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Ymddiriedolaeth GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
NHS Trust



OUR PEOPLE AND CULTURE PLAN

2023 - 2026



OUR BEST

Foreword

Paul Hollard

Non-Executive Director

As the Non-Executive Lead for People and Culture and Chair of the People and Culture Committee, I am pleased to support the Trust's **People and Culture Plan**.



At the heart of our success is our commitment to creating an environment that attracts, retains, and develops exceptional talent and expertise. Our people are our greatest asset, and it is vital that we continue to invest in them.

This plan is the result of extensive collaboration between our leadership team, our staff, and external experts. It outlines our strategic priorities and initiatives for the coming years, which are designed to support our staffs' growth, development, and wellbeing. We know that the world of work is rapidly evolving, and our plan reflects our commitment to adapt and innovate to ensure that we remain a great place to work.

Our People and Culture Plan is not just a document; it is a living, breathing commitment to our staff and volunteers, and the Trust's success. We will measure our progress, celebrate our successes, and learn from our challenges along the way. With this plan, we aim to foster a culture of excellence, collaboration, and inclusivity that will enable us to achieve our goals and deliver exceptional care to our patients and support our partners and stakeholders.

I want to thank all those who have contributed to this plan, and I look forward to working with you to bring it to life. Together, we will build a great future for our people.





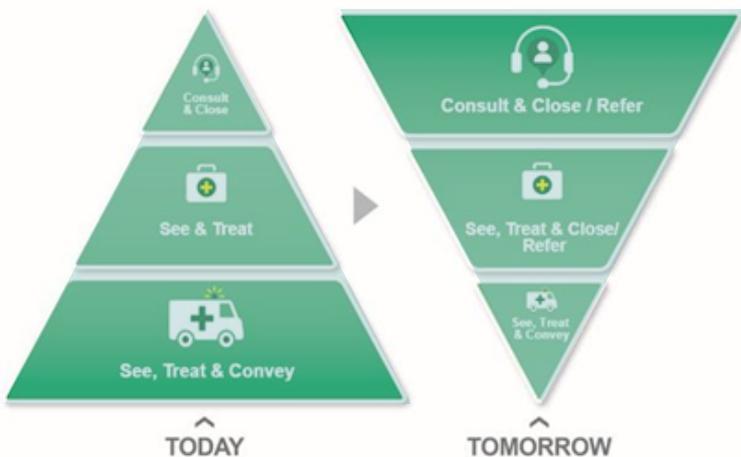
Message from **Angela Lewis** *Director of People and Culture*

It is with immense pride that I introduce the 2023-2026 Welsh Ambulance Services NHS Trust (WAST) People and Culture Plan which will drive whole organisation culture change. Alongside my People and Culture Directorate colleagues, with our #TeamWAST workforce, we will facilitate the delivery of the 2030 Organisation Strategy and the Transition Plan by focussing on and supporting colleagues, including our wonderful volunteers, in all roles and in all parts of the service. Ultimately, we want to ensure we all work in a culture of belonging, support and growth.

Our recently developed, clear purpose statement gives a shared sense of identity and understanding across the organisation and reinforces the value of every role and the contribution of all our people.



**To Support.
To Serve.
To Save.**



WAST aims to be the single point of access for all unplanned healthcare in Wales and to do this we need a dynamic, innovative culture that embraces change and technology, and attracts and retains people who have the capacity and capability to deliver our shared goal to serve the people of Wales. We are transforming our services by reducing our traditional role of taking patients to hospital and increasing the role of remote assessment and providing expert advice to patients, developing fast track pathways and delivering more see and treat at home.

This plan clearly lays out our ambition to create a positive working environment where everyone can bring their whole self to work, actively contributes and is proud to work for #TeamWAST. The jobs our people do are extremely challenging and we are committed to ensuring that the surrounding infrastructure is as accessible and streamlined as possible (getting the basics right). We will ensure we cherish what is already exceptional about our culture and look for ways to support all colleagues on our change journey.

I look forward to meeting colleagues as we deliver the plan, and I am excited for the coming years.

Our Focus

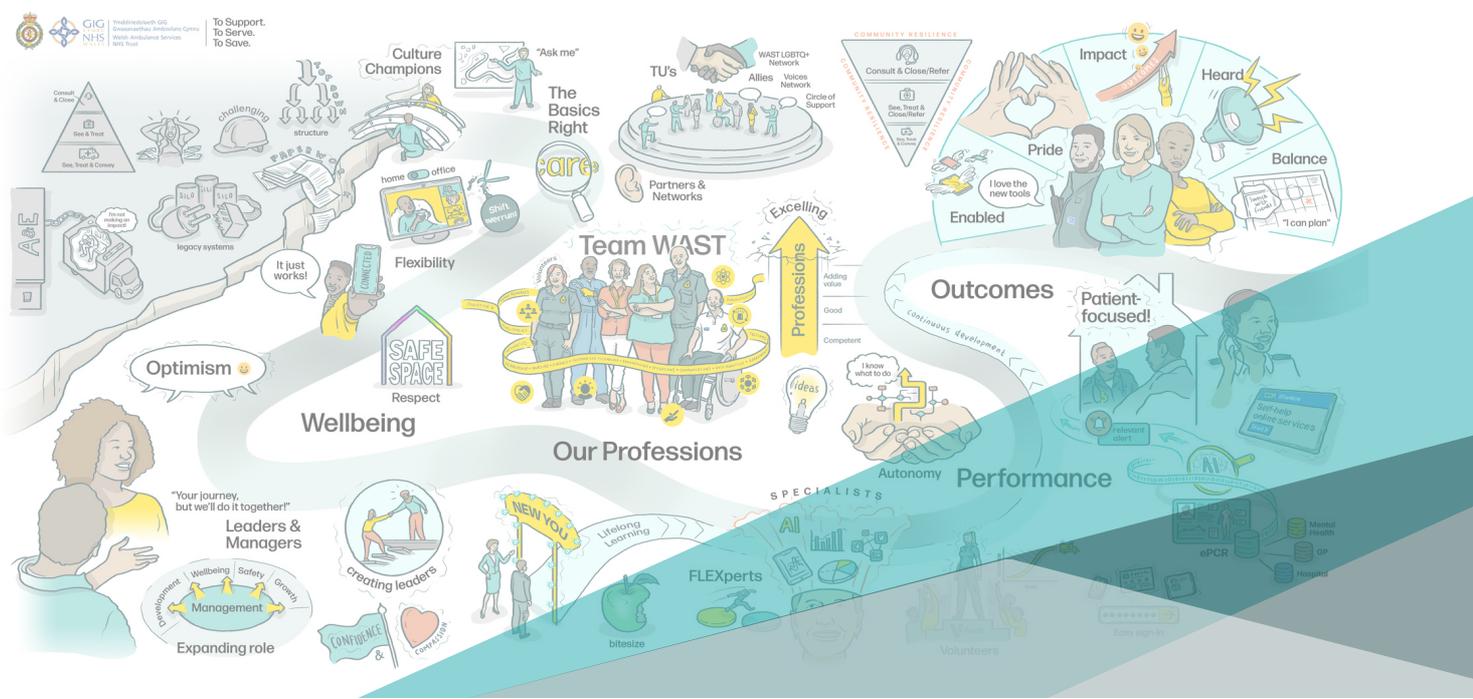
Our focus is our people's lived experience, it is at the heart of what we do. Our aim is that we all feel valued, supported and able to deliver the best service to the people of Wales.

Our People and Culture Plan mirrors what is happening across WAST. The People and Culture team is flipping our service model by focusing on three key areas, our culture, our capacity and our capability (more on this below). We will work more widely across the organisation and maximise the skills of the People and Culture team in a joined-up way with colleagues across WAST. This plan recognises the team's full range of skills and expertise and how these skills can be best applied to create a positive experience for all of #TeamWAST.

What does that future vision for our culture look like?

It is truly inclusive, positive and rewarding. We are committed to our professionalism and organisation behaviours. We all feel we belong, irrelevant of our backgrounds. We live our values and they are embedded through the ways we work and how we treat others, both colleagues and patients. From applying for a job, all the way through our employment journey, all of #TeamWAST see, feel and hear our shared behaviours because we live them. People can grow and develop with supportive challenge and do the best work of their careers. All our people feel welcome, respected and valued. We strive to be an organisation that not only embraces equality but demonstrates inclusion in all aspects of our delivery. *See [Appendix 1](#) for our rich picture, which brings this vision to life.*

We will deliver the training, education and support to leaders and managers to equip and enable them to meet the needs of a diverse workforce. Working for an ambulance service is demanding with significant external pressures but by supporting each other and striving for this culture we can create a work environment that allows everyone to flourish. Aligned with this is our commitment to delivery of our Strategic Equality Objectives and implementation of '**More Than Just Words**', moving towards the Welsh language 'Active Offer'.



In March 2022, we were proud to launch the refresh of the #TeamWAST behaviours. These behaviours, #OurBest, are at the heart of what we do and how we work together. They are linked directly to our core areas of focus for the next three years - the 3 Cs – **Culture**, **Capacity** and **Capability** within the context of the King's Fund **ABC** framework for our colleagues, building opportunities for **Autonomy**, developing the sense of **Belonging** and connectedness and ensuring that colleagues feel they can make a valuable **Contribution** to the organisation.

AUTONOMY

The need to have **control** over one's work life, and to be able to act consistently with one's **values**

BELONGING

The need to be **connected** to, cared for, and caring of colleagues, and to feel valued, **respected** and supported

CONTRIBUTION

The need to experience **effectiveness** in work and deliver valued **outcomes**

The Kings Fund 2022

As people are the core of our service we will ensure their core needs of work, as outlined by the King's Fund, are met and we have built our People and Culture Plan around these - **Autonomy**, **Belonging** and **Contribution**.

Autonomy

The future of work for #TeamWAST is flexible within a culture that allows and accepts everyone to be themselves at work. Cultivating a culture of autonomy includes creating a culture based on trust and loyalty resulting in decreased turnover and higher levels of performance. Colleagues will feel respected and trusted to do their work to the best of their ability. They will become more competent and confident in their roles and feel they have more control over their daily tasks, improving team effectiveness and innovation.



Ensuring that teams have clear objectives aligned to the organisation priorities will provide direction and colleagues will be able to see how their work fits into the bigger picture. This will lead to increased motivation, creativity and a commitment to wider organisational goals.

A comprehensive Induction Programme will provide all the information that a new colleague or a colleague changing roles will need. It will equip them with the tools they need to lead effectively. Through this programme we will create and communicate a clear vision and purpose. Our workforce will embrace change, be highly skilled, proud of their profession and able to positively support the people of Wales

Belonging

We want all of our people to feel connected and cared for. Teams and individuals throughout WAST will be supported to create an inclusive, compassionate, and connected culture.

Our approach to foster belonging will focus on making every individual feel respected and treated fairly in an inclusive work environment. We will also forge a stronger link between belonging and our organisational performance by strengthening colleagues' connections with their teams and developing their sense of contribution to meaningful, shared goals.

We will nurture a sense of belonging and inclusion, by coaching managers on how to be inclusive leaders, noticing when exclusion is happening and understanding and promoting how to become true allies for those with a quiet, or no, voice. Our vision is for all of our people to feel a strong sense of belonging in terms of their team, their profession and the organisation as a whole.



Contribution

Ensuring a manageable workload, professional leadership and high quality development opportunities are supported by our organisation.

We will celebrate and recognise the value of both individual and team contribution to organisation goals. Consulting regularly through our staff networks and partnership forums will ensure coproduction of the future vision continues to evolve.

Ensuring equity in access to ways to contribute is also key; inclusion at every point is vital to the success of our organisation. We will make space for everyone to be able to contribute and amplify the voices of people with different experiences.

The 3 Cs

‘We will all enjoy a long, healthy and happy working life.’

2030 Strategy

This plan supports the ABC of core needs in work outlined in the previous section through the three broad areas of **Culture**, **Capacity** and **Capability**.



Culture

‘We will be recognised and renowned as being an exceptional place to work, volunteer, develop and grow’

2030 Strategy

Our culture is demonstrated through our behaviours and purpose. Our culture focuses on creating an environment where wellbeing, compassion and a positive enriching employee experience are at the heart. **We will continue to build and articulate our desired culture and share with colleagues across the organisation.** This will bring it to life and help colleagues feel that they belong, they are valued and feel that they can contribute to the long-term success of the organisation.

Our work around equality, diversity and inclusion supports our plans to create an environment where colleagues have autonomy in their work, feel a deep sense of belonging and are confident to raise concerns, to make decisions and have control in their roles. **Alongside this we will seek opportunities to improve the working environment including where and how people work.**

Establishing what we cherish in WAST, the cultural aspects we want to keep and also understanding what needs to change means we can develop our healthy culture and ensure that our plan supports its development.

Digital maturity will support our people to become more customer-centric, inclusive, and agile. We will achieve this by creating new opportunities for streamlining processes, improving the employee experience and exploring new services and business models. We will foster a culture which includes listening, open dialogue, empowering people to feel confident in making decisions and to contribute and encourage and support them to develop.

Built on TeamWAST Cultural DNA:

Through effective strategy, communication, ways of working and behaviours, these are what we want to continually develop in our culture at WAST



Developed through the essential TeamWAST Behaviours:

Work in partnership with patients, communities, colleagues, NHS Wales and our stakeholders



We will review our approach to communicating and engaging with our people, seeking regular feedback and sharing information across the organisation in a meaningful and accessible way. **Embedding working in partnership with trade union colleagues will be front and centre in this.** Importantly, every interaction will reflect our cultural DNA. The Health and Wellbeing of our people will remain a key organisational priority and **we will sustain our focus on improving wellbeing.** We will ensure there is regular evaluation of impact and benefits of the huge range of interventions we provide. This emphasis on health and wellbeing will complement our ongoing commitment to improve attendance and will be supplemented by simple people management policies, proactive management and tailored responses to absence management.



Capacity

'Our future workforce will be agile, highly skilled and capable'

2030 Strategy

Capacity is about ensuring we have the right people in the right place at the right time with the right skills and the right cost and can adapt to a changing work environment. We must demonstrate we are truly an employer of choice, as potential colleagues have a wide range of options available to them. **We will build on the employee experience to attract and retain a diverse workforce and develop a recruitment and attraction plan that supports all roles in the organisation and continue to build an effective employee brand.**

Our exciting plans to turn the service on its head and reduce conveyance to the Emergency Department will also provide capacity for new roles, new pathways, and innovative thinking. Innovative teams are diverse teams, and we are committed to taking action to increase diversity throughout our service. We will increase resource, engagement and participation by effectively using networks, partnerships and technology. These connections contain the key people who will become our change agents, modelling the behaviours and mindsets of our desired culture. These will be people who are motivated by wanting to do their best, have passion and purpose and who can view the organisation from many different perspectives. These change agents are key to our cultural success, driving organisation-wide collaboration, breaking down siloes and increasing engagement with culture change initiatives. Our plans involve a real **focus on continuous improvement, seeking to increase value, reduce burden, waste and inefficiency, ensuring we get the basics right and that our processes are seamless and fit for purpose** alongside projects such as improving attendance. This commitment to improving employee experience includes reviewing current and potential working models to provide more flexibility for our people.



Capability

'Our leaders will be compassionate, collaborative and courageous'
2030 Strategy

Capable people are at the heart of our vision for the future. Development through training and education, leadership and management, coaching and mentoring, and management is essential to ensure our people can work to the highest professional levels and are comfortable, competent, and confident to make decisions. **For our leaders and managers, there will be a continued focus on enhancing capability** by ensuring they have the knowledge, skills, and agility to deal with complexity and respond to the changing needs and aspirations of a diverse workforce. 360 degree feedback will be used to gather insight, inform development plans, increase self awareness and to encourage open, honest communication. **Increasing capability and expertise around change management and digital is also a key area of improvement for us over the next few years.**

Focusing on professions will be at the heart of our plans to promote the importance of each profession and ensuring skill levels reflect those professions. Our goal is to ensure our people feel supported to make decisions to consult and close at scene, or signpost to a more appropriate pathway. We will enable this by supporting and developing a capable workforce that conveys fewer people to Emergency Departments. Building interpersonal skills to develop cross sector relationships, increase ability to listen, hear and understand other services in Wales and move away from our historical reliance on command and control structures is essential for the cross service delivery of the future. It is crucial to support digital learning and expertise, maximise efficiency, challenge our traditional ways of working and paper based frameworks whilst promoting and demonstrating change management skills across the organisation. #TeamWAST has the potential; it is our job to provide the support structures to allow our people to shine and to promote innovation, inclusion, wellbeing and ensure excellent employee experience to ensure excellent patient experience.



Context

Operational pressures are the single biggest risk to the delivery of this plan. We commence this programme of work knowing the complexity of the risks associated with our current environment and we are committed to focusing on the things we can control, whilst working with our external partners to effectively influence across the system.

Our people are still feeling the effects of the pandemic and with considerable ongoing system pressures and the period of significant uncertainty and disruption regarding industrial action, relationships with Trade Union partners has been challenged in a way not experienced for a long time. We are committed to working with our trade union partners and taking the learning from this experience and reflecting on it will be at the heart of our engagement. Our continued emphasis on wellbeing, embedding compassionate leadership and practices and having a meaningful constructive dialogue on the things which can make a positive difference with our TU colleagues will be key to us being able to thrive and succeed. We recognise that there will be more challenging issues and things we disagree on, but we will agree a way of working through those issues to the benefit of our people, patients and the organisation.

We are confident that our partnership framework and strong relationships will enable us to focus together on improving the working environment, providing the right tools and streamlining processes and practises to ensure there is a direct and positive impact on the daily lived experience for all our staff.



Loss of good staff,
increased
workloads



Digital
Capability
Limitations



Operational
pressures



Financial
landscape



Reputation, Media
Interest



Organisational
capacity



Capacity to
innovate

RISKS



Staff
engagement
and morale



CASC Confidence in
WAST's ability to
deliver



Industrial
Action



Incorrect
prioritisation



Inadequate
Programme
resources /
structure



Staff
Wellbeing



Meeting Financial
& Statutory
obligations

Evaluation



Attendance



Employee Relations



Line Manager interest in team wellbeing



Engagement Score



PADR



Statutory & Mandatory Training



OH & Wellbeing Usage



Recruitment



Diversity Monitoring



Qualitative Feedback



Awards and Accreditation



Internal promotion and development



Network membership

Appendices

Appendix 1: Our [Rich Picture](#) - a visual representation of how it will look and feel to work in WAST upon delivery of this Plan

Appendix 2: [Year 1 Action Plan](#) - this document articulates the actions we need to take during 2023-24 to start our journey; the overall Plan is designed to be dynamic and flexible in nature and as such, the actions for years 2 and 3 will emerge as we progress, continually linking back to the 3Cs and ABC framework



Feedback

We want to know what you think – *what can we do better?*

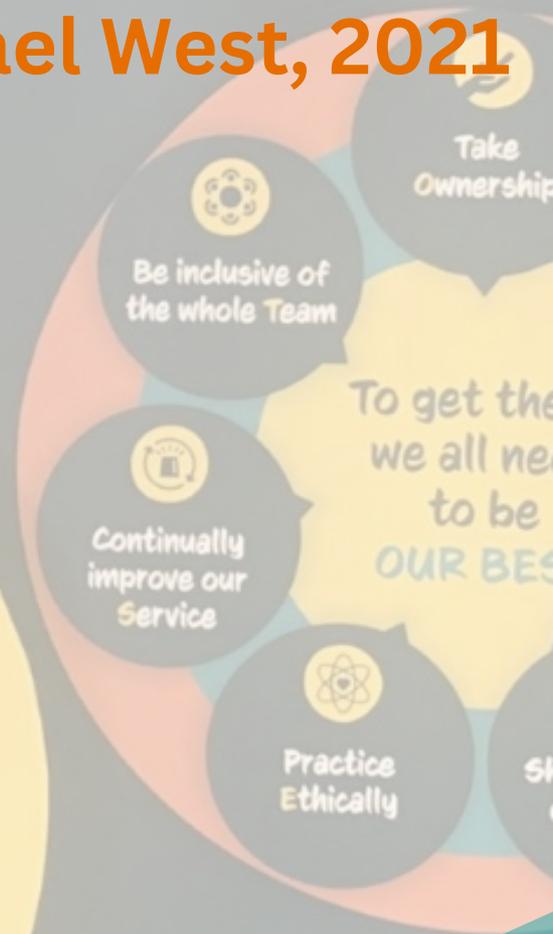
Please email amb_culture@wales.nhs.uk if you have any comments, suggestions or questions at any point over the life of this plan.

Thank you for reading.



'To enable health care staff to deliver high quality compassionate care and to flourish, all must work together to create positive, supportive, compassionate, and inclusive workplaces'

Prof. Michael West, 2021



Our Culture

A Clear Purpose
Pride in what we do

<p>Culture</p>	<p>Continue to build and articulate our desired culture</p> <p>Sustain our focus on improving wellbeing</p> <p>Embed partnership working</p> <p>Improving the working environment including where and how you work</p>
<p>Capacity</p>	<p>Build on the employee experience to attract and retain a diverse workforce</p> <p>Develop a recruitment and attraction plan that supports all roles in the organisation and continue to build an effective employee brand</p> <p>Improve the effectiveness and application of our internal people processes (getting the basics right)</p> <p>Year 2 of the Managing Attendance programme</p>
<p>Capability</p>	<p>Continued focus on enhancing management and leadership capabilities</p> <p>Increase change capacity expertise</p> <p>Commitment to creating opportunities for colleagues to embrace and develop within their profession and demonstrate those professional qualities and standards in all that they do</p> <p>Digital capability and improving the digital experience for all staff (Digital Workplace)</p>





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