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**CONFIRMED MINUTES OF THE PEOPLE AND CULTURE COMMITTEE  
PUBLIC MEETING HELD AT CARDIFF MRD AND REMOTELY  
VIA MICROSOFT TEAMS ON 10 FEBRUARY 2026**

**Meeting started at 09:30**

**PRESENT:**

|                  |                        |
|------------------|------------------------|
| Ceri Jackson     | Committee Chair        |
| Bethan Evans     | Non-Executive Director |
| Hayley Hutchings | Non-Executive Director |
| Hannah Rowan     | Non-Executive Director |

**PRESCRIBED ATTENDEES**

|                 |  |
|-----------------|--|
| Lee Brooks      | Executive Director of Operations                   |
| Penny Durrant   | Deputy Director of Nursing, Quality and Governance |
| Christian Fox   | Trade Union Partner                                |
| Estelle Hitchon | Director of Partnerships and Engagement            |
| Jo Kelso        | Head of Workforce Education and Development        |
| Carl Kneeshaw   | Director of People                                 |
| Angela Lewis    | Director of Culture Change                         |
| Mark Marsden    | Trade Union Partner / WASPT Co-Chair               |
| Trish Mills     | Director of Corporate Governance/Board Secretary   |
| Lizzie O'Shea   | Speaking Up Safely Guardian                        |
| Andy Swinburn   | Executive Director of Paramedicine                 |
| Damon Turner    | Trade Union Partner                                |
| Marcus Viggers  | Trade Union Partner                                |

**IN ATTENDANCE**

|                  |   |
|------------------|---|
| Timothy Cahalane | Trade Union Partner                                   |
| James Houston    | Assistant Director for Planning and Transformation    |
| Chris Turley     | Executive Director of Finance and Corporate Resources |



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## OPENING ITEMS

### 1. CHAIR'S WELCOME, APOLOGIES AND QUORUM

- 1.1 Apologies from Timothy Cahalane, James Houston and Chris Turley were noted. Quorum was confirmed.

### 2. DECLARATIONS OF INTEREST

- 2.1 There were no other declarations recorded.

### 3. MINUTES OF PREVIOUS MEETING 13 NOVEMBER 2025

- 3.1 The minutes of the open meeting of the People and Culture Committee held on 13 November 2025 were received and approved.

### 4. ACTION LOG AND MATTERS ARISING

- 4.1 The Action Log was received and updated.

#### 4.2 AAA HIGHLIGHT REPORT 13 NOVEMBER 2025

- 4.2.1 The committee received and noted the AAA Highlight Report from the meeting held on 13 November 2025.

## ITEMS FOR ASSURANCE, DISCUSSION OR APPROVAL

### 5. DIRECTORS UPDATE

*The paper for this item is in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 5.1 Angie Lewis and Carl Kneeshaw delivered an overview of the Directors update. Lee Brooks commented that the Health and Wellbeing Passport was presented as relevant to managers and employees, and asked how it would apply to volunteers and how they could access it. Angie agreed to take an action to ensure the Health and Wellbeing Passport is accessible and applicable to volunteers.



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- 5.2 Hannah Rowan sought clarification on how the Health & Wellbeing Passport would support negotiating reasonable adjustments. Angie Lewis explained that adjustments for new starters are normally identified through recruitment and Occupational Health, while the passport is primarily designed to help existing staff feel confident to discuss their needs, particularly where conditions develop or change over time. Angie emphasised that most adjustments are small, the tool aims to build trust and guide open conversations, and it also helps set realistic expectations about what is and isn't achievable. A pilot will test how well the approach works in practice before wider rollout.
- 5.3 The Chair acknowledged recent achievements and emphasised the strategic value of Culture Change and apprenticeships, requesting further discussion on apprenticeships and Equality, Diversity and Inclusion (EDI) learnings. Angie agreed to return insights from the NHS Tackling Inequalities Leadership Programme, highlighting the link between staff and population health inequalities and offering to share these at a future meeting. Carl reported that Chief People Officers across NHS Wales are benchmarking to strengthen representation and inclusivity by examining overlaps between workforce and population needs. The Chair proposed that she meet with Hannah Rowan, Angie Lewis and Carl Kneeshaw to consider what strategic insights could be brought back to the committee.

## 6. OPERATIONS REPORT Q3 2025/26

*The paper for this item is in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 6.1 Key points from the Operations Report were that the new Ambulance Performance Framework (APF) went live smoothly and a staff survey will be developed to assess the change experience following Phase 2. Lee updated the committee on plans to deploy e-timesheets, but raised concerns that technical adjustments required for the organisation's unique needs may be cost prohibitive, and remaining on the current Excel based solution would be disappointing. Work to address overruns continues, with Trade Union involvement and the aim to further reduce overruns and improve workplace experience.
- 6.2 Bethan Evans asked if any concerning themes emerged from the resourcing culture feedback session. Lee advised there were no new themes identified, , which have been shared with the operations management teams for self-assessment. Lee suggested that sharing these themes with the committee might be worthwhile, the Chair agreed, and it would be included on the committee planner for receipt at a future meeting.



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- 6.3 Hannah Rowan asked whether confidence in the next roster review is delivering the desired impact, given the range of issues affecting NEPTS performance, and whether this is the right intervention considering the effort required. Lee Brooks advised that confidence depends on the modelling, with expected efficiency gains; but acknowledged not everyone will benefit equally and emphasised the necessity of the review for efficiency, while noting it is not a silver bullet. The Chair remarked that this is a cross-cutting issue, as roster changes can have varying impacts and are part of ongoing organisational change.
- 6.4 The Chair asked what "good" looks like for e-timesheets from a People and Culture perspective. Lee Brooks responded that it would be a semi-automated process lifting hours from Computer Aided Dispatch System (CADS), allowing electronic submission and approval, streamlining payroll, reducing errors, and saving managers time, with dependencies including moving to the GRS cloud based system.

## **7. STAFF EXPERIENCE [BEN COLLINS – CULTURE REVIEWS]**

*The presentation for this item is in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 7.1 Angie Lewis introduced Ben Collins, Culture Change leader, who has been an early adopter of tools such as the cultural early warning score toolkit, working closely with Sara Mills and her team. Angie described Ben as an exemplar leader embracing Culture Change within the organisation.
- 7.2 Ben Collins, Interim Head of Service for Emergency Preparedness Resilience and Response (EPRR) presented a detailed account of his leadership journey and the cultural transformation he has delivered in the Emergency Medical Service for South Central. Within his story he emphasised the value of visible, grounded, approachable, adaptable leadership, reflection and balancing compassion with accountability as a leader. Ben described implementing monthly one-to-one welfare check-ins, biannual culture days, and collaborative local delivery plans, which foster team cohesion and reduced negative culture scores. Ben noted challenges in maintaining regular contact with his teams due to the mobile nature of the workforce and limited management capacity but found culture days to be particularly effective for engagement.
- 7.3 Bethan Evans asked Ben which aspects of his leadership most inspire and develop future leaders. Ben responded in saying it is a collective effort, celebrating successes and empowering the team are key, ensuring progress continues even in his absence.



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- 7.4 The Chair asked Ben how leaders in People and Culture could ensure his approach to staff engagement is effectively replicated. Ben acknowledged the challenges posed by a mobile workforce and limited managerial capacity, noting that a range of methods, such as regular one-to-one conversations and culture days, are employed to maintain engagement, although attendance at some initiatives varies.
- 7.5 Hayley Hutchings observed that Ben's approach appears highly effective, describing his team as welcoming, positive and cohesive during her recent visit, and encouraged him to continue his efforts. Sara Mills added that while Ben leads cultural work from the front, his greatest strength lies in developing leaders around him, giving permission, sharing control, and encouraging staff to contribute ideas and solutions. Sara reflected that during the first culture day, Ben initiated discussions and gradually delegated responsibility, with subsequent sessions demonstrating increased ownership by others and a reduced need for his direct leadership.
- 7.6 The Chair thanked Ben for coming to the committee to share his experience.

## 8. SKILLS MIX ON EMERGENCY AMBULANCES

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 8.1 Carl Kneeshaw presented the Skills Mix on Emergency Ambulances report. Members noted that the introduction of new roles and revised crewing models has significantly increased the complexity of workforce planning. This complexity is shaped by multiple interdependent factors, including the current clinical model, changing demand patterns, financial constraints and wider system pressures. Members recognised that moving towards a future proofed, affordable workforce model that supports improved patient outcomes will be a long term process. Delivery will rely primarily on natural workforce turnover rather than immediate or largescale structural change.
- 8.2 Members discussed the potential impact of the proposed Skills Mix changes on Newly Qualified Paramedics (NQPs). It was highlighted that the Trust will need to carefully consider whether continued investment in NQP recruitment remains appropriate over the coming years. This will require a careful balance between workforce affordability and operational need, alongside the Trust's responsibility to safeguard professional pipelines, education provision in Wales and internal career pathways. Members noted that no decisions have yet been taken. Any future approach will be developed in partnership with Trade Unions and system partners, with a clear focus on minimising workforce disruption, protecting staff wellbeing and patient safety.



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- 8.3 Members recognised a three pronged challenge in achieving the appropriate emergency ambulance crew mix:
- maintaining clinical safety and operational effectiveness;
  - making informed decisions regarding ongoing recruitment of NQPs; and
  - managing the associated financial pressures.
- 8.4 Andy Swinburn highlighted that the Clinical Model Transformation (CMT) provides greater precision in matching skills to patient need, helping to reduce clinical risk. Andy noted that flexibility within the model will be essential to reflect local variation, particularly between rural and urban settings. Members took assurance from the constructive approach being adopted, the strength of partnership working and the continued focus on staff wellbeing during this period of change.
- 8.5 Damon Turner acknowledged that the Skills Mix programme has been particularly challenging, with documented staff concerns, difficulties and anxiety. Damon confirmed that active discussions are ongoing between Trust management and Trade Union Partners to address these issues. Members were reassured by the strength of partnership working, with mature and open dialogue supporting staff throughout the transition. Key risks identified included workforce anxiety, potential retention challenges, reputational considerations, and the need to protect the credibility and sustainability of professional pathways and education pipelines.
- 8.6 Bethan Evans raised concerns regarding the overall complexity of the Skills Mix changes and the potential risks associated with workforce retention and reputational impact, particularly for NQPs, and sought assurance regarding staff reactions. Carl Kneeshaw acknowledged these concerns, recognising the understandable anxiety among staff, and reiterated that the Trust is prioritising clear communication, targeted support and continued partnership working with Trade Unions to help staff understand and navigate the changes.
- 8.7 Hayley Hutchings asked whether the Skills Mix changes were being considered within the wider system context, including the potential future need for more senior or advanced paramedics to support evolving team structures. Andy Swinburn advised that, although the position is complex, the Clinical Model Transformation enables more accurate deployment of ambulance resources according to patient need. Andy further advised that future dispatch arrangements will better align clinical skills with patient requirements, reducing risk, and noted that some variation in the paramedic/EMT Skills Mix is expected based on local characteristics, including rurality.



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- 8.8 Christian Fox reported that early communications regarding the Skills Mix changes had caused significant concern among Trade Union Partners, particularly fears relating to potential redundancies. Christian advised that as more detailed information and reassurance had been provided, members felt increasingly reassured, although some uncertainty remains as the situation continues to evolve.
- 8.9 Estelle Hitchon highlighted that the phased implementation of the Skills Mix changes through natural turnover creates uncertainty for individuals regarding timescales. Estelle emphasised the importance of strengthened communication and coordinated messaging between management and Trade Unions to support staff throughout this extended period of transition.
- 8.10 Marcus Viggers noted that the most recent Trade Union session had been very well attended, potentially the highest attendance since the pandemic. Marcus expressed concern as to whether the new Skills Mix model is fully embedded in North Wales and highlighted ongoing challenges in matching patient needs with the appropriate skill mix due to extended delays.
- 8.11 Members acknowledged that this is a complex and sensitive area that requires careful navigation over time, rather than immediate change, with workforce turnover identified as the key mechanism for implementation. Members noted the strong level of maturity and partnership working between management and Trade Union Partners. While the initial proposals generated anxiety, staff confidence has improved through clearer communication, FAQs and ongoing engagement. However, Members emphasised that further work is required to reduce residual uncertainty.
- 8.12 The Chair concluded by acknowledging the complexity and evolving nature of the Skills Mix programme. The Committee expressed assurance in the organisation's continued approach, particularly the emphasis on communication, engagement and partnership working, and confirmed that it is satisfied with the current direction and management of this work.

## 9. STAFF STORY UPDATES – ESSENTIAL SKILLS TUTORS

*The paper for this item is in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 9.1 The Committee received an update following the previous staff story, in which the Essential Skills Tutors presented their work. Carl Kneeshaw confirmed that one tutor has since achieved an internal promotion, helping retain talent within the organisation, and a new Welsh speaking colleague has joined the team, enabling the full suite of essential skills support to be delivered bilingually.



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9.2 Jo Kelso highlighted that the team's work, particularly in digital skills and core communication and numeracy, forms an early foundation for the forthcoming People Development Plan. The Committee noted the progress and expressed appreciation for the contribution and positive impact of the Essential Skills team.

## 10.1 CULTURAL THEMES AND TRENDS REPORT

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

10.1.1 Carl Kneeshaw provided an overview of the Cultural Themes and Trends report, highlighting that the response rate for Moving on Conversations is one-third of leavers, but there is a goal to raise this to 50% in the next reporting period. Insights and trends identified from these conversations are being used to drive further improvements for our people.

10.1.2 Hayley Hutchings thanked Carl and enquired regarding the recurring themes in the Moving On questionnaire relating to recognition and learning and development opportunities. Hayley asked whether these comments reflected broader issues or individual perception. Carl noted ongoing organisational work to better showcase available development opportunities and confirmed that the forthcoming People Development Plan will map clear career pathways and accessible development options.

10.1.3 Angie Lewis advised that work is underway to strengthen recognition across the organisation, including both formal awards and everyday acknowledgment. Angie confirmed that a structured recognition framework is being developed, with a proposal due to be presented to ELT.

10.1.4 Andy Swinburn asked whether repeating the earlier sexual safety survey would help understand whether staff experiences have changed. Angie Lewis agreed, noting it has been several years since the original survey and that updated insights would be valuable. Lizzie O'Shea reported that sexual safety concerns continue to be raised through Speaking Up Safely and described ongoing collaborative work to develop improved feedback mechanisms for quality and support days.

10.1.5 Lee Brooks noted that incivility remains a key theme and outlined plans for an operations management event featuring Dr. Deborah Fradkin to explore its impact. Lee also referenced work is underway to improve the employee experience during workplace investigations, aiming to resolve issues earlier and reduce the need for formal processes.



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## 10.2 PADR PROCESS REVIEW UPDATE JANUARY 2026

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 10.2.1 Becky Smith reported that the PADR process is being aligned with the organisation's values and essential conversations, aiming for meaningful, values led discussions to improve compliance. Key changes include a simplified form, updated guidance, refreshed training and a feedback mechanism to assess conversation quality. Initial feedback from 73 responses is positive, with the new form and guidance rated 4 out of 5. A pilot is planned for Q1, with wider rollout later in the year. The main challenge identified is ensuring protected time for operational staff to participate.
- 10.2.2 Members discussed engagement in the development of the new PADR process, including the use of prior staff feedback, a pilot phase to shape and refine the approach, and enhanced training to support meaningful, values led conversations aligned to the WAST Way. Leadership accountability and executive role modelling were emphasised as critical to improving the quality and consistency of PADR conversations, with confirmation that executives are committed to the approach and that PADR will be aligned with clinical assessment processes to ensure a unified and meaningful experience.

**The Committee endorsed the recommendations to establish the revised PADR process which will be introduced as a pilot initially.**

## 11.1 PEOPLE AND CULTURE PLAN METRICS UPDATE AND WORKFORCE SCORECARD

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 11.1.1 Carl Kneeshaw delivered an overview of the report. Hayley Hutchings asked Carl if there were different themes emerging in various departments or if the themes were consistent across the organisation. Carl responded that while there is some consistency in themes, there are also local variations. People Business Partners address local hotspots, and deep dives are conducted when requested by managers, but overall, the key themes are shared across most areas of WAST.
- 11.1.2 The Chair raised the need for more visible leadership at emergency departments, especially during times of pressure, and suggested that non-executive directors discuss offline what effective visible leadership should look like. The Chair noted it's not just about being seen but understanding



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pressure points and opportunities, and proposed a conversation with Lee Brooks to clarify this. Carl agreed, explaining that senior leaders often support staff in other areas during pressure, which may not always be visible, and welcomed the offline discussion to improve leadership practices.

11.1.3 Hayley Hutchings shared that during her recent visits to an emergency department and the HART team, staff appreciated her presence and viewed it as valuable, emphasising that visible leadership, regardless of who provides it, is important and well received. The Chair agreed, noting she has also received positive feedback during visits and stated that non-executive directors may have more capacity than Executive during high pressure periods.

11.1.4 Estelle Hitchon emphasised the strategic importance of maintaining momentum on cultural initiatives, especially as reduced new staff intake could risk workforce stagnation and less fresh thinking. Estelle highlighted the need to support adaptation to Skills Mix changes and ensure new starters are well integrated. Angie Lewis responded by acknowledging the risk and reassured that the organisation's strong internal appetite for improvement, evidenced by 1,000 staff involved in networks and champion roles, should be harnessed to sustain cultural progress during challenging times.

## **11.2 PEOPLE AND CULTURE IMTP OBJECTIVES AND PRIORITIES 2026-29**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

11.2.1 The committee received the draft People and Culture IMTP objectives and priorities for 2026–2029. Angie Lewis outlined that the proposed priorities remain fully aligned to the Trust's existing People & Culture Plan and are structured around capacity, capability and culture. Key themes include belonging, inclusivity, safety, leadership development and embedding the principles of the WAST Way.

11.2.2 It was agreed to consider adding more information into the IMTP objectives about collaboration, sharing resources, and portfolio career opportunities, as well as emphasising ongoing work with NHS partners in Wales and England. The focus is on ensuring strategic collaboration, skill mix, and future workforce solutions, including rotational opportunities and portfolio careers for staff.

**The Committee endorsed the People and Culture IMTP Objectives and Priorities for 2026-29.**



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## 12. **INTERNAL AUDIT REPORT: MANDATORY IN-SERVICE TRAINING (MIST)**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

12.1 Carl Kneeshaw welcomed the findings of the Internal Audit Report on Mandatory In-Service Training (MIST), with reasonable assurance opinion. Carl confirmed that actions are underway within local delivery plans, with realistic timescales and ongoing improvements to communications, training and digital systems.

## 13. **MONTHLY INTEGRATED QUALITY AND PERFORMANCE REPORT (MIQPR)**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

13.1 Hugh Bennett provided an overview of the MIQPR, highlighting that overall performance showed mixed trends, with improved ambulance handover hours in December compared to previous years but increased pressures in January. People related indicators showed stable turnover, improved statutory and mandatory training compliance and PADR compliance below target. Ongoing challenges continue relating to sickness absence, shift overruns and violence and aggression incidents.

13.2 Andy Swinburn welcomed a pleasing downward trend in shift overruns, with only a slight increase in December. The Chair highlighted that this improvement reflects significant work and collaboration between the Operations Directorate and TU partners.

13.3 The Chair enquired about the impact of the new performance framework on violence and aggression incidents, specifically whether any early insights were available regarding its effect on patient behaviour towards staff. Lee Brooks advised there was no evidence of a correlation at this stage, noting that any recent increase in incidents likely relates to seasonal pressures rather than the new framework. The Chair added that rising numbers may also reflect increased staff awareness and reporting, emphasising the importance of interpreting these metrics carefully.



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**14. 2025/26 QUALITY GOVERNANCE REVIEWS: COMMITTEE ANNUAL REPORT 2025/26 AND CYCLE OF BUSINESS 2026/27**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

14.1 Trish Mills presented an overview of the committee annual report 2025/26 and the Cycle of Business 2026/27, proposing that future committee priorities focus on streamlining non-MIQPR metrics and that the business be integrated as agenda prompts within the cycle, rather than separate papers. Both the Chair and Carl Kneeshaw confirmed their support for this streamlined approach, emphasising the importance of strategic oversight and interconnectivity. Estelle Hitchon suggested creating space for strategic dialogue on major people and culture issues, such as Skills Mix, beyond compliance reporting.

**The Committee:**

- 1. Approved the draft Annual Report; and**
- 2. Approved the draft Cycle of Business for 2026/27.**

**15. WASPT HIGHLIGHT REPORT: 23 SEPTEMBER 2025 (revised) AND 20 NOVEMBER 2025**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

15.1 The committee received the WASPT Highlight Reports from the 23 September and 20 November 2025 meetings, there were no questions or comments were raised by members.

**16. HEALTH EDUCATION AND IMPROVEMENT WALES (HEIW) EDUCATION COMMISSIONING REPORT 2027/28**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

16.1 Carl Kneeshaw introduced the Health Education Improvement Commissioning report, explaining it is a new requirement from Health, Education and Improvement Wales (HEIW) for annual education commissioning numbers, and will be reviewed internally and signed off by the Trust Board following endorsement by the People and Culture Committee. The purpose of this is to support future workforce planning and informing Welsh Government funding allocations. The draft numbers were submitted in January, with final changes allowed until the end of March.



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- 16.2 Jo Kelso clarified that the requested pre-registration numbers for paramedic science reflect the Trust's current workforce needs and are set at a minimum level for the upcoming intake, with only 20 full time students requested and an increased focus on part-time pathways for internal staff progression. Jo explained the inclusion of adult nursing numbers as a compensatory measure for system balance, highlighted the alignment of postgraduate requests with clinical transformation priorities, and noted that the figures remain draft due to the absence of a confirmed financial settlement from HEIW, with final numbers to be agreed by the end of March 2026.
- 16.3 Members were assured that the Trust is making decisions based on current information. Lee sought clarification on the implications of the remote clinical decision-making modules and advanced practice numbers, asking whether these would affect job roles or create a surplus of qualified staff without available positions. Jo and Carl responded that the remote clinical modules are for professional development only and do not impact roles, while the advanced practice numbers are based on both anticipated vacancies and aspirational growth, with Andy adding that some of the funding also supports ongoing students.

**The Committee supported the Health Education and Improvement Wales (HEIW) Education Commissioning Report 2027/28 for Trust Board approval.**

**17. HCPC REGISTRATION AND NMC REVALIDATION 2025**

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 17.1 Andy Swinburn stated that the report on Health and Care Professions Council (HCPC) registration and Nursing and Midwifery Council (NMC) revalidation is now highly detailed and mature, providing granular tracking of individual staff revalidation and registration, which gives strong assurance that processes are in place to prevent lapses and unregistered practice.
- 17.2 Members discussed the effectiveness of processes for monitoring professional registration and revalidation, receiving assurance that proactive reminders, manager checks and controls are in place, with any issues quickly identified and addressed. It was agreed to explore a move to exception based reporting to provide proportionate assurance to the committee and Trust Board, with the Cycle of Business updated accordingly.

**The Committee received assurance of the Trust's professional registration processes.**



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## 18. RISK MANAGEMENT AND BOARD ASSURANCE FRAMEWORK

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 18.1 Julie Boalch presented the Risk Management and Board Assurance Framework (BAF), confirming that the paper provides assurance on risks relevant to the committee, with data from the January Trust Board. Julie highlighted ongoing work to merge sickness and wellbeing risks into a single overarching risk focused on culture, capability and capacity, with full details to be brought to the next meeting.
- 18.2 Julie also noted the creation of a new strategic risk for Objective 2, to be included in a revised BAF template. The committee was assured that all risks had been reviewed, with no material changes, and agreed to continue monitoring these developments, including the alignment and articulation of risks in plain language for future documents.

**The Committee received assurance that risks have been reviewed in quarter and that further work is underway to better articulate both risks 160 and 558 as well as the strategic BAF risk.**

## 19. AUDIT TRACKER Q3 2025/26

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

- 19.1 Trish Mills reported that the Audit Tracker for Q3 is a positive update, noting that 88% of internal audits due in the period were closed. Trish attributed this success to the People and Culture teams, who are highly responsive in closing audit actions, and to improved collaboration with Internal Audit.
- 19.2 Trish Mills emphasised that management actions are now more realistic and evidence based, with deadlines set appropriately rather than promising immediate completion. Trish also highlighted the importance of avoiding repeated revised dates and confirmed that the tracker provides assurance for the committee.



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## 20. POLICIES FOR APPROVAL/NOTING

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

20.1 Trish Mills reported that the three policies [*Transfer Policy; People and Development Policy; and All Wales Reserved Forces Training and Mobilisation Policy*] had undergone review by the Policy Group and ELT, and requested committee approval as the final stage in their governance process.

### **The Committee:**

- 1. Approved the Transfer Policy;**
- 2. Approved the People Development Policy; and**
- 3. Noted the All Wales Reserved Forces Training and Mobilisation Policy for adoption by the Trust.**

## CONSENT ITEMS

### 21. CYCLE OF BUSINESS MONITORING REPORT AND COMMITTEE PRIORITIES 2025/26

*The papers for this item are in the committee pack in IBabs and on the Trust's website, therefore detail of the content is not repeated here.*

21.1 Members noted the Cycle of Business Monitoring Report and Committee Priorities 2025/26.

## CLOSING ITEMS

### 22. REFLECTIONS

22.1 Bethan Evans highlighted many positives in the meeting, especially the progress and plans around the Health and Wellbeing Passport and the Digital Handbook for the warm WAST welcome. Bethan noted that several reports showed clear progress despite ongoing challenges, and acknowledged that some reports, such as the Skills Mix report, were more complex and not clear cut. Overall, she felt there was a lot of positivity and assurance provided by the meeting.

22.2 The Chair agreed with Bethan's positive assessment and emphasised the high quality of papers, noting the balance between detail and clarity. The Chair appreciated the input from executive colleagues, especially their scrutiny and observations during agenda items. The Chair also highlighted the achievement of having 1000 people involved in staff networks, viewing it as a significant milestone in the cultural journey.



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## **23. ANY OTHER BUSINESS**

23.1 The Chair congratulated Meshack Ezeadim on being appointed to a role in the People and Culture Directorate, and expressed that it was not goodbye but a transition to seeing Meshack in another space. Meshack expressed his delight at joining the organisation, his gratitude for support during the Aspiring Board Members Programme, and commitment to supporting everyone and excelling in his new role.

23.2 Angie Lewis noted that Dr Catherine Goodwin is leaving the Trust. She formally thanked to Catherine for her instrumental role in driving sexual safety work, championing psychological safety and compassion, and making a significant difference to the People and Culture Directorate and the committee, noting she will be greatly missed as she moves to a new role at the BBC.

## **24. DATE AND TIME OF THE NEXT MEETING**

24.1 The next meeting is on the 5 May 2026 at 9:30am

**MEETING CLOSE: 14:10**