



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	29 November 2024
Committee Meeting Date	14 November 2024
Chair	Ceri Jackson

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. The **Health and Wellbeing Plan 2025-2029** (attached at **Annex 1**) was endorsed and is recommended to the board for approval. The plan emanates from the overarching People and Culture Plan but remains a standalone document due to its pivotal importance. The plan was accompanied by an Equality Impact Assessment which the committee reviewed, and following thorough discussion on the plan affirmed the beneficial effects of the plan on our workforce. The plan shows the high-level outcomes, with local action plans sitting behind them focusing on meeting the basic needs of staff, promoting well-being, providing preventative and reactive support, all while maintaining service quality.

ADVISE

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

2. There is a **significant amount of change** taking place across WAST, and that brings pressure for our people, both with respect to change itself, but also the pace of change. This was a primary focus for the meeting.
3. **Ela Lewis**, with a background in nursing (registered nurse) and currently a Senior Project Manager for the Connected Support Cymru project, shared her inspiring journey as a change champion. Her path began with volunteering roles in Tanzania and Sri Lanka, leading to a career as an intensive care nurse - a role driven by her appreciation for healthcare and a passion to assist others. At WAST, Ela has applied her clinical expertise and project management skills to innovate remote care delivery, advocating for personalised care and the integration of technology. Her change management training at WAST equipped her with essential tools for facilitating difficult conversations and effecting meaningful change.



GIG
CYMRU
NHS
WALES

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

Ela highlighted the crucial role of creating a supportive environment where colleagues can express their emotions and collaborate effectively on the change journey. Ela's contributions, especially in volunteer coordination and the implementation of remote clinical devices, have been notably impactful, earning her widespread gratitude within WAST.

4. A **change management session** was delivered on the progress made in the Trust in building the change community, following the adoption of the ADKAR approach to change management. ADKAR stands for Awareness, Desire, Knowledge, Ability, Reinforcement, This approach aims to empower colleagues at all levels to lead and support change within the Trust, creating a sustainable impact by providing local support and guidance to help people feel confident and capable of navigating change. Since March 2023, 76 colleagues have completed accredited change management training. Furthermore, a development session was facilitated for the Executive Leadership Team and the Board to establish a common language around change management throughout the organisation. The following progress related to this work was noted:
 - **Change Community:** The Trust has established a change community focused on creating a culture of collaboration, trust, and growth. This community aims to build a supportive, non-judgmental environment where colleagues can practice new skills, test their thinking, build confidence and competence, and share experiences to learn from each other.
 - **Structured Approach:** The Trust has developed and implemented a structured approach to change management centered around the ADKAR model, which focuses on individual change to achieve organisational results. This model breaks change down into clear stages and is action and outcome focused.
 - **Embedding Change Management:** The approach is being embedded within the clinical model transformation programme, with dedicated change leads from the change community supporting program workstreams. The goal is to ensure a consistent approach to change management across the program.

Moving forward, the Trust's focus will be on aligning change management with ongoing cultural transformation and leadership development. The aim is for change management to become a natural part of every process, whilst having oversight of the impact of change on our people. d. Angela Lewis confirmed her commitment to ensuring that change management principles and techniques are embedded in the leadership work within the Trust, particularly through our 'The WAST Way'. This will ensure that change management is at the heart of leadership development.

5. The report from the Director of Cultural Change and the Director of People was received with the following of particular note:
 - **Staff survey** results at a 27.2% response rate was an improvement on last year and it is anticipated the target of 30% will be met, with ongoing communications and engagement to encourage participation.
 - Multiple **awards** and recognitions have been received over the past few months, highlighting the external acknowledgment of the team's work. Recent events such as roadshows, leadership symposiums, and the WAST Awards have been well-attended and appreciated.



GIG
CYMRU
NHS
WALES

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

- **Inclusive recruitment** events in collaboration with digital colleagues targeting local communities have shown positive results, with increased applications from minority and ethnic communities.
 - Feedback on the **CEO roadshow** was largely positive, but there is a need to encourage more front line staff and ensure a balance of content for the audience. Members were assured that the format will continue to iterate and improve based on feedback.
6. The **Welsh Language Policy** and the **Driving at Work Policy** were approved. Amendments to the **NHS Wales Managing Attendance at Work Policy** was also approved.
 7. The **Q2 Operational Update** highlighted several initiatives including structural change in the volunteer management team aimed at enhancing volunteer experience, a reduction in UCS resource including deployment of P3 backup to EMS staff, reinforcing the use of the healthcare professional line rather than 999 and changes to the Clinical Safety Plan. Updates received on EMSC Coordination, including recruitment, the single allocator model, and estate improvements in Central and North Wales. Concerns expressed regarding mental health absence rates currently above the two year average and 999 call handler sickness and attendance, especially during nights and weekends. An ongoing focus on improving the culture within EMSC continues and has been supported by the recent listening exercise that Angela Lewis undertook which involved engagement sessions with staff from all centres across Wales. The feedback from these sessions has been shared with the senior leadership team in EMSC and has been incorporated into the cultural action plan.. A slight increase was noted in October for shift overruns and the correlation with increased handover lost hours. 111 Call Handler Establishment is recovering heading toward the winter period. Progress in promoting Welsh language use among 111 staff and the positive impact on call handling in 111 and NEPTS.
 8. **Carl Kneeshaw** joined his first meeting of the committee as the Director of People and was warmly welcomed.
 9. **Reflections** on the meeting were that the members felt that the discussions were less transactional and more 'future-focused' than has been the case in previous meetings. There was a sense of progress and engagement in various initiatives, such as the change management community and the health and well-being activities. Members noted the importance of maintaining a holistic view of people and culture activities and ensuring that the narrative and conversations aid the Committee in connecting the dots across various plans and priorities within the Trust's strategic plan. Additionally, there was consideration of how best to facilitate the meeting in a hybrid manner and the most appropriate use of the chat within the Teams meeting. The Chair will consider any necessary adjustments required for future meetings.

ASSURE

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

10. The Committee received the **People and Culture Plan Metrics** (quantitative this quarter) and the **MIQPR** for September 2024. Given the fact that the Board does not receive all these metrics in the MIQPR, the following areas of assurance will be of interest.



GIG
CYMRU
NHS
WALES

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

- The increasing number of disciplinary cases was expected, and a sign that our people feel more comfortable speaking up. The recent Sky News piece on sexual safety highlighted again that there is work still to do across the ambulance sector, and that the work WAST is doing is influencing this more widely. The significant toll these cases take on those investigating, supporting and those accused was recognised. The Audit, Risk and Assurance Committee were recently assured on our speaking up arrangements and the CEO roadshow included a focus on speaking up, with board members pledging their support.
 - A significant increase in colleagues joining various staff networks indicated positive engagement and a willingness to contribute to cultural change within WAST.
 - A sustained improvement in sick absence rates across the organisation was noted, attributing this to the efforts of managers, people services, trade union partners, and early intervention support from occupational health.
 - Challenges with PADR compliance was acknowledged, with ongoing efforts to ensure they are meaningful and valuable to all parties.
 - The significant progress in addressing job evaluation cases was noted, with thanks to the efforts of Trade Union Partners and the People Services Team.
 - A downward trend in turnover was welcomed.
 - There is ongoing work to address data quality issues, particularly in health and safety metrics.
11. 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. The following was noted from the WASPT meeting on 25 September 2024:
- Our approach to partnership working was noted as being advanced across NHS Wales and wider public sector with challenges being working through in a collegiate fashion.
 - Progress was noted on transitioning Emergency Medical Technicians to band 5, with partnership notices issued to set out arrangements. This includes addressing backpay timing and necessary training over the coming months.
 - The meeting discussed historical challenges during the festive period, such as low Unit Hour Production and staffing issues. Various options were considered to manage these challenges and the 15 November WASPT meeting will look at these.
 - The report highlights efforts to enhance collaboration and joint problem-solving within the Trust, including observing and reflecting on partnership behaviours and conflict management styles.
 - Various health and safety initiatives are taking place with respect to diesel fumes, including the pilot of extractor fans with filtration and plans to employ a fixed-term occupational hygienist to assess air quality. A spotlight communication on diesel fumes has been issued but concerns remain, with discussions to continue at the WASPT meeting on 15 November.
12. **Health and Safety Report for Q1 and Q2** was presented and the committee noted:
- Although there have been improvements in fire safety training, compliance with statutory health and safety and fire safety training still falls short of both the Trust's and the Welsh Government's required standards. Managers are encouraged to ensure all staff meet the required training levels, with compliance monitoring conducted through business meetings to raise awareness and compliance among staff.



GIG
CYMRU
NHS
WALES

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

- RIDDOR reporting compliance improved from 40% in Q1 to 72% in Q2, despite challenges due to additional HSE requirements. Manual handling of patients and slip trips and falls continue to be the main themes.
- There is sustained focus on managing diesel fumes, with a dedicated project manager overseeing this.
- The CEO's podcast on effective health and safety was featured on an international platform, highlighting its importance.

13. The **Nursing and Midwifery Council (NMC) registration and revalidation** report for 2024 provided assurance of 100% compliance during 2024.
14. The **Audit Tracker** was reviewed, and the Committee noted the update and that there had been good progress in closure of internal audit actions for the quarter, which some historic actions still proving challenging, particularly on the Trade Union Release Time audit. There were revised dates for all outstanding external audit actions from the 'Review of the Workforce Planning' audit.
15. In private session the committee reviewed progress against eleven **suspensions over four months** which is an increase from seven reported in the last quarter. However, it was explained that a number of these cases were scheduled for hearings in November. Four cases are with the **Employment Tribunal** (a decrease of one from the previous quarter). Members were assured on actions in place to manage these cases.
16. Members received the Cyle of Business **Monitoring Report, and the Committee priorities update** with no issues to escalate.

RISKS

Risks Discussed: The four risks within the remit of this Committee were reviewed and it was acknowledged that these had been discussed throughout the items within the agenda:

160 – High absence rates impacting on patient safety, staff wellbeing and the Trust's ability to provide a safe and effective service - whilst there has been a significant reduction in absence levels, the score of 20 (5x4) remains static however, this will remain under review given the significant work undertaken to strengthen the controls, assurances, and mitigating actions. The position in August that showed an uncommon but positive decrease in levels for that period and the data will be assessed over the next four months to establish whether the improvement in levels is sustained. Should this be the case, then it is likely that this risk score will be reduced.

201 – Damage to the Trust's reputation following a loss of stakeholder confidence which remains at a score of 20 (4x5). The risk is inextricably linked to several of the metrics measured and discussed at PCC.

163 – Maintaining effective and strong Trade Union partnerships has reduced in score from 16 (4x4) to 12 (3x4) reflecting the positive engagement and partnership working operating well and ongoing discussions on a range organisational change issues.



GIG
CYMRU
NHS
WALES

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

558 - Deterioration of staff health and wellbeing in the face of continued system pressures as a consequence of workplace experiences remains unchanged at a score of 15 (3x5).

The Committee acknowledged risks **223 and 224** overseen by the Quality, Safety & Patient Experience Committee; however, considered at each of the Board Committees given they impact every area of the Trust.

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

COMMITTEE AGENDA FOR MEETING		
Director Update	Operations Quarterly Report Q2	Staff Story and Staff Story Update
People and Culture Plan Metrics	Workforce scorecard	MIQPR
Health and Wellbeing Plan	Change Management	WASPT highlight report
Revalidation and Registration (NMC)	Risk Management and BAF	Health and Safety Report
Audit Tracker	Policies for approval	Cycle of business and monitoring (consent item)
WASPT Minutes (consent item)	Assurance to ARAC re speaking up safely (consent item)	HCPC revised standards of conduct (consent item)

COMMITTEE ATTENDANCE				
Name	9 MAY 2024	8 AUGUST 2023	16 NOVEMBER 2023	20 FEBRUARY 2024
Ceri Jackson				
Bethan Evans				
Joga Singh				
Hannah Rowan				
Angela Lewis				
Carl Kneeshaw				
Chris Turley		Left at end of item 13		
Lee Brooks	Sonia Thompson			
Liam Williams	Jonathan Turnbull-Ross			
Estelle Hitchon				
Andy Swinburn				
Alex Crawford				
Trish Mills	Julie Boalch			
Damon Turner				
Marcus Viggers				
Christian Fox	Hugh Parry			
Tim Cahalane				

	Attended
	Deputy attended
	Apologies received
	No longer member