



GIG
CYMRU
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Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwlans Cymru
Welsh Ambulance Services
University NHS Trust

PEOPLE AND CULTURE COMMITTEE ANNUAL REPORT 2025/26

INTRODUCTION

1. The Trust's Standing Orders and Committee Terms of Reference require that Board Committees evaluate their effectiveness annually and present an annual report to the Trust Board.
2. As the factors underpinning effective governance can change, for example as people leave, organisations restructure, or strategy shifts, regular reviews of Board Committees ensure governance remains fit for purpose.
3. Standing Orders, Committee terms of reference, and Codes of Governance provide that boards should routinely assess the effectiveness of their governance arrangements, of which the Trust Board's Committees form an integral part.
4. The People and Culture Committee met on 13 November 2025 and 10 February 2026, and through a facilitated discussion reviewed its effectiveness, its terms of reference, and its operating arrangements. This Annual Report reflects on the effectiveness of the committee in 2025/26 and proposes changes to terms of reference.
5. The Trust Board has commissioned an external effectiveness review which will be undertaken in early 2026 by the Good Governance Institute (GGI). The GGI will be reviewing the board committee framework within quarter four 2025/26 and quarter one of 2026/27 which may necessitate further changes throughout 2026/27. Although at this stage it is not anticipated that there will be material changes to this committee.

PURPOSE OF THE COMMITTEE

- The committee is established to enable scrutiny and review of the Trust’s arrangements for all matters pertaining to its workforce, both paid and volunteer, and organisational culture and behaviour to a level of depth and detail not possible in board meetings. The committee will provide assurance to the board of the Trust’s leadership arrangements; behaviours and culture; training, education and development; equality, diversity and inclusion; health, safety and welfare; people and culture related partnerships and engagement; the Welsh Ambulance Services Partnership Team (advisory group); and Welsh Language, in accordance with its stated objectives and the requirements and standards determined by the Welsh Government, the NHS in Wales and other regulatory bodies.

MEMBERSHIP AND ATTENDANCE

- The committee met four times as scheduled in 2025/26 and was quorate on each occasion.
- The committee is supported by the Chair and three Non-Executive Directors (NED) as members, and several core attendees with good attendance. The chart below illustrates attendance of members and attendees as listed in the terms of reference for 2025/26. The committee welcomed non prescribed attendees at various meetings as well as external guests.

COMMITTEE ATTENDANCE				
Name	15 May 2025	12 August 2025	13 November 2025	10 February 2026
Ceri Jackson				
Bethan Evans				
Hayley Hutchings				
Hannah Rowan				
Angela Lewis				
Carl Kneeshaw				
Chris Turley				
Lee Brooks	From item 6	Sonia Thompson	From item 5	
Penny Durrant				
Estelle Hitchon				
Andy Swinburn		Greg Lloyd		
Alex Crawford		James Houston	Hugh Bennett	
Trish Mills				
Lizzie O'Shea				
Damon Turner				
Marcus Viggers			Left for items 9-13	
Christian Fox			Hugh Parry	
Tim Cahalane				

	Attended
	Deputy attended
	Apologies received
	No longer member

9. As can be seen above attendance is excellent. No changes to membership are proposed at this stage, noting however that may change following the outputs from GGI.

COMMITTEE'S VIEWS ON EFFECTIVENESS

Feedback from membership

10. The committee undertook a light effectiveness review on 13 November 2025, as agreed with the Audit, Risk and Assurance Committee (ARAC). This was due to the comprehensive review undertaken in 2024/25 involving a detailed examination of the terms of reference and the assurance arrangements for each delegated responsibility.
11. For 2025/26 a survey of the members was carried out to gather feedback on the proposed changes to the terms of references and to identify what is working well, and where improvements could be made. The questions asked were:
 - Are there any changes you wish to see to the terms of reference?
 - Are there any changes you would like to see to the committee's membership?
 - What works well in this committee?
 - What improvements would you recommend?
12. The feedback from the committee included that the committee is valued for its inclusivity, active participation, and high-quality reporting, which foster a collaborative environment and effective assurance to the board. There is a desire for the committee to focus more on strategic priorities and to measure the tangible impact of its work, ensuring that discussions address the most pressing and relevant issues for staff and the organisation.
13. The changes to the terms of reference were reviewed on the 13 November 2025 and were endorsed for review by the ARAC. The amendments agreed were to include broader education and training matters, related partnership and collaboration, and the corresponding membership changes to reflect these updates.

14. Following discussion on the 13 November it was agreed to add in provision 13.4, *'Provide oversight of the Trust's approach to education, training, and development for all staff, ensuring programmes are comprehensive, accessible, and aligned with organisational priorities and values'*. Related to this, the Head of Workforce and Education will be a prescribed attendee.
15. The reporting against the remit of the committee now including collaboration with education partners this provision will be developed throughout 2026/27, through discussion with the Director of People and Director of Culture Change.

Management of the committee's work programme

16. The committee has a cycle of business that is aligned to its terms of reference. All matters scheduled for oversight and review have been brought to the committee and in this respect, it has discharged its responsibilities in providing assurance to the board. The area of reporting on 'learning and development' will continue to be developed into 2026/27. The revised cycle of business for the committee was reviewed at the meeting on the 10 February 2026.
17. The committee prepares its agenda aligned to the cycle of business in order to ensure it discharges its delegated responsibilities in a systemic way. Any deviation from the cycle is reported to the committee.
18. The board is kept informed of the committee's oversight of a range of issues by way of an 'Alert', 'Assure' and 'Advise' (AAA) report to the Board after each meeting. Any issues of concern are escalated to the board in the 'Alert' section, and the chair of this committee presents that report at each board meeting.
19. Other than that which is set out in this report, the substantial detail of the work of the committee in 2025/26 is included in the committee AAA reports which are linked below:
 - 19.1. AAA: [15 May 2025](#)
 - 19.2. AAA: [12 August 2025](#)
 - 19.3. AAA: [13 November 2025](#)
 - 19.4. AAA: [10 February 2026](#)
20. The committee is serviced by one sub-committee, the Welsh Ambulance Services Partnership Team (WASPT). This is the Trust's Local Partnership Forum. The Committee received a AAA report from WASPT at each meeting.

21. The private business received in year included receipt of the suspensions over four months.
22. In year all papers were published in line with the Trust's Board and Committees Secretariat Standard Operating Procedure except for the May 2025 publication of the Monthly Integrated Quality and Performance Report.

PROPOSED CHANGES TO THE TERMS OF REFERENCE

23. There are only two material changes to the terms of reference for 25/26, and that is the inclusion of broader education and training, related partnership and collaboration, and the corresponding membership changes to reflect these updates. This was endorsed by the committee on the 13 November 2025 and approved by the board on the 29 January 2026.
24. Proposed changed to operating arrangements for this committee set out below were agreed on the 13 November 2025:
 - 24.1. To hold discussions in 2026/27 on the committee specific metrics following the revision of the MIQPR and consider the onward committee reporting.
 - 24.2. Continue to encourage stakeholders to observe the open committee meeting.
 - 24.3. Continue with agenda setting meetings and encourage themes for meetings to aid in the flow and triangulation. Members are encouraged to review the agenda both when it is commissioned and closer to the meeting and alert the secretariat if insufficient time has been allocated. Likewise, presenters should ensure they are cognisant of the time allocated which includes time to present and for discussion.

COMMITTEE PRIORITIES

Priorities for 2025/26

25. The Committee received an update on progress against its priorities at each meeting. The 2025/26 priorities were:

Priority	Progress
<ul style="list-style-type: none"> A focus on Equality, Diversity and Inclusion 	<ul style="list-style-type: none"> At the November 2025 meeting, the committee received the Workforce Race Equality Standards (WRES) Annual Report 2024/25. At the August 2025 meeting, the committee received the following suite of Strategic Equality Reports 2024/2025: <ul style="list-style-type: none"> Strategic Equality Plan Annual Report 2024/25 Annual Gender Pay Gap Annual Report 2024/25 Annual Workforce Quality Monitoring Report Annual Report 2024/25 The Welsh Language Report was presented at the August 2025 meeting. Within this update the Committee also received receive the year 3 "More Than Just Words" Action progress report for assurance.
<ul style="list-style-type: none"> The Trust's approach to development of our people. 	<ul style="list-style-type: none"> At the February 2026 meeting the committee received the Education Commissioning Report which incorporates pre-registration commissioning for commencement for studies in financial year 2027/28 and all other commissioning for commencement of studies in financial year 2025/26. At the February 2026, the committee also received the Skills Mix on Emergency Ambulances paper. The ongoing Skills Mix work related to the Clinical Model Transformation and Ambulance Performance Framework has been taken into consideration regarding the impact on Education Commissioning requirements alongside the financial settlement and budget pressures. At the November 2025 meeting it was agreed to amend the TOR to include development and training for a broader staff group and membership to reflect that update. It discussed senior EMD training, apprenticeships, EAP training, and the training provided for staff ahead of the go-live of Phase two of

the CMT. The lived experience was from the essential skills tutors.

- At the November 2025 meeting the committee received the People and Culture Plan extension, and the purpose of which as to discuss and support the proposal to extend the current People and Culture Plan (2023-26), until at least April 2027. This was based on its continued relevance, alignment with strategic priorities, and timeframes to refresh the Trust Long-Term Strategic Framework.
- At the November 2025 committee meeting the presentation from the Essential Skills Tutors highlighted the breadth and diversity of experience within their team. This illustrated how their collective strengths foster an inclusive environment, where individual contributions are valued and complement each other. The Committee gained an understanding of how Essential Skills initiatives help advance shared objectives and promote ongoing development for all members of WAST.
- A progress update on the People Development Plan was received at August 2025 meeting. The committee were updated on the progress made in implementing the People Development Plan and the development of the supporting policy. The Committee received an overview of the ongoing work to develop professional group frameworks and associated professional proficiencies. The Committee were informed of the outline of the next phase of planned activity and priorities.
- At the May 2025 meeting, the committee received the People and Culture Plan Metrics, which highlighted:
 - an increase in PADR completion rates reflected for March (82.38%); This represents the highest recorded rate within this dataset. PADR process improvements are in progress with a focus on

making the conversation the core of the process, with the form acting as a simple tool to guide (not define) the discussion.

- an increase in statutory and mandatory training compliance (87.84%, against a Welsh Government target of 85%). At 31st March 2025, 90.44% of colleagues required to attend Mandatory In-Service Training (MIST) had done so.

2024/25 Progress (included as this priority was carried over into 2025/26)

- At its meeting in May 2024 the committee received the 'Staff Development Outline Plan' which was a deliverable of the People & Culture Plan. The aim of this was to provide equity in development opportunities for our people to undertake their roles and benefit from progression opportunities.
- At the May 2024 meeting the committee were assured that mapping was underway on professions and roles, which define skills and competencies. It was noted that the 'Learning and Development' reporting was still in development.
- The People and Culture Plan metrics – which the committee receives at every meeting – includes metrics regarding the statutory and mandatory training (giving organisational compliance figures) in addition to the MIST compliance.
- The People and Culture Plan metrics provided to the committee also included qualitative feedback regarding the Trust's learning and development initiatives, which enables us to take a continuous improvement approach to the development of our people.