceri Jackson

KEY ESCALATION AND DISCUSSION POINTS

ALERT (Alert the Board to areas of attention)

The committee endorsed several annual reports at this meeting. The following are before the board for approval at its September meeting:

1. The committee endorsed the **Welsh Language Annual Report 2025/26** for board approval and that appears at Annex 1. The report shows that there has been significant progress in strengthening Welsh language services, workforce capability and compliance with the Welsh Language Standards. The committee recognised the growing maturity of the organisation's approach, with progress increasingly driven by a focus on patient experience and person-centred care rather than compliance alone. Members described the recently approved five year clinical consultation plan as an ambitious development that will support the integration of Welsh language provision into clinical services in the NHS 111 Wales service in particular.
2. The committee endorsed the **Strategic Equality Plan Annual Report 2025/26**, which included the Workforce Diversity Report and Gender Pay Gap Report – all reports attached for the board for approval at Annex 2. Members noted continued progress in improving workforce diversity, reducing inequalities, narrowing the gender pay gap and strengthening inclusion across the organisation. Members welcomed the increasing focus on outcomes, lived experience and evaluation, alongside the growing contribution of staff networks to organisational learning and colleague experience. The committee supported the proposed review of the Strategic Equality Plan objectives to ensure alignment with emerging Welsh Government requirements, organisational priorities and future equality, diversity and inclusion (EDI) ambitions. Overall, members were assured that progress continues to be made and endorsed further work to embed EDI objectives within wider



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

organisational planning, performance and assurance arrangements.

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

3. The committee received a **staff experience story** from Chayesteh Azadegan (Chay), Professional Practice Educator in the Integrated Care Service, who shared a personal journey of resilience, professional growth and career transformation. The discussion provided valuable insight into the importance of inclusion, belonging, staff support networks and opportunities for development in enabling colleagues to thrive and contribute to service improvement.

The committee reflected on themes of workforce representation, visible role models, psychological safety and support for colleagues with additional learning needs and neurodiversity. Members recognised the importance of creating an inclusive environment where individuals feel confident to seek support and access reasonable adjustments. The discussion reinforced the Trust's commitment to staff wellbeing, engagement and development, and the role these play in supporting positive organisational culture and improved outcomes for patients and communities. Members thanked Chay for sharing her story so openly and passionately.

4. The following **policies were approved** by Chair's Action on 12 May and were ratified at this meeting: Disciplinary Policy; Improving Performance at Work Policy; Occupational Change Policy; and All Wales Employment Break Scheme. The Violence and Aggression Policy was approved at today's meeting.
5. The **report from the Director of Culture Change** was received and included that 62 newly qualified paramedics have been offered roles, with the first cohort of 21 due to join in September. Additionally, 554 staff have successfully completed the Emergency Ambulance Practitioner Induction Programme and 532 achieving an ILM Level 3 mentoring qualification. Members also welcomed improvements in workforce representation, growth in staff engagement and networks, and external recognition for colleagues and the Trust's Speaking Up Safely approach, which has been recognised by Welsh Government as good practice. The committee received assurance regarding the breadth of workforce development, wellbeing and inclusion activity underway, including research into stress and burnout within Clinical Contact Centres. While welcoming the progress achieved, members noted ongoing challenges relating to workforce and leadership capacity, operational pressures, recruitment and skills mix, and financial constraints, which continue to impact opportunities for staff development and require ongoing management.
6. The committee received the **Operations Directorate Q1 update**, and members welcomed early positive outcomes from the dispatch optimisation (tethering) programme, which aims to reduce shift overruns, improve workforce experience and support staff wellbeing. The committee noted that the programme is being rolled out further, with benefits expected to be monitored through reductions in overruns and consideration of wider wellbeing indicators over time. Workforce wellbeing and attendance challenges within EMS and Integrated Care services were discussed, particularly within contact centre environments where sickness absence remains above desired levels. Assurance was



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

provided that improving attendance, wellbeing and workforce experience remains a key organisational priority.

7. Members **reflected** positively on progress across several strategic areas and recognised the contribution of the specialist teams leading this work. The importance of agenda, reporting and presentation streamlining to support meaningful scrutiny, reduce duplication, and strengthen alignment between strategic objectives, delivery metrics and outcomes was highlighted.

The Chair, on behalf of the committee, thanked Angela Lewis for her service, contribution and commitment to the Trust, and acknowledged her leadership and support of the people agenda, wishing her every success for the future.

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

8. The committee considered the Q1 **workforce performance, culture and people metrics** across several reports including the People and Culture Plan metrics report, the workforce scorecard, the People and Culture Committee focused MIQPR, and the Cultural Themes and Trends Report. The MIQPR sets out the board level performance measures linked to Strategic Objective 2 – enabling our people to be the best they can be – which are % of successful applicants recruited from under-represented groups; % of 111 calls presented in Welsh, answered in Welsh; staff sickness; staff turnover; PADR rates; and statutory and mandatory training completion

The committee also reviewed several other metrics related to the above and to the People and Culture Plan noting:

- workforce indicators remain broadly stable, although challenges remain in relation to sickness absence in some operational areas (as noted above in the operational report regarding EMS sickness)
- an increase in employee relations activity and formal resolution cases, recognising that this may reflect greater confidence amongst staff to raise concerns and a maturing speaking up culture. The importance of developing management capability to address issues at an earlier stage and ensuring consistency of approach across the organisation was highlighted
- declining PADR completion rates, noting however there is an upward trajectory expected by the next meeting and more detail on the revised PADR pilot, which has received positive early feedback for being more meaningful and focused on quality conversations
- the relationship between staff wellbeing, attendance and the working environment, including mental health-related absence, welfare facilities and workplace culture. While recognising that wellbeing is influenced by a range of factors, members noted the importance of leadership, management support and team culture, alongside the physical working environment, in supporting staff experience and attendance



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

- positive performance in several areas, including job evaluation, staff in post against establishment, reduced shift overruns and the inclusion of new measures relating to volunteers and flu vaccination uptake.
- improved quality and response rates of the enhanced Moving On data, which is providing a richer source of intelligence on workforce experience, retention and organisational culture

Taking these reports collectively, the committee received assurance with positive indicators relating to occupational health performance, staff in post against establishment, reductions in shift overruns, staff engagement, speaking up culture, inclusion and the availability of increasingly rich workforce intelligence.

A recurring theme throughout the discussion was the need to strengthen the alignment between strategic objectives, delivery plans, performance measures and assurance reporting. The committee recognised that there remains duplication across several workforce reports and supported the development of a more integrated approach to performance and assurance reporting.

9. The committee received assurance from the **2025/26 Speaking Up Safely report** (provided as Annex 3 to this highlight report) and noted continued progress in strengthening a culture where staff feel able to raise concerns. The committee reflected on the wider cultural themes arising from the report, recognising that confidence in speaking up depends not only on staff feeling able to raise concerns, but also on seeing that concerns are responded to appropriately, lead to meaningful action and result in visible organisational learning. Discussion also considered the relationship between speaking up activity, employee relations cases and wider cultural indicators, noting that increased reporting may reflect growing confidence amongst staff to challenge unacceptable behaviours and raise concerns.

The committee welcomed ongoing work to strengthen support for individuals who raise concerns and mitigate the risk of detriment. Members emphasised the importance of leadership behaviours, management capability and effective communication in creating psychologically safe working environments and enabling concerns to be addressed as close to source as possible. Overall, the committee received assurance that positive progress continues to be made, whilst recognising the need for sustained focus on organisational learning, leadership development and demonstrating the impact of speaking up on service improvement and culture.

10. The committee received assurance from the **2025/26 Health, Safety and Violence & Aggression Report**, noting continued improvements in health and safety governance, compliance and risk management. Members welcomed evidence of a stronger reporting culture, with increased incident reporting accompanied by a reduction in more serious incidents. The committee noted that health and safety culture, violence and aggression, and diesel fume exposure remain key areas of focus and received assurance that improvement activity is in place. Members also recognised the close links between health and safety, staff wellbeing and organisational culture, and supported opportunities to strengthen routine performance reporting and assurance arrangements. Further work is



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

underway to include a wider selection of health, safety and violence and aggression metrics for regular review by this committee.

11. The committee noted that **2025/26 flu vaccination uptake** remained broadly stable compared to the previous year, despite challenges relating to vaccine supply, administration processes and reduced engagement across some staff groups. Members recognised the peer vaccinator model as a key contributor to campaign performance and supported its continued use and expansion in 2026/27. The committee also endorsed a more targeted, risk-based approach to future campaigns, focusing efforts on frontline operational, patient-facing and clinical contact centre staff to support workforce resilience, alongside continued work to improve vaccine accessibility, strengthen partnership arrangements and address operational issues identified during the previous campaign.
12. Members received an update from the **Welsh Ambulance Services Partnership Forum**, the Board's local partnership advisory forum, noting positive feedback on the revised roadshow format, discussion regarding organisational finances and retire and return arrangements, and ongoing progress in delivering actions arising from the Staff Survey and ACAS Action Plan. Members were assured that constructive partnership working continues to support delivery and engagement across these key areas.
13. The **Q4 Audit Tracker** report noted one action on its final revised date, with members being satisfied as to the mitigations in place to close the action in the coming weeks.

RISKS

Risks Discussed: There were no material changes to Risk 680 and Risk 163 during the period. Work on the strategic risk aligned to strategic objective 2 will continue with the People Services team in October 2026 as the new Chief People Officer takes up post. The progress will be included in a future risk report.

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

COMMITTEE AGENDA FOR MEETING

Directors update	Operations quarterly report Q1	Staff experience and staff experience update
People and culture plan metrics and workforce scorecard	MIQPR	Speaking up safely annual report 2025/26
Cultural themes and trends report January – June 2026	Strategy equality plan annual report 2025/26	Welsh language annual report
Health, safety, violence and aggression annual report 2025/26	End of season flu campaign 2025/26	WASPT highlight report April 2026
Risk management and BAF	Audit Tracker	Violence and aggression policy

COMMITTEE ATTENDANCE

Name	5 May 2026	11 August 2026		
Ceri Jackson (Chair)				



GIG
CYMRU
NHS
WALES

Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

COMMITTEE ATTENDANCE				
Name	5 May 2026	11 August 2026		
Bethan Evans				
Hayley Hutchings				
Hannah Rowan				
Lee Brooks				
Penny Durrant		Ceri Griffiths		
Tim Cahalane				
Christian Fox				
Estelle Hitchon				
James Houston				
Jo Kelso				
Carl Kneeshaw				
Angela Lewis				
Trish Mills				
Lizzie O'Shea				
Andy Swinburn		Jonathan Chippendale		
Chris Turley				
Damon Turner				
Liam Williams				
Marcus Viggers				
WASPT Co-Chair	Mark Marsden	Mark Marsden		

	Attended
	Deputy attended
	Apologies received
	No longer member