



Report Title	YAS Together – Cultural Programme Quarterly Update
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Accountable Director	Mandy Wilcock, Director of People & Organisational Development
Previous committees/groups	
Recommended action(s) Approval, Assurance, Information	Assurance and information
Purpose of the paper	To provide an update for Trust Board on YAS Together, cultural development programme.
Recommendation(s)	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> • Understand the background and rationale in relation to the development of YAS Together. • Note the progress of the YAS Together Cultural Programme. • Note the risks to delivery of the programme.

Executive summary (overview of main points)

The report provides background and context details for YAS's work on improving culture.

It details the approach taken to commission Moorhouse to understand the challenges faced and the objectives required of the programme.

Definitions of culture and why culture is so important are provided, noting the progress of YAS Together, YAS's Cultural Development Programme.

This is a five-year programme which underpins and enables delivery of the YAS Strategy. The report includes plans and actions in respect of the recommendations made in the Culture Review of Ambulance Trusts Commissioned by NHS England and the People promise Exemplar programme Cohort two work.

Changing culture is extremely challenging. A clear strategy, vision, measurable milestones and objectives and clear and owned values are key to success. Programme governance and performance management are detailed and risks are identified.

This report aims to provide Trust Board assurance on the approach to cultural development as part of YAS Together.

Trust Strategy Bold Ambitions Select the most relevant points from the bold ambitions.	Our Patients	
	Our People	Ensure our culture is one where our people are listened to, encouraged and enabled to speak up when they have concerns about patient or colleague safety and wellbeing, or when they have suggestions for how the Trust might be better run.
	Our Partners	
	Our Planet and Pounds	
Link to Board Assurance Framework Risks (board and level 2 committees only)		6. Develop and sustain an open and positive workplace culture.

1. INTRODUCTION/PURPOSE

- 1.1 This culture programme update report was prepared as part of the quarterly cycle of culture reporting and assurance for the Trust Board.

2. BACKGROUND

- 2.1 YAS faced a number of challenges raised by staff which were apparent across the Trust:

- Staff did not always feel part of YAS (only 34% completed staff survey).
- Examples of unacceptable behaviour (incl. bullying, sexual safety).
- No clear path to develop careers in YAS (turnover was high in key areas).
- Lack of pace and empowerment in change and decision making (staff did not see change happening).

- 2.2 In 2022 the Trust Board chose to take YAS on a journey of cultural transformation and improvement. Understanding what works well, what could be better and how and where improvements could be made to build a shared future mindset and ways of working.

- 2.3 In July 2022 the Trust commissioned Moorhouse, an independent company, to co-develop and support the programme which would underpin the Trust's five-year strategy.

- 2.4 The objectives of the programme were to:

- Embed the Trust vision at all levels of the organisation.
- Improve how staff support each other and live YAS values.
- Define and embed a consistent way of working.
- Build on strengths and develop areas that needed improvement.

- 2.5 A unique YAS Together approach would lead to clear, tangible benefits for the Trust, staff and patients:

- Staff are proud to be part of YAS and of the service given to patients.
- Leaders' role model the Trust Values whilst driving delivery of YAS priorities.
- Staff understand their routes to development and progression within YAS.
- The workforce supports each other and reflect and celebrate the diversity of the community it serves.
- Staff know what was unacceptable and are confident to challenge bad behaviour.
- Staff and leaders are empowered to manage and make decisions on their areas of responsibility.

- 2.6 The work supported by Moorhouse started in July 2022 and finished in July 2023.

3. DEFINITIONS OF CULTURE

- 3.1 **Michael A. West** (2021) Culture is the combination of the values and beliefs that characterise organisations as transmitted by socialisation experiences newcomers have, the decisions made by management, and the stories and myths people tell and re- tell about their organisations.
- 3.2 **Edgar Schein** (1985) Schein, a prominent organisational psychologist, defined organisational culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration."
- 3.3 **Charles Handy** (1993) Handy described organisational culture as "the way we do things around here," emphasising the informal norms and behaviours that characterise an organisation."
- 3.4 **Gareth Morgan** (1986) Morgan defined organisational culture as "the set of values, beliefs, and behaviours that shape how an organisation's members interact with each other and with stakeholders outside the organisation."
- 3.5 **Kim Cameron and Robert Quinn** (1999) Cameron and Quinn defined organisational culture as "the underlying values, beliefs, and assumptions that shape how employees think, feel, and act in their organisation."
- 3.6 Organisational culture refers to the shared values, beliefs, behaviours, and practices that shape how members of an organisation interact with one another and work together to achieve goals.
- 3.7 It encompasses the organisation's mission, vision and core values, as well as the unwritten rules that influence employee behaviour and decision-making.
- 3.8 Organisational culture plays a crucial role in defining the work environment, influencing employee motivation, job satisfaction and overall performance. It can be shaped by leadership styles, organisational policies, and the collective experiences of employees.
- 3.9 The aim of health and social care services is to deliver high-quality, compassionate care and promote the health, well-being and happiness of all in our communities (Michael A. West). These aspirations are not easily achieved in a context characterised by high levels of stress, complexity and workload and where the possibilities of errors are many. The most detailed studies of NHS staff stress showed that staff suffered damaging levels of stress, compared to the general working population. Half as many more staff experienced stress, compared to the rest of the working population.

4. WHY IS CULTURE IMPORTANT?

A strong culture is crucial for several reasons:

- 4.1 **Quality of Care.** A positive organisational culture fosters teamwork, communication and collaboration among healthcare professionals. This leads to improved decision-making and ultimately enhances the quality of care that patients receive.
- 4.2 **Continuous Improvement.** A culture of learning and improvement encourages healthcare organisations to regularly assess and enhance their practices. This adaptability helps to meet the evolving needs of patients and stay current with best practices in care.
- 4.3 A culture re that prioritises **safety**, encourages staff to report incidents and near misses without fear of retribution. This helps to identify problems early and implement correct measures, reducing the risk of harm to patients.
- 4.4 **Open Communication.** A culture that promotes transparency and encourages open dialogue, fosters trust and collaboration among employees at all levels.
- 4.5 **Employee Empowerment.** Strong cultures empower employees to take initiative, make decisions and contribute ideas, leading to increased engagement and innovation.
- 4.6 **Mutual Respect and Trust.** A culture built on respect and trust encourages positive relationships among employees, fostering teamwork and collaboration.
- 4.7 **Inclusivity and Diversity.** Embracing diverse perspectives and backgrounds enhances creativity and problem-solving, making the organisation more adaptable and innovative.
- 4.8 **Productivity and Performance.** When employees align with the organisation's vision and values, they are often more motivated and productive. A supportive environment encourages collaboration and innovation.
- 4.9 **Attracting Talent.** A strong culture can be a significant draw for attracting new employees.
- 4.10 **Reputation.** A good culture can enhance reputation, making it more attractive to new employees.
- 4.11 **Adaptability and Resilience.** Organisations with a strong culture are often better equipped to navigate change and uncertainty. A shared set of values and ambitions can help teams adapt more quickly to new challenges.
- 4.12 **Decision-Making.** A clear culture establishes guidelines for decision-making. Employees understand the expectations and can make choices that align with the organisations objectives and values.
- 4.13 **Conflict Resolution.** A healthy culture promotes open communication and trust, which can lead to more effective conflict resolution and a more harmonious work environment.

- 4.14 **Strong Leadership.** Leaders who embody the organisation's values and engage with employees, help to cultivate and maintain a strong culture. In summary, a good culture in healthcare services is integral to delivering high-quality, safe and patient-centred care. It impacts every aspect of the healthcare experience, from employee morale to patient outcomes.
- 4.15 The stronger the alignment of individual and organisational values, the higher the levels of staff members' commitment, engagement and satisfaction. (Michael A. West). The culture of YAS is key in creating the conditions where our people can fulfil their purpose of delivering high quality, continually improving and compassionate care.

5. YAS TOGETHER CULTURAL PROGRAMME

- 5.1 Like many NHS organisations, YAS has been through a period of change and challenge. Despite this, the people at YAS have developed positive and creative ways of working, with a clear focus on improving patient experience and care.
- 5.2 Although many have described the camaraderie, shared purpose and pride in working for an ambulance trust, it was also recognised that there were staff and volunteers who didn't share that sense of belonging.
- 5.3 YAS Together was created to ensure a consistent focus and approach toward work, with an aim to amplify and scale up what works and address challenges and problems raised by staff to ultimately enable employees to achieve the YAS Vision.
- 5.4 The creation of YAS Together was as much about the process as the outcome, with everyone having a say in shaping the direction of the work and sharing their experiences.
- 5.5 YAS Together is intended to create a sense of community and pride and is linked to delivering positive patient outcomes. Its practical focus is intended to show staff and volunteers at YAS how they can contribute to achieving the vision through aligned ways of working.

A Framework for Success



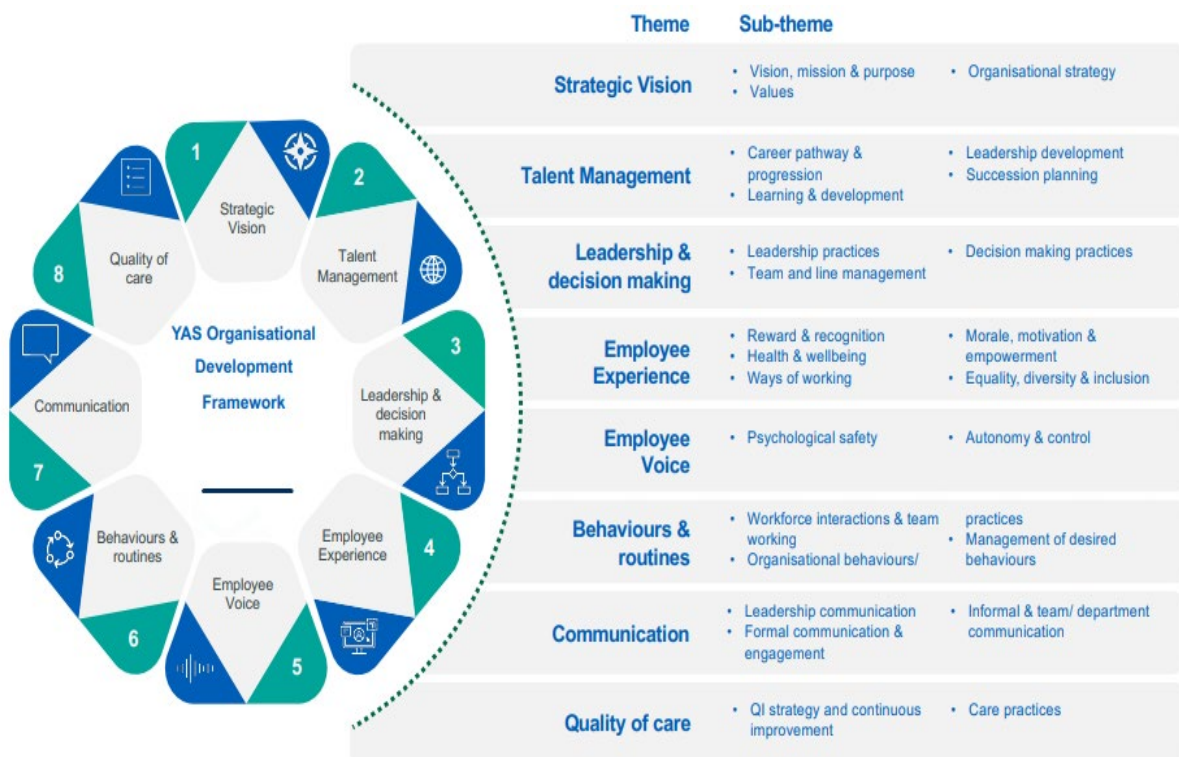
Today

2029



5.6 YAS Together Culture Programme underpins the YAS Strategy and is the way the organisation works to achieve its vision, aligned to the 5 YAS Together Pillars

6. OD FRAMEWORK

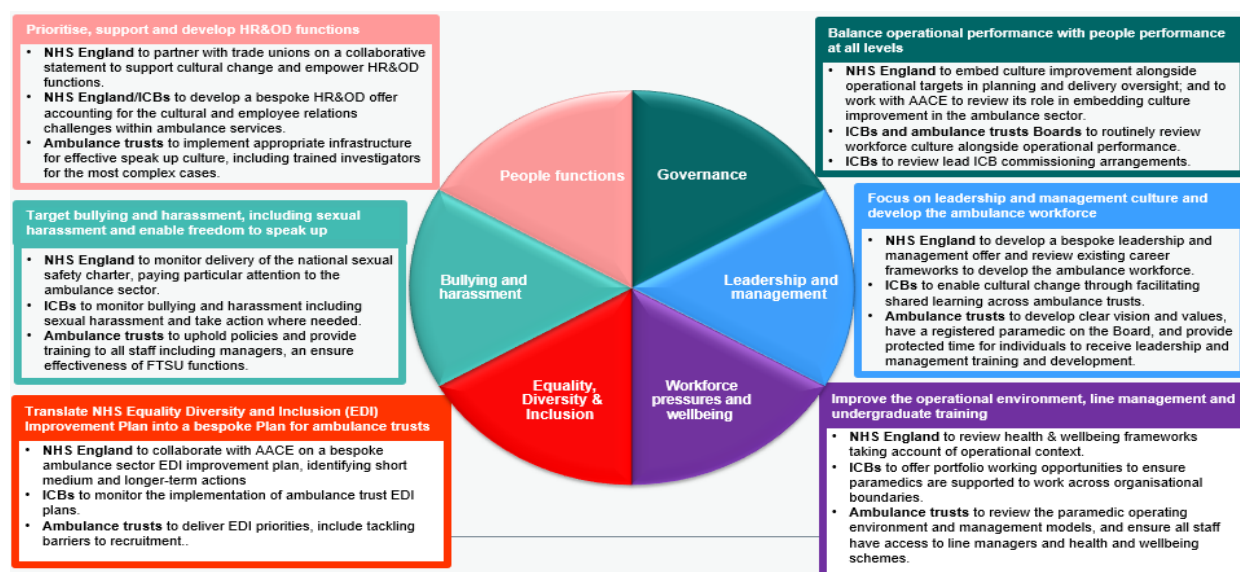


- 6.1 The OD Framework has been developed as a detailed structure to contain the key themes, sub-themes, relevant questions and other supporting content that will underpin the review and analysis of YAS documentation, the Staff Engagement exercise, and the design of the 'YAS Together'.
- 6.2 The OD Framework was developed through a combination of the Moorhouse Cultural Framework and a review of relevant YAS documentation (inc. outputs of previous staff listening activity) to produce key focus areas, prominent cultural challenges and areas of best practice.
- 6.3 This was used to capture a holistic view of the YAS as-is state.
- 6.4 The Framework was used to inform where the organisation needed to focus on particular areas and develop targeted interventions.
- 6.5 It was used to inform the maturity assessment and identify where YAS was and where it aimed to be in future.



- 6.6 YAS Together is a culture umbrella where all the programmes of work, recommendations and actions sat.
- 6.7 The programme was embedded within the Business Plan Priorities 2024/25. It includes the national Culture Review of Ambulance Trusts recommendations and in response to the National Staff Survey Results 2023.
- 6.8 Improvement priorities are based on the outcomes of the People Promise self-assessment and analysis of data sources including the National Staff Survey 2023 trends where 4 retention drivers were identified.
- 6.9 YAS will drive improvements in the culture of the organisation by implementing the NHS People Promise and the YAS Together programme, with a particular focus on leadership development, improving equality, diversity and inclusion, and creating a more open culture, where staff are well informed and are encouraged and supported to speak up.

7. NATIONAL AMBULANCE CULTURE REVIEW – NHSE



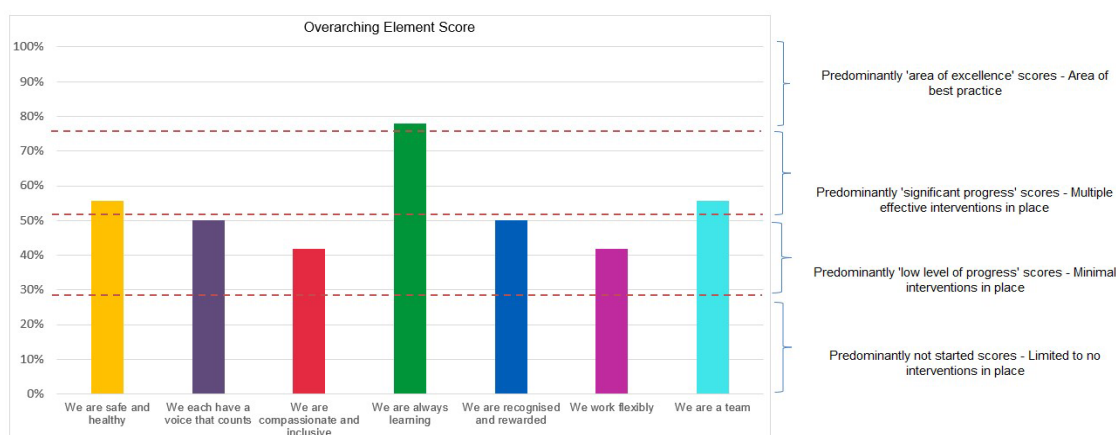
<https://www.england.nhs.uk/wp-content/uploads/2024/02/Culture-review-of-ambulance-trusts.pdf>

- 7.1 The National Guardian's Office (NGO) report, 'Listening to Workers: A Speak Up Review of Ambulance Trusts in England', highlighted deeply concerning cultural issues. These included leadership styles that do not adequately support staff to speak up and instances where those who voiced concerns faced intimidation or inaction.
- 7.2 These finding are consistent with the 2022 and 2023 NHS Staff Survey, which benchmarks performance in the seven People Promise elements. This shows that the ambulance sector is below the NHS national average across all elements, although some indicators have seen the biggest improvements on the previous year.
- 7.3 The review highlighted that the ambulance sector is different to other parts of the wider NHS. Therefore, the review was an opportunity to shine a light on that fact and to consider how the local, regional, and national NHS architecture can work differently with ambulance trusts and in a way that is more enabling of cultural improvement.
- 7.4 A focus on operational performance often overshadows a focus on people and culture, creating a disconnect between the two and this is an opportunity for change. That is why the recommendations include actions for NHS England, Integrated Care Boards and not just for ambulance trusts.
- 7.5 The recommendations and reporting arrangements are currently being worked through with ICB and Regional colleagues. In the meantime, actions are being progressed under each of the recommendations, as part of the YAS Together Programme.
- 7.6 It is anticipated that West Yorkshire ICB, as our lead ICB will monitor performance against the recommended actions.

8. PEOPLE PROMISE EXEMPLAR PROGRAMME - COHORT 2

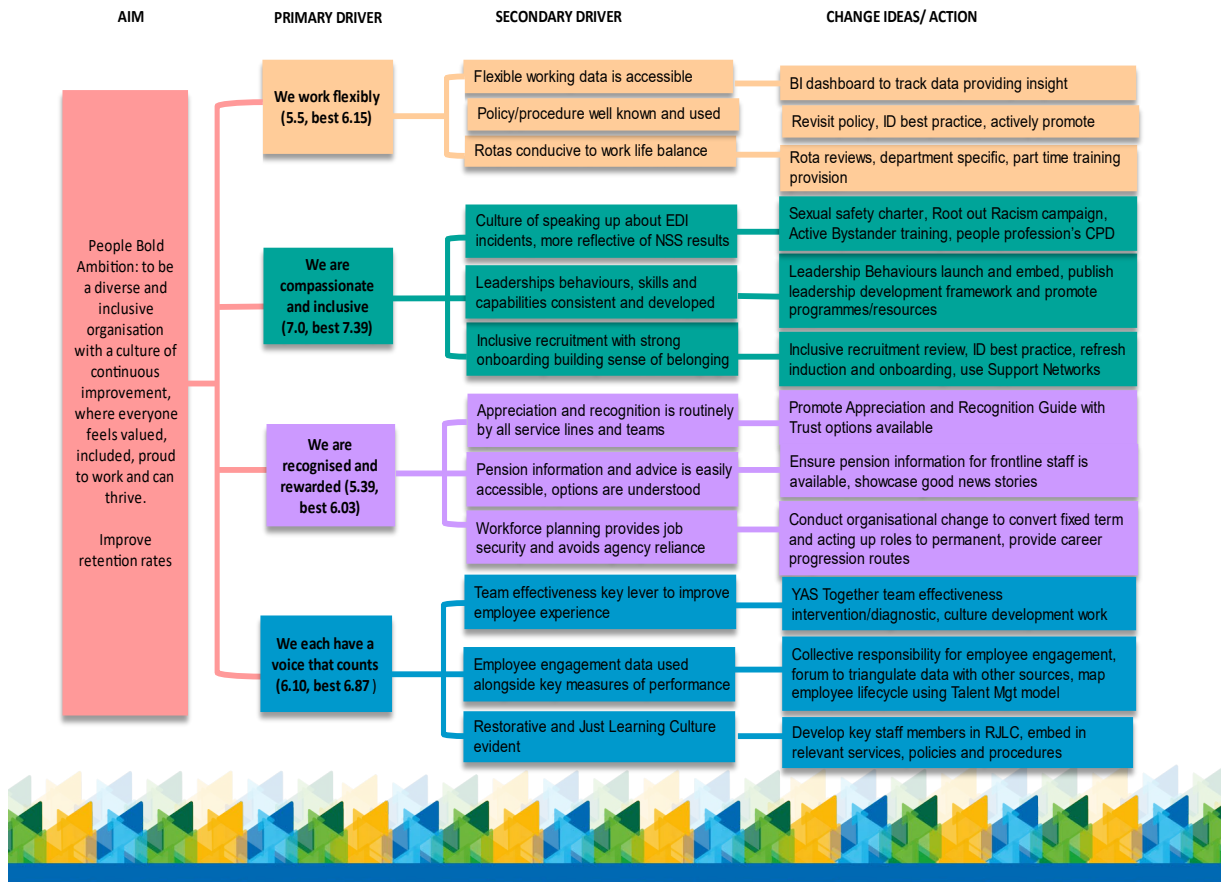
- 8.1 The NHS England funded People Promise Exemplar (PPE) programme includes organisations from a mix of acute, ambulance, community, mental health and primary care sectors. The national and regional retention teams, alongside other teams at NHS England, are working to deliver the high impact interventions set out in the People Promise together in one place, at the same time in order to achieve improved outcomes and optimum staff satisfaction and retention.
- 8.2 YAS have undertaken a self-assessment, as detailed below and have prioritised priority areas of focus.

People Promise Self-Assessment Dashboard

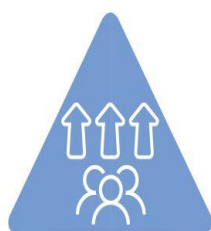


- 8.3 YAS National Staff Survey (NSS) 2023 data trends include first in sector for 'We are always learning', 'We are safe and healthy', 'Staff engagement' and 'Morale'.

Retention Drivers - Action Plan



YAS Together Improvement Priorities 24 -25



Lead Together

- We ensure leaders have the development and opportunity to empower others
- To set the tone for collaborative and inclusive working

Promote and embed YAS Behavioural Framework

Promote and embed YAS Development Pathway (leadership development)

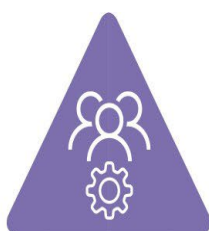
Strengthen our freedom to speak up culture

Embed restorative 'Just and Learning' culture

Review flexible working process

Implement outcomes and recommendations of Team-Based Working review

Embed Governance Framework



Everyone Together

- We celebrate our diverse contributions
- Strive for an inclusive respectful and compassionate culture

Review of end-to-end recruitment process (inclusive recruitment review)

Scope/develop/launch Active Bystander to Upstander programme

Embed Compassionate and Inclusive conversations within mental health programme

Launch and roll out Anti - Racist Framework

Improve usage of body worn cameras

Commit to the principles and actions of the Sexual Safety Charter

Promote professional standards and boundaries to ensure student/learner safety



Excel Together

- We find ways to improve and innovate
- Relentlessly pursuing excellence in what we do

Promote Appreciation and Recognition Guide

Develop a Culture Dashboard to use our workforce data more effectively

Improve engagement with National Staff Survey and People Pulse

Build quality improvement capability to embed Quality Improvement Enabling Plan

Roll out stay interview process

Improve exit interview process



Grow Together

- We give our people opportunities to learn
- To progress as individuals in their roles and careers

Review induction/onboarding

Implement a talent development model

Refresh newly qualified paramedic preceptorship programme

Improve appraisal and career conversation quality and compliance



Care Together

- We deliver quality, person centred care
- Collectively supporting patients, families and our own people

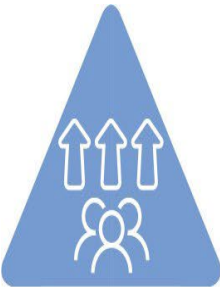
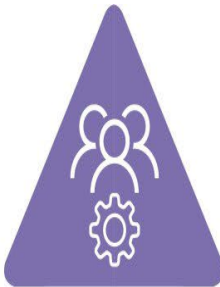


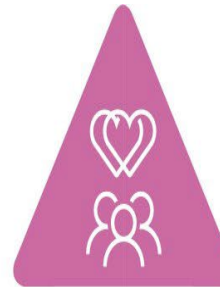
Ensure pension info/advice is accessible, and options are clear

Develop a health and wellbeing campaigns calendar (mental, physical, emotional and financial wellbeing)

Roll out health and wellbeing dashboard to ensure support is accessible to staff and line managers are trained to hold meaningful wellbeing conversations

06/09/24 v2

YAS Together Culture Programme: Initiatives, support tools and packages available now – not exhaustive list.

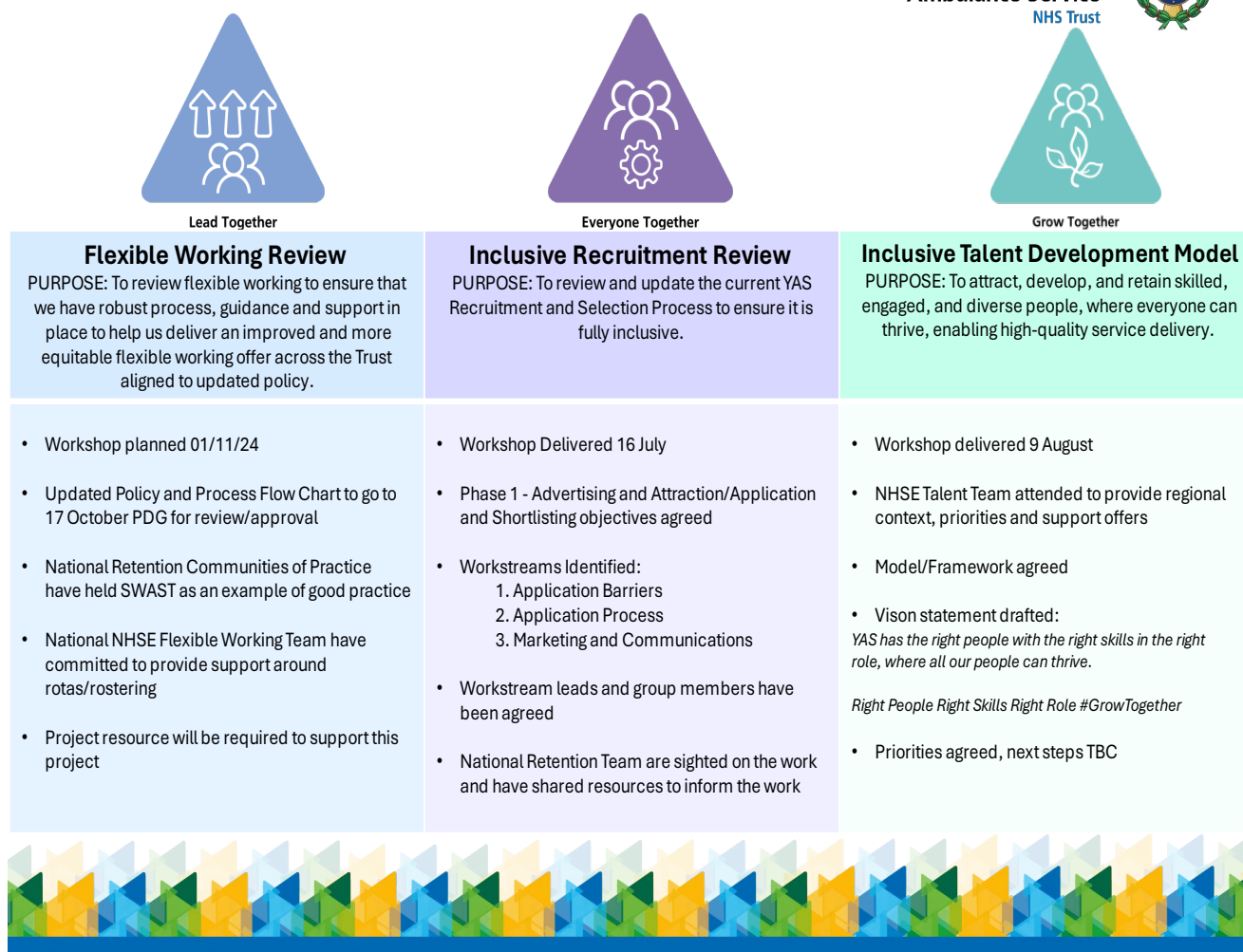
				
Lead Together	Everyone Together	Excel Together	Grow Together	Care Together
<ul style="list-style-type: none"> We ensure leaders have the development and opportunity to empower others To set the tone for collaborative and inclusive working 	<ul style="list-style-type: none"> We celebrate our diverse contributions Strive for an inclusive respectful and compassionate culture 	<ul style="list-style-type: none"> We find ways to improve and innovate Relentlessly pursuing excellence in what we do 	<ul style="list-style-type: none"> We give our people opportunities to learn To progress as individuals in their roles and careers 	<ul style="list-style-type: none"> We deliver quality, person centred care Collectively supporting patients, families and our own people
<p>YAS Behavioural Framework; Living and Leading our Values</p> <p>Manage2Lead</p> <p>Managers' Induction</p> <p>Compassionate and Inclusive Conversations</p> <p>Aspiring Leaders Programme</p> <p>Lead Together Programme</p> <p>Leadership Apprenticeships</p> <p>Webinar series; Supporting Staff with Disabilities, Supporting LGBTQ+ Staff, Supporting Race Equality</p>	<p>Values-based Behavioural Framework; Living our Values</p> <p>YAS Team Charter</p> <p>Appreciation & Recognition Guide</p> <p>Support Networks (Armed Forces, Disability Support, Race Equality, Pride at YAS, Women and Allies)</p> <p>Inclusive Language Guidance</p> <p>Sexual Safety Charter</p> <p>Freedom to Speak Up Guardians</p> <p>'Count Me In' diversity census</p>	<p>SimplyDoimprovement platform</p> <p>Quality Improvement (QI) Enabling Plan 2024-29</p> <p>Quality Improvement development programmes (Introduction to QI, QI Foundation, QI Leader)</p> <p>Quality Improvement Fellowship programme</p> <p>STARS Awards</p>	<p>Corporate Induction</p> <p>Learning and Development application portal and approvals process</p> <p>CPD Personal Budget registered healthcare professionals</p> <p>Leadership Personal Development including Coaching, Mentoring, 360 tool and Insights Discovery</p> <p>Succession Planning Toolkit</p> <p>Career pathway to Paramedic and post-registration pathway</p>	<p>YAS Health and Wellbeing app</p> <p>Occupational Health and support services</p> <p>Health and Wellbeing Passport</p> <p>Suicide Prevention Toolkit</p> <p>Summer (Eat, Move, Sleep, Repeat) and Winter health and wellbeing campaigns</p> <p>Therapy Dogs</p>

8.4 Further information on all initiatives, support tools and packages listed is available on Pulse.

8.5 Work is ongoing to embed the YAS Together pillars in everyday practice and YAS ways of working, for example, the STARS Award categories aligned to YAS Together pillars rather than YAS values as per previous years.

8.6 The People Promise Exemplar programme has funded a People Promise Manager role providing additional capacity, leadership and project management to key improvement priorities including flexible working, end-to-end inclusive recruitment and inclusive talent development model.

Project Highlights



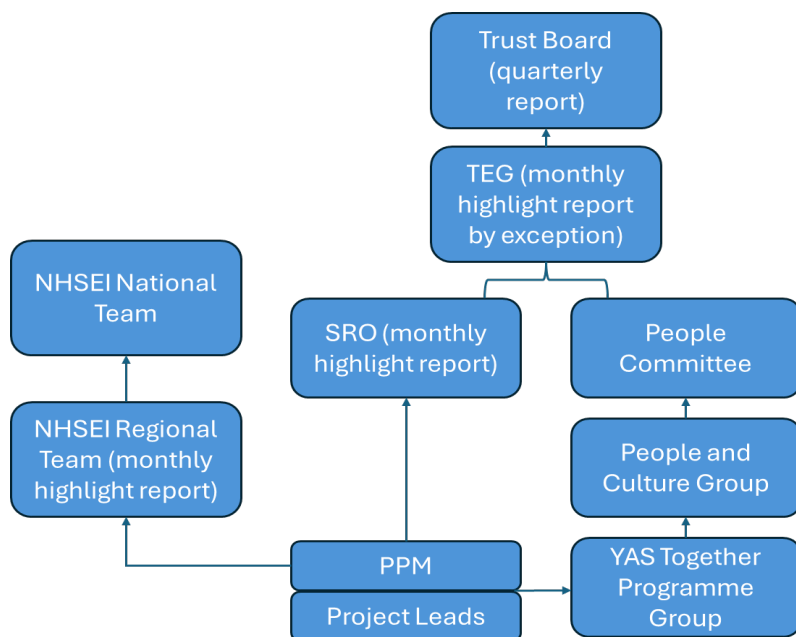
9. SEXUAL SAFETY

- 9.1 Sexual Safety Case reporting was introduced this year through the Safeguarding process and recorded within a module in DATIX.
- 9.2 Since its implementation 32 cases in Q1, and 31 cases in Q2 have been reported. 6 monthly sexual safety climate report taken to TEG with recommendations.
- 9.3 Task and Finish Sexual Safety Group established, chaired by Deputy Director of Quality and Nursing. Terms of Reference and scope agreed.
- 9.4 Communications plan to support the further roll out of sexual safety charter. To date, included on Team brief Live & Senior Leadership Community.
- 9.5 Links with Higher Education Institutes and College of Paramedics, to support students on placement and ensure they were aware of sexual safety charter and supported with issues.

- 9.6 Promote national #workwithoutfear campaign.
- 9.7 'Allegations against Staff' policy review and embedding of new referral process. New Professional Standards Panel in place - Joint chaired by Director of People and Executive Director of Quality.
- 9.8 Review of training options for staff - NHS England released relevant training materials in October 2024.

Leadership plays a powerful role in transmitting the core values and behaviours of any organisation. Every interaction, by every leader, every day shapes the culture of the organisation.

10. PROGRAMME GOVERNANCE



- 10.1 YAS Together forms part of the Performance Improvement Framework reporting, as part of the business planning monitoring with regular reporting against milestones at People and Culture Group, Trust Executive Group (TEG), People Committee, in addition, to Quarterly Trust Board reporting.
- 10.2 Alongside the above are the Executive-led Performance Review and Improvement meetings which are held monthly, chaired by the Deputy Chief Executive and attended by Executive Directors. Each of the operational service areas present their operational, financial and workforce performance. Each area covers measures that are indicators of our cultural improvement. This includes turnover, sickness, PDR and training compliance, complaints and concerns.

- 10.3 On a quarterly basis corporate areas also present on all of the above. This includes the People and OD directorate where a detailed review of metrics linked to YAS Together, People promise, and the EDI action plan are presented and discussed. Areas requiring improvement and support are highlighted with actions agreed and taken forward from the review meeting. Agreed actions are monitored by the PMO to ensure completion and measure impact.
- 10.4 **Overall, the YAS Together Project Status November 2024:** GREEN all areas remain on track with succession planning rollout progressing well to operational areas over Q1 and Q2 with Clinical and Quality also underway.
- 10.5 All other interventions are now available for use and are being utilised by the Leadership and Organisational Development team. Engagement sessions continue with all management teams now briefed across the Trust and the majority of staff in corporate areas. Work is under way to develop video content to aide roll out on investment days which will be combined with a strategy update. Roll out to IUC frontline staff will commence in Q3 with plans for roll out to frontline PTS staff to be agreed.
- 10.6 The Cultural Review of Ambulance Trusts and recommendations are to be monitored by NHSE and ICBs. A national steering group has been formed with Ministerial involvement, in addition to NHSE colleagues and a small number of sector leads. Work continues to determine the measures to be used to assess progress against the six key recommendations.
- 10.7 YAS progress was measured as part of the current governance, with regular updates provided to the Chief people officers in each ICB as part of regular meetings with YAS Director of People and Organisational Development.

11. NEXT STEPS

- 11.1 To provide a table detailing where we started, where we are now and where we plan to be as part of future updates to Trust Board.
Further embed the YAS Together Culture Programme, promoting the initiatives and tools available against each pillar.
- 11.2 Maintain project momentum to deliver against the business plan priorities for 24/25.
- 11.3 Business planning complete for 25/26 with large scale projects identified spanning multiple years (Flexible Working 2024-26 and Inclusive Recruitment 2024-27). NHSE confirmation of the continuation of the dedicated role required to deliver People Promise is awaited.
- 11.4 Continued engagement and benefits of collaborative system working with National and Regional Retention Teams and Communities of Practice.
- 11.5 Agree monitoring arrangements on the National Culture Review of Ambulance Trusts recommendations.
- 11.6 Continue to communicate YAS Together resources and achievements, increasing engagement with staff.

12. FINANCIAL IMPLICATIONS

12.1 This report has no direct financial implications.

13. RISKS

13.1 Failure to deliver the key milestones and planned benefits will have a significant impact on the successful delivery of the Trust Strategy.

13.2 Failure to engage with middle managers and team leaders on the changes that need to be made.

13.3 Increased sickness and turnover will have a detrimental effect on the delivery of key interventions.

13.4 **Sustainability of the programme**, significant work still required against 24/25 priorities, and in response to the recommendations and actions outlined in the Culture Review of Ambulance Trusts. Large scale projects identified as part of business planning for 25/26 will require programme manager resource to ensure that strategic priorities and the People Promise are delivered.

13.5 **Impact of the PPE Culture Change Programme**, evidence and impact of culture change and the People Promise Exemplar work will not be measurable within the timescales of the Cohort 2 programme.

14. RECOMMENDATIONS

14.1 It is recommended that the Board: -

- Understand the background and rationale in relation to the development of YAS Together.
- Note the progress of the YAS Together Cultural Programme.
- Note the risks to delivery of the programme.