

## **Agenda – Standards of Conduct Committee**

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Meeting Venue:

**Video-conference via Zoom**

Meeting date: 23 June 2025

Meeting time: 09.15

For further information contact:

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Committee Clerk

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### **Pre-meeting**

(9.00 – 9.15)

### **Public**

(9.15 – 9.45)

#### **1 Introductions, apologies and substitutions**

#### **2 Inquiry into dignity and respect: Evidence session 9**

(9.15 – 9.45)

(Pages 1 – 4)

Angela Lewis, Director of Culture Change, Welsh Ambulance Services  
University NHS Trust.

#### **3 Motion under Standing Order 17.42 to resolve to exclude the public from the remainder of this meeting**

### **Private**

(9.45 – 11.00)

#### **4 Consideration of evidence**

(9.45 – 10.00)

#### **5 Inquiry into the Registration and Declaration of Interests: Draft report**

(10.00 – 10.30)

(Pages 5 – 33)



**6 Consider a report from the Commissioner for Standards in accordance with Standing Order 22.2(i)**

(10.30 – 11.00)

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**Staff Survey** Working with colleagues across the organisation to understand staff survey results and develop meaningful, local action plans in response to findings

**Internal Comms & Engagement** Working with Communications Team to develop a robust approach to internal communications and engagement and to develop a robust plan for implementation

**Culture Toolkit** Developing a collaborative approach to change management and culture change through the development and pilot of the 'Manager's Team Culture Toolkit', designed to provide practical resources and guidance for managers so that they are empowered to improve culture at a local level

**Culture Reviews** 'Team Cultural Review Projects' are underway in areas that are critical in supporting service delivery transformation. At the heart of this, is a commitment to creating a work environment where team members can flourish, contribute their best, and feel a sense of belonging. The reviews are an opportunity for colleagues to have their voices heard, to talk about their experiences, put ideas forward to help shape the future

**Freedom to Speak Up**  
Implementation of our Freedom to Speak Up process, designed to support individuals in speaking up safely and confidently; introduction of a full time, dedicated Guardian role aligned with this framework



**Colleague Networks** The continued development and growth of the Culture Champions Network helps to build capacity for culture change and to further embed values and behaviours.

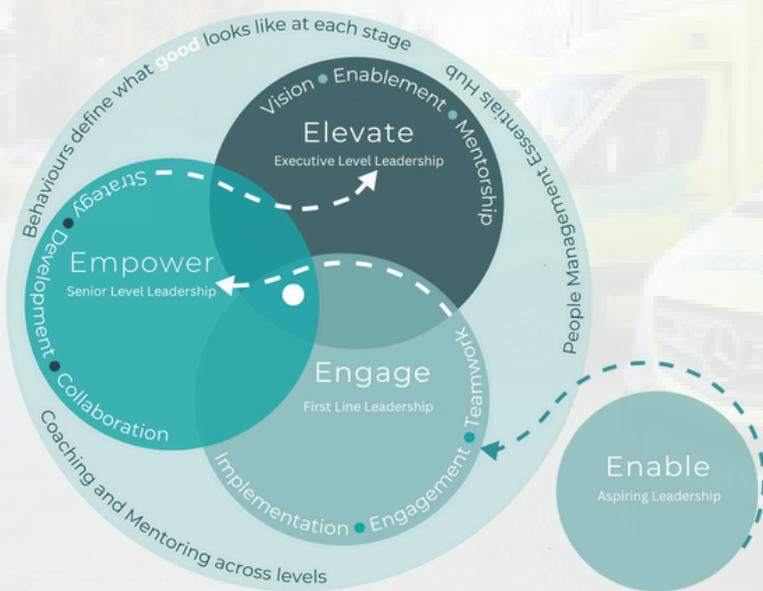
Continuing to build our Voices Network to enable us to engage across the organisation and amplify colleagues voices, using insights and ideas to inform our plans and decisions

**Retention** 2 year temporary post introduced (Retention Lead) to help us understand trends and themes impacting on retention and developing strategies to address these

**HIVE Pulse Survey Platform** The introduction of the digital engagement survey platform has provided a robust mechanism for capturing invaluable insights and feedback from our employees, enabling us to continuously refine our practices and policies in response to feedback

**Leadership & Manager Behaviours** Through targeted training and development, equipping managers with the necessary tools and resources to navigate complex employee relations scenarios with compassion and fairness, and prioritising the development of change management expertise, recognising the critical role managers play in supporting people through change. A Leadership symposium is held twice a year, enabling our senior leaders to come together to share learning and experiences. Recent focus has been on broadening understanding of culture and leadership including themes such as styles, impact, behaviours and critical cultural issues e.g. sexual safety.

**Leadership & Manager Behaviours** The development of a Leadership Behaviours Framework and an aligned Development Framework (OUR WAST WAY). This project represents a major step forward in establishing a comprehensive framework that enables targeted leadership development for leaders and managers at various stages of their careers. By integrating coaching and mentoring opportunities along with succession pathways, the aim is to embed an inclusive, compassionate, and collaborative leadership culture



**Compassionate Practices** Continuing to expand the implementation of our compassionate practices approach for all our people focused activities and the way we lead and manage

**Health and Wellbeing Plan 2025-29** Refreshing our Health and Wellbeing Plan, targeting our initiatives, workplace practices and interventions to the specific needs of all our colleagues, wherever they work in the organisation

**Flexible Working** Improving our flexible working offering to new and existing colleagues that enables them to be the best they can be, by developing and providing comprehensive guidance, training and resources to enable managers to support short, medium and long term flexible working plans with colleagues

**Change Community** Establishing a dedicated Change Community within WAST, comprising colleagues who have undertaken accredited Change Management training. Building a network which enables colleagues to practically apply learning, share resources, reflect and continuously develop. These colleagues will also support with delivery of our change management approach through direct support to projects and programmes as well as local support and guidance to managers and own teams



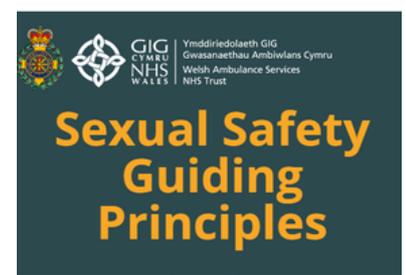
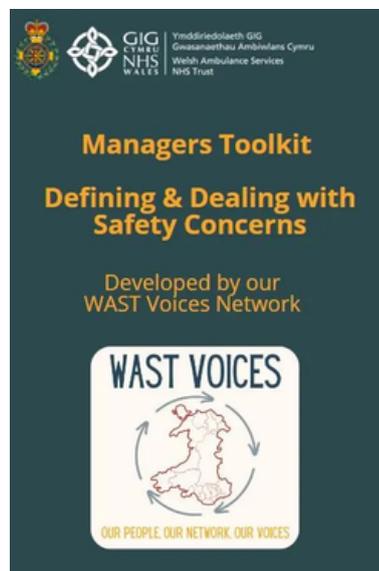
**Change Management Approach**

Developed a change management approach for WAST which centres around the Prosci Change Triangle model (representing the critical aspects of successful change and how they relate to and promote project health), using the ADKAR model to deliver the Change Management aspect of this

**Change Management Toolkit**

Developing a set of tools and resources to enable and empower managers and leaders to guide and support colleagues through change

**Executive Leadership Team 360 Degree Feedback** A 360-degree review was carried out as part of the commitment to ensuring that the Executive Leadership Team (ELT) role model and encourage a leadership culture in line with WAST’s vision, values and behaviours. Internal and external stakeholders were invited to take part in the process and provide feedback on Executive Team behaviours and effectiveness. The findings have provided insight into perceived strengths and areas for development and have formed part of a wider action plan to enhance ELT effectiveness and that of the organisation



**Sexual Safety** Continuing our sector-leading work to reduce misogyny and increase levels of sexual safety across the organisation, aiming for a workplace where sexual safety is not just a policy but a shared value. Key progress to date includes developing our Sexual Safety Guiding Principles and A Manager's Toolkit, working with NHSE in developing the Ambulance Sector Consensus statement. We are actively exploring partnerships with external organisations, seeking innovative solutions, and evolving our approach based on ongoing feedback from our WAST Voices Network. All our people and culture teams are engaged in the People Professions Development Programme 2024 (Sexual Safety) specifically written for Ambulance Services.

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