

Bundle Reading Room 5 May 2026

16 Risk Management and Board Assurance Framework
Item 16 Annex 4 BAF 230426 – PCC Extract

Annex 4 – Board Assurance Framework

Risk ID 680	Failure to prioritise people capability and organisational culture could result in deteriorating Employee Experience, reduced wellbeing and absence		Date of Review:	12/03/26	TREND ➔	OVERALL 16 (4x4)
			Date of Next Review:	12/04/26		
IF insufficient focus on people capability and organisational culture	THEN will lead to a poor employee experience, low morale, burnout, fatigue, reduced wellbeing and increased sickness absence	RESULTING IN Adversely impacted workforce capacity, patient safety and the Trust’s ability to deliver safe and effective ambulance services.		Likelihood	Consequence	Score
			Inherent			
			Current	4	4	16
			Target	3	4	12
EXECUTIVE OWNER:	Director of People	ASSURANCE COMMITTEE:	People & Culture Committee			
Risk Commentary						
<p>This risk remains significant due to ongoing pressures affecting employee experience, wellbeing, and overall workforce capacity. The current score reflects the combined impact of sustained organisational strain, increasing service demand and the variability in leadership capacity, cultural practices, and people process consistency across the organisation. Together these factors continue to influence morale, sickness absence and the Trust's ability to maintain safe and effective service delivery. Although a broad set of controls in in place – such as leadership development, cultural improvement activity, wellbeing support, strengthened people processes, and mechanisms that encourage staff voice – their maturity and consistency vary across services, meaning the overall risk remains above tolerance. While many teams benefit from supportive local cultures and effective management practice, others continue to experience challenges linked to workload, change fatigue and uneven access to development or limited confidence in speaking up or raising concerns.</p> <p>The programme of work underway aims to improve consistency, strengthen leadership behaviours, enhance visibility or culture and capacity pressures and modernise people processes. Initiatives focusing on compassionate leadership, improving the quality of conversations, embedding organisational values, strengthening recruitment approaches, and promoting psychological safety are expected to improve assurance over time.</p>						
CONTROLS		ASSURANCES				
MONITOR		Monitor outcomes and provide regular reports to stakeholders. This ensures while external factors may impact the risk it is monitored and managed effectively.				
CULTURE						
1. Working Well Together (CEWS)		<p>Deployment of cultural reviews, listening exercises and team development where early issues are identified, or where teams experience conflict, high sickness or declining morale. CEWS used as an internal, team-level diagnostic to spot early cultural risks, stressors, fatigue indicators or team dysfunction. Team-level monitoring of CEWS status and progress against agreed co-created actions, with periodic internal reporting to relevant Heads of Service or Senior Leadership Teams on interventions, themes and improvements</p> <p><i>CEWS deployment across teams generates measurable indicators of cultural risk, conflict, fatigue and team functioning. Internal reports summarise findings, interventions, and improvements, providing assurance that emerging risks are identified early and acted upon. Heads of Service oversight ensures accountability for local action.</i></p>				
2. PADR		<p>Strengthening the quality of PADR conversations, with explicit focus on wellbeing, workload, personal development and local team culture. Manager guidance and development to improve the depth, openness and value of PADR conversations. Monitor PADR quality through staff survey feedback rather than compliance-only measures.</p> <p><i>Assurance drawn from staff survey metrics, thematic evaluation of PADR quality, and feedback mechanisms assessing depth and value of wellbeing-focused discussions. Regular monitoring reports highlight improvements, variability, and targeted support needs to strengthen consistency.</i></p>				
3. Culture Champions Network		<p>Active Culture Champions network providing local visibility of Our WAST Way, supporting wellbeing and encouraging open, safe conversations. Champions act as early eyes and ears for cultural concerns and promote supportive behaviours. Ongoing development sessions strengthen Champion capability and provide a two-way mechanism for feedback, enabling concerns and opportunities for improvement to be surfaced.</p> <p><i>Regular activity reports from the Culture Champions network provide assurance of local cultural insight, early escalation of concerns, and the effectiveness of peer-led cultural interventions. Feedback loops demonstrate that insights are acted upon by senior leaders.</i></p>				
4. Speaking Up Safely Process		<p>Ensure all staff are confident speaking up to line managers and where this is not possible are confident using the speaking up safely pathways. Speaking Up Safely data, themes and case handling outcomes provide assurance on psychological safety and accessibility of speaking-up pathways. Trends and thematic analysis are reviewed regularly to ensure issues are addressed and escalated appropriately.</p>				

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5. Improving Working Environment	Seek opportunities to improve the working environment, including where and how people work including flexible working opportunities. Feedback from staff engagement activity, data on flexible working, and local team action plans provide assurance that environmental issues are identified and mitigated, with tangible improvements monitored over time.						
6. Improving Wellbeing	Sustain a focus on improving the wellbeing of staff through implementing the Health and Wellbeing Plan predominantly led by the Occupational Health and Wellbeing Department supported by various health and wellbeing initiatives including access to internal and external support, TRiM and targeted workshops (Suicide Risk Training etc.). Assurance derived from the implementation progress of the Health & Wellbeing Plan, utilisation of wellbeing services, TRiM activity monitoring, and thematic insights from support interventions. Regular reports demonstrate effectiveness and identify gaps.						
7. Staff Survey programme of work	Increased response rates; greater organisational focus on the survey and using the feedback effectively; demonstrable connections between staff feedback and actions taken. Completed actions: <ul style="list-style-type: none"> Update 09/03/26: 2025 data analysis commenced, high level summary presented to ELT in early March. 						
8. Fairness and Equality	Encouraging inclusive practices to ensure that people who may face additional challenges or discrimination due to a protected characteristic or vulnerability are supported at work and have the opportunity to explore reasonable adjustment to support them in the workplace						
9. People Networks	Range of wellbeing support provided to staff via our people networks. This includes safe space conversations, input into Trust programmes to ensure that they are inclusive, staff initiatives to reduce inequalities, and expert advice and support from external organisations and training providers. This is provided alongside a range of staff benefits and wellbeing support such as financial wellbeing, physical and mental health wellbeing activities available to our workforce.						
CAPACITY							
1. Workforce Capacity Pressures	Completed actions: <ul style="list-style-type: none"> Update 09/03/26: OCP Detailed documentation and process flow chart created. 						
2. Improving Internal People Processes	Focus on getting the basics right by improving the effectiveness and application of internal people processes. Process performance indicators, audit outcomes, and compliance monitoring provide assurance of improvements in the effectiveness and consistency of internal people processes. Completed actions: <ul style="list-style-type: none"> Update 09/03/26: Collectively defined and agreed programme deliverables at the People Services Away Day end of Jan. Programme deliverables mapped. 						
3. Attracting and Retaining a Diverse Workforce	Develop and implement a recruitment and attraction plan that supports all roles in the organisation, including targeted recruitment plans, allyship and active bystander training. Recruitment metrics, diversity data, and evaluation of targeted outreach or allyship programmes provide assurance that workforce diversity and equity targets are progressing. Reports highlight trends, risks and areas requiring further focus.						
4. Managing Attendance	Continue the Managing Attendance programme to ensure staff attendance is effectively managed. Sickness absence data, trend analysis, and effectiveness reviews of the Managing Attendance programme provide assurance that attendance is being actively monitored and managed, with clear improvement trajectories. Ensuring managers are familiar with and comfortable using the policy and processes.						
CAPABILITY							
1. Our Change Management Approach	Change Management Workstream established as an enabling workstream within the CMT Programme, growing recognition of the importance of the people aspects of change						

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		Completed actions: <ul style="list-style-type: none"> Update 09/03/26: 2 x accredited Change Management courses scheduled for March, training a further 24 colleagues. 					
2. Our WAST Way	Embedding compassionate leadership behaviours, <i>Essential Conversations</i> , routine <i>Check-ins</i> , and <i>Crucial Conversations</i> as core expectations of everyday leadership practice. Strengthening leaders' capability to identify early signs of pressure, conflict, burnout or workload concerns through high-quality conversations. Provide periodic summary reports to stakeholders on leadership development activity, participation and impact. <i>Evidence of compassionate leadership behaviours demonstrated through staff survey indicators, feedback from leadership development activity, and quality insights from Essential Conversations and routine check-ins. Regular reports to People & Culture Committee provide assurance on consistency, behavioural alignment, and leadership practice maturity.</i>						
3. Improving Digital Capability	Enhance digital capability and improve the digital experience for all staff. Digital capability assessments, usage analytics, and training evaluations provide assurance that digital development activities are improving confidence and capability across the workforce.						
GAPS IN CONTROLS		GAPS IN ASSURANCE					
CULTURE							
Working Well Together (CEWS)	Although tools such as CEWS, cultural reviews and team development interventions exist, their deployment is uneven resulting in: <ul style="list-style-type: none"> Some teams receiving early cultural support while others do not. Limited visibility of cultural risks in areas not routinely engaging with CEWS or development support. Variable leadership confidence in recognising cultural deterioration early. 						
PADR	Inconsistent application of compassionate practices, <i>Essential Conversations</i> , routine check-ins and <i>Crucial Conversations</i> across leadership levels, alongside variation in the quality of PADR conversations. Managers demonstrate inconsistent capability in conducting meaningful wellbeing-focused discussions, and PADR continues to be perceived in some areas as a compliance exercise rather than a valuable developmental conversation.						
Culture Champions	The Culture Champions network is active, but: <ul style="list-style-type: none"> The consistency of Champion engagement varies across geographical areas and departments. There is no fully standardised mechanism for monitoring Champion activity, reach, or outcomes. Insight generated locally does not always feed systematically into strategic decision-making. 						
Speaking Up Safely	While the Speaking Up Safely process exists, there are ongoing gaps in: <ul style="list-style-type: none"> Confidence across all staff groups to use the process, especially in operational and hierarchical environments. Manager capability to create psychologically safe, blame-free team climates where local speaking-up is normalised. Consistency of feedback loops ensuring staff understand how concerns are acted upon. 						
Improving Wellbeing	Insufficient capacity to bridge any identified gaps.						
Staff Survey programme of work	Although we have seen a significant improvement in the NHS Staff Survey (42.1% in 2025 / 35.2% in 2024 / 23.2% in 2023) further participation is required.						
Fairness and Equality	Difficult to release staff, particularly from operational duties, to attend training to broaden understanding of the challenges faced by those with a protected characteristic or a vulnerability.						
People Networks	Capacity to have meaningful engagement with Network Members, alongside work commitments.						
CAPACITY							
Insufficient Visibility of Workforce Capacity Pressures	<ul style="list-style-type: none"> No real-time, systematic way to surface local capacity pressures early (e.g., workload imbalance, chronic understaffing, high demand on specific roles). Variation in leaders' ability to recognise capacity-related risks across dispersed teams 						
Inconsistent application of people processes across departments	Although improving internal processes is a priority: <ul style="list-style-type: none"> Line managers apply processes differently depending on experience, workload, or interpretation. 						

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		<ul style="list-style-type: none"> Inconsistent compliance and quality reduce the ability to ensure fair, timely, and effective decision-making. 					
Recruitment and Attraction Interventions not fully embedded	While recruitment plans exist: <ul style="list-style-type: none"> Targeted approaches (e.g., outreach, allyship-driven recruitment) are not consistently adopted. Hiring managers vary in skill and confidence to recruit inclusively. Recruitment supporting materials (toolkits, guidance) are not fully embedded across the organisation. 						
Lack of proactive controls to address Attendance Variation	Managing Attendance remains a key programme, but: <ul style="list-style-type: none"> Early warning indicators of deteriorating attendance are inconsistently recognised at local level. Variation in the quality of return-to-work discussions and support plans. Limited capacity to address system-wide causes of sickness (workload, fatigue, environment). 						
CAPABILITY							
Limited consistency in Change Management Capability	Although the CMT Change Management Workstream is established: <ul style="list-style-type: none"> Capability across the organisation is variable, especially among frontline and middle-tier leaders. Change fatigue in some services limits effective adoption of new behaviours or processes. 						
Variable Leadership Capability to embed Our WAST Way	Despite the leadership development work: <ul style="list-style-type: none"> Not all leaders have sufficient capability to embed compassion-based behaviours confidently and consistently. Supervisors and team leaders, in particular, may lack time or training to apply these behaviours. There is no fully embedded mechanism to evaluate leadership behaviour maturity at scale. 						
Digital Capability not consistently developed across the Workforce	Despite digital training and assessments: <ul style="list-style-type: none"> Some roles lack protected time to undertake digital development. Digital literacy remains variable, particularly in remote, operational, and non-desk-based roles. No organisation-wide baseline for digital competence exists, creating inconsistency in expectations. 						
Actions to reduce risk score or address gaps in controls and assurances	Action Owner (Internal only)	Completion / Milestone date	Progress Update				
CULTURE							
CEWS / Cultural Toolkit 1. Increase awareness and meaningful use of the CEWS tool.	Head of Culture & OD	<ul style="list-style-type: none"> Launch refreshed CEWS Tool by end of Q1 2026/27 	Update 09/03/26: Refreshed CEWS tool and supporting guidance are being finalised for relaunch by the end of Q1.				
PADR 1. Strengthen accountability by setting clear expectations for leaders on compassionate leadership behaviours, Essential Conversations, and high-quality PADR discussions, reinforced through visible role-modelling from senior leaders. 2. Provide short, focused guidance and refresher support for managers on conducting meaningful wellbeing-focused conversations (inc. PADR), ensuring leaders feel confident and equipped.	Head of Culture & OD	<ul style="list-style-type: none"> Pilot by end of Q1 2026/27 Pilot Evaluation by end of Q2 2026/27 Full rollout of refreshed process (including comms, training and resources) by end of Q3 2026/27 	Update 09/03/26: Preparation underway to begin pilot in Q1, Socialisation on new approach complete, and pilot teams identified.				
Culture Champion Network	Head of Culture & OD	<ul style="list-style-type: none"> Encourage active participation through effective comms with Champion Network by end of Q2 2026/27 	Update 09/03/26: Culture Champions audit underway to identify areas/teams of low representation. Work underway to refine the Culture Champion role.				

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Speaking Up Safely 1. Increase awareness and understanding of a Speaking Up Safely culture. 2. Implement a detriment risk assessment and increase understanding regarding detriment following speaking up.	Lead Guardian	<ul style="list-style-type: none"> Identify mechanism for sharing insights across the Trust by end Q2 2026/27 Detriment Mitigation Tool end of Q3 2026/27 SUS Booklets by end of Q1 2026/27 						
Improving Wellbeing 1. Implement a Stress Management Policy supported by practical tools and resources to help colleagues and managers to identify early signs of stress and maintain sustained wellbeing. 2. Launch the Health & Wellbeing to support personalised wellbeing conversations and reasonable adjustments with long term health conditions	Occupational Health Manager and Head of Workplace Wellbeing Head of Engagement & Inclusion	Stress Management <ul style="list-style-type: none"> Digital Risk Assessment developed by end Q1 2026/27 Policy approved by end Q2 2026/27 Launch of Digital Risk Assessment and Policy by end of Q3 2026/27 Health & Wellbeing Passport <ul style="list-style-type: none"> Launch Health & Wellbeing Passport by end of Q1 2026/27 						
Staff Survey programme of work 1. Increase engagement and response rates through targeted interventions, ensuring all colleague voices are heard, and effectively use data to drive informed decisions and actionable insights	Head of Change & Insights	<ul style="list-style-type: none"> Analyse 2025 results by end of Q4 2025/26 - Complete Publish organisational results for 2025 survey by end of Q1 2026/27 Preparations and running of 2026 survey by end of Q3 2026/27 Analyse 2026 results by end of Q4 2026/27 						
Fairness and Equality 1. Review current training provision and explore options to develop online modular programme to encourage more uptake from operational staff who will be able to access the training remotely at a more convenient time.	Head of Engagement & Inclusion	<ul style="list-style-type: none"> Review attendance and feedback from 2025-2026 in Q1 Liaise with Culture Change Teams to explore options to develop online modular learning platform Q2 Develop pilot modules for trial with operational teams Q3 Review Pilot before project expansion Q4 						
People Networks 1. Explore options for partnership working with 3 rd sector organisations who can provide support to staff at a reduced cost. Encourage people network members to adopt a local coordinator role and arrange for participation in more localised events which aim to connect people with lived experience and improve health and wellbeing.	Head of Engagement & Inclusion	<ul style="list-style-type: none"> Review of people network governance to identify more Co-Chair support and review yearly plans Q1 Carer Confident Level 2 application Q1 Gold ERS Award submission Q1 						

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680			Date of Next Review:	12/04/26		16 (4x4)
		<ul style="list-style-type: none"> Source funding for partnership working to develop people networks Q1 Summer Pride events to use local staff as volunteer coordinators Q2 Link in with North Wales 3rd sector organisations to encourage more network activity in North Wales Q3 Review network activity throughout 2026-2027 and budget for 2027-2028 Q4 				
CAPACITY						
Insufficient Visibility of Workforce Capacity Pressures						
<ol style="list-style-type: none"> Better use of CEWS where P&C and Teams have identified where this would be good use Embed enhanced OCP guidance documents Pilot Heat Map to change activity across the Organisational by directorate 	<ol style="list-style-type: none"> Head of Culture & OD Head of People Services Head of Change & Insights 	<ul style="list-style-type: none"> CEWS by end of Q2 2026/27 OCP Guidance by end of Q4 2025/26 Heat Map by end of Q2 2026/27 	Update 09/03/26: <ul style="list-style-type: none"> CEWS: Preparations underway for launch. Further socialisation of Working Well Together will take place during Q1. OCP: Launching on 1st April 2026. 			
Inconsistent application of people processes across departments						
<ol style="list-style-type: none"> Brilliant Basics Programme: Establish a structured programme of work designed to build a robust foundation for People Services processes and procedures. This initiative will focus on standardising and streamlining core activities to ensure consistency, efficiency, and clarity to colleagues, whilst reducing administrative burden. 	Head of People Services	<ul style="list-style-type: none"> Define Programme by end of Q4 2025/26 - Complete Foundation Phase by end of Q4 2026/27 	Update 09/03/26: On track for programme to commence 1 April 2026.			
Recruitment and Attraction Interventions Not Fully Embedded						
<ol style="list-style-type: none"> Recruitment Strategy: Design and implementation of an inclusive Recruitment Strategy that attracts, engages, and retains diverse top talent aligned with our organisational values and workforce needs. 	Head of Strategic Workforce Planning, Recruitment & Systems	<ul style="list-style-type: none"> Stakeholder Engagement by end of Q1 2026/27 First Draft Document by end of Q3 2026/27 Approval & Publication by end of Q4 2026/27 	Update 09/03/26: Undertaking engagement with Recruiting Managers across EMS, Integrated Care and Corporate areas, creating process maps and interviewing managers to understand what recruitment currently looks like for them and discussing areas of frustration and ideas. Comparative conversations with the SWAST recruitment team and some academic and industry research on recruitment strategies and models. Engagement is still on course to complete as planned.			
Lack of Proactive Controls to Address Attendance Variation						
<ol style="list-style-type: none"> Continuation of proactive People Services / Occupational Team support to reduce sickness absence 	Deputy Director(s) of People & Culture	<ul style="list-style-type: none"> From Feb-26 the Occupational Health & Wellbeing Team will move into the People Services Team which will result in a Multi-disciplinary Team approach to holistic absence support to managers and employees by end of Q3. 	Update 09/03/26: OH&WB successfully moved into PS in Feb-26. Plan for Mar-26 to review OH&WB priorities and data			
CAPABILITY						

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Limited Consistency in Change Management Capability 1. Enhance managers' ability to lead and navigate change confidently, reinforcing cultural transformation and organisational resilience		Head of Change and People Insights	<ul style="list-style-type: none"> Accredited Change Management Training to SROs by end of Q4 2025/26 – Complete. Further develop change management toolkit by end of Q4 2026/27 Enhance connections between change management and OWW toolkit by end of Q4 2026/27 Develop and implement development plan for Change Community, supported by robust comms and engagement plan toolkit by end of Q4 2026/27 	Update 09/03/26: Change Decision Tool created and shared with key stakeholders for review and comment. 1-1s with Change Leads continues, seeking to understand progress to date, current challenges and changes planned over the next 12 months for each CMT workstream. Draft role profiles for SROs and Exec Sponsors shared with key stakeholders for review and comment.				
Variable Leadership Capability to Embed Our WAST Way 1. Embed Our WAST Way Leadership Behaviours and Development Framework (inc. Managers Essentials) and progress the next phase to strengthen leadership and effective management.		Head of Culture & OD	<ul style="list-style-type: none"> Engagement & Prioritisation with Phase 2 Design by end of Q1 2026/27 Pilot Priority Elements for Phase 2 Delivery by end of Q2 2026/27 Expand Pilots & Ongoing Evaluation of Phase 2 by end of Q3 2026/27 Embed Our WAST Way into Recruitment by end of Q4 2026/27 Review, Celebrate & Plan Next Steps (Phase 3) by end of Q4 2026/27 	Update 09/03/26: Phase 2 Engagement complete, proposals endorsed by ELT. Priority elements for delivery in 2026/27 have been identified and costed. Phase 2 Delivery Plan and Communication Plan in development.				

Risk ID 163	Maintaining Effective & Strong Trade Union Partnerships		Date of Review:	12/03/26	TREND	12 (4x3)
			Date of Next Review:	12/06/26	→	
IF the response to tensions and challenges in the relationships with TU partners is not effectively and swiftly addressed and trust and (early) engagement is not maintained	THEN there is a risk that TU partnership relationships increase in fragility and the ability to effectively deliver change is compromised	RESULTING IN a negative impact on colleague experience and/or services to patients		Likelihood	Consequence	Score
			Inherent	5	3	15
			Current	4	3	12
			Target	4	3	12
IMTP Deliverable Numbers: 1, 13, 14, 19, 22, 30, 32						
Strategic Objective:						
EXECUTIVE OWNER	Director of People	ASSURANCE COMMITTEE	People & Culture Committee			
Risk Commentary						
<p>A tailored bespoke development programme for managers and Trade Union Partners at all levels has been delivered with further training and activities developed for first line managers for delivery in April and June 2026. The programme of engagement and relationship building will continue. Work continues on improving partnership working through the delivery of the action plan. The engagement structures below WASPT are in place and running. The Deputy Director of People and Head of Culture and OD have delivered workshop sessions for TU partners and managers across the organisation in senior and local roles. Personal relationships with TUPs are generally very good. At a local level there are ongoing discussions on a range of organisational change issues and currently engagement and partnership working is consistent but with an increased degree of tension as there have been difficult issues to discuss, in part driven by the financial challenges. However, conversations and engagement continue as talking is paramount and for this review the score has been maintained at 12 (3x4). There is a recognition that the nature of partnership working and the issues that arise mean that the level of risk fluctuates more regularly than others and will be kept under review. On a national level, TUPs have not confirmed acceptance of the 2026 pay offer of 3.3% and there is a risk for industrial action with one union having undertaken a consultative ballot with an outcome that members would support action.</p>						
CONTROLS			ASSURANCES			
			Internal Management (1st Line of Assurance)			
Agreed (Refreshed) TU Facilities Agreement developed in partnership			Agreed document which states governance arrangements and the criteria for time off for TU activity etc.			
Go Together Go Far (GTGF) statement and CEO/TU Partners statement			Both parties refer to the documents and are signed up/committed to it			
Trade Union representation at Trust Board, Committees			Committee or Board ask TU representative for feedback or whether they have been consulted. Big issues items progress as planned because of TU partner buy in			
Monthly Informal Lead TU representatives and Chief Executive meetings			Diarised meetings			
TU partners in Task & Finish and Project Groups			Good attendance and commitment are observed at the meetings. TU partners listed as members in terms of reference			
Local Partnership Forums, Corporate Partnership Forums and SLT/TUP and SOT/TUP well established and running and informal monthly meetings between TUPs and Senior Operations Team in place and operating			Consistency of invitation and good attendance/commitment observed at meetings. Trade Union representations on SOT meetings			
Quarterly Report on TU activity to People and Culture Committee			Report at every P& C committee meeting regarding activities TUPs involved with which is noted. Whenever Partnerships are discussed, the value of these is formally minuted in the Board and Committee minutes Triple A reports through to WASPT and to PCC. Any escalations are appropriately noted.			
Ongoing project plan in place to support the improvement in relationships based on the ACAS report from 2022 updated and reported to WASPT			Development of mentoring and training opportunities for TUPs to support their roles.			
AAA report of formal Partnership Forum (WASPT) reported to PCC or Board in future (return to BAU).			Training for managers and TUPs delivered			
AAA from SLT Partnership Forum and Corporate Partnership Forum reported to WASPT			Stability in senior TU team			
Externally facilitated mediation session(s) building on the IPA workshops and specifically to address the thorny issue of what happens when we fail to agree. Completed			Action plan developed and shared with TUPs. Implementation underway. A series of partnership working sessions (5) have been delivered to around 120 colleagues – managers and TU partners. Feedback from the sessions was captured and next steps were reviewed. Completed There is an ACAS action plan which is a live doc and is reported to WASPT to update progress.			
Rhythm of meetings to curate and focus on relationships			AAA, minutes, monthly sessions with CEO, DoP and DoO. Informal sessions with CEO, DoP and Branch Chair and Sec on a quarterly basis. 6 weekly meetings with DoP on other partnership forum arrangements.			

Risk ID 163	Maintaining Effective & Strong Trade Union Partnerships	Date of Review:	12/03/26	TREND	12 (4x3)
		Date of Next Review:	12/06/26	➔	
Increased mutual respect and TU partner understanding and appreciation of challenges and pressures facing the Trust					
Rollout of partnership training across WAST now to be extended to first line managers		Four Social Partnership training days are scheduled for April and June with capacity for 80 colleagues per session.			
Observation of partnership forums and development work on embedding partnership training is ongoing. Additional actions have been added to the action plan, and WASPT was updated on 27.01.25.					
Consider how we celebrate success and capture the positive learning		Captured as part of social partnership conference and subsequent comms But BAU in terms of partnership approach			
Task and Finish group to be established to work on mitigating the impact of EAP Band 5 post introduction and wider skill mix discussions.		Complete: Email to TUPs from Director of Strategy and Planning. Meetings completed business case in development for feedback to ELT			
Output from Conference informing next steps in developing maturity of relationship					
Learning and Development opportunities for TU partners e.g. shadowing, digital skills, coaching and mentoring, EDI and Speaking up Safely		Complete: 15/01/26: Online learning on 365 published and advertised via Siren. This is now BAU.			
Develop consultation guidance for managers		Complete: 15/01/26: This has been incorporated into the OCP guidance and updated to SharePoint in September.			
Produce a report for ELT with a range of options on Skills Mix		Complete: 15/01/26: 3 rd and final report to ELT 14/01/26. Managers briefing session in the diary prior to WAST Live on 31/01/26			
GAPS IN CONTROLS		GAPS IN ASSURANCE			
In maintenance and further improvement mode		None identified			
Actions to reduce risk score or address gaps in controls and assurances		Action Owner	By When/Milestone	Progress Notes:	
Refresh of engagement programme post Industrial Action and establish work		Deputy Director of People	Q2 2025/26 Revised date Q4-Q1 (26/27)	<p>Plan agreed and being monitored via WASPT. The plan is dynamic with actions being completed and additional actions added to the plan as they arise.</p> <p>Draft training development underway in partnership with TUPs – list of training needs shared from TUPs. Completed</p> <p>Principles on engagement being developed (in part from the training) and as a result the partnership statement will be updated.</p> <p>eLearning courses created by WG Social Partnership Team to be added to Learn365</p> <p>Further session of partnership training to be scheduled in Q2 2025/6</p> <p>Development of learning events for first line managers including content in Our WAST Way</p> <p>Task and Finish group to develop a partnership development day for first line managers has been re-established and work is underway.</p> <p>Update 15/01/26: Provisional dates in March and April for session for first line managers.</p> <p>Update 10/03/26 Four sessions booked across Wales and bookings from managers and TU partners being taken. Schedule of the day agreed and sessions developed. 3 sessions in April and one in June 2026</p>	
TU Partner development in key areas of EDI, Speaking up Safely and Safeguarding.		Deputy Director of People	Q4 2026/27	<p>Update 10/03/26: A need to offer development to TUPs in key areas of EDI, Speaking Up Safely and Safeguarding have been identified. EDI courses available will be promoted through TUP groups. Speaking Up Safely training is being developed and Safeguarding training opportunities will also be presented later in 2026/27.</p>	

Key - List of Strategic and IMTP objectives

Strategic Objective 1: Providing the right care or advice, in the right place, every time		BAF risks
1.	A modern, easily accessible, user-friendly and integrated digital offer	223, 224, 623, 260, 201,163, 594
2.	Rapid (111) call answering, initial triage and onward referral	223
3.	Timely, high quality clinical assessment, advice and referral	223, 224
4.	Seamless transfer of 111 callers to wide range of available pathways	223
5.	Immediate 999 call answering, and efficient and effective dispatch of the right resource	223, 594
6.	High quality, timely, clinical triage, assessment and consultation, with personalised response	223, 594
7.	High quality, immediate or timely on scene assessment, care and conveyance where needed	223, 100, 594
8.	A range of 24/7 pathways available for further assessment or treatment, closer to home	223, 224
9.	A flexible, user-centred Non-Emergency Patient Transport Service with the right capacity in place to meet demand	100,139
10.	A dedicated and timely transfer & discharge service supporting HBs with their transformation agendas	223
11.	A clear vision for Ambulance care services that supports wider health and care transformation	100, 201
12.	A high quality, safe (NEPTS) service with improved patient experience	100, 139
Strategic Objective 2: Enabling our people to be the best they can be		
13.	Culture: <ul style="list-style-type: none"> Enhance and strengthen internal capacity for delivering culture change Develop amplify employee voice to increase employee engagement Continue the implementation of our compassionate practices approach 	680, 623, 201, 163
14.	Capacity: <ul style="list-style-type: none"> Implement our Strategic Workforce Plan Continue to embed a culture of positive attendance management Continue our focus on 'getting the basics right.' 	100, 680, 163, 223, 224, 594, 623
15.	Capability: <ul style="list-style-type: none"> Grow and develop our leadership and management capability Reinforce and promote career pathways and professional development. Create an environment centred around effective, ongoing conversations ('Check Ins') 	100, 139, 680, 223, 224, 260, 594
16.	Strengthen Welsh Language compliance through strong leadership, enabling Welsh language to flourish	201
Strategic Objective 3: Being at the forefront of innovation and technology		
17.	The right buildings in the right place, enabling our staff to provide the best and safest care across Wales	542
18.	The right fleet in the right place, enabling our staff to provide the best and safest care across Wales	139, 542, 623
19.	Develop & agree Digital Plan <ul style="list-style-type: none"> Everyday essentials Security, Safety & Cyber Digital Pioneers Transformation Data, Information & Insight 	163, 260, 623,671
Strategic Objective 4: Developing services in collaboration		
20.	Well-placed to influence system thinking / strategy development	100, 223
21.	Meet the requirements of the Wellbeing of Future Generations Act	680
22.	University Trust Status in collaboration with WG, embracing a 'democratised culture' of learning, research and innovation	680, 163, 223, 224
Strategic Objective 5: Being quality driven and clinically led		
23.	Systems that meet the requirements of the Duty of Quality and Duty of Candour	224
24.	Excellent clinical leadership	100, 139,680, 223, 224, 260, 594
25.	A culture of quality improvement with robust quality management systems	100, 139, 680, 201, 223, 224
26.	High quality Putting Things Right, Safeguarding and Health & Safety systems	680, 224
27.	Meaningful engagement and co-production with communities	223, 224
28.	A risk management framework as a key enabler of our long-term strategy and decision making	No corporate/principal risks
29.	An integrated governance framework	No corporate/principal risks
Strategic Objective 6: Delivering exceptional value		
30.	Sustainable savings & efficiencies	139, 163, 224
31.	Generate income alongside our core commissioned functions	139, 224
32.	A Value-Based approach across the organisation which is embedded in culture	100, 139, 163
33.	Developing and implementing our plans for Environmental Sustainability and Adaptation	542