NHS
South Central Ambulance Service
NHS Foundation Trust

PEOPLE & CULTURE COMMITTEE TERMS OF REFERENCE

1. Constitution

The Board of Directors ("the Board") hereby resolves to establish a formally constituted, standing committee of the Board to be known as the People & Culture Committee ("the Committee").

The Committee has no executive powers other than those specifically delegated to it via these terms of reference. The Standing Orders adopted by the Board are applicable to the Committee in as far as they are relevant.

2. Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference and seek any information that is requires from any member of staff. All members of staff are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Board to obtain legal or other independent professional advice and to secure the attendance of others from outside of the Trust with relevant experience and expertise if it considers this necessary. Any such advice must be commissioned in line with the Trust's Standing Financial Instructions and related procedures.

3. Purpose of the Committee

To provide scrutiny and challenge of the areas outlined in section (9) of these terms of reference and provide assurance to the board that there are effective systems and processes in place to monitor, report upon and improve all aspects of people management and organisational culture and development taking a data and intelligence led approach.

4. Membership and Quorum

Membership of the Committee membership shall be appointed by the Board from amongst the Executive and Non-Executive Directors and shall include:

- 3 Non-Executive Directors
- Chief People Officer/Deputy CEO
- Chief Paramedic Officer
- Executive Director of Operations

4.1 Attendees

Although not members, the following will be in regular attendance at the Committee:

- Chief Nursing Officer
- Chief Governance Officer

Other executive directors and members of Trust staff will attend the committee at the invitation of the Chair when matters under discussion are relevant to their areas of responsibility.

5. Quorum

The meeting will be quorate when 2 Non-Executive and 1 Executive member are present. The absence of any regular attendee listed in (4.1) will not affect meeting quoracy.

In the absence of a quorum, the meeting shall continue to be held, at the discretion of the Chair but no decisions shall be taken. Lack of quoracy will be reported to the Trust Board in the Committee Chair's report**.**

6. Frequency

The Committee will meet on a bi-monthly basis. Additional meetings will be called as necessary if there is urgent business or the Committee Chair requests a meeting**.**

7. Reporting to the Board

The Committee Chair will report in writing to the Board at the Board meeting that follows the Committee meeting. This report will summarise the main points of discussion and will draw attention to any issues that require Board or Executive action, or to any risks that require escalation to Board.

8. Sub-Groups

The Committee is authorised to establish Groups to support its work subject to terms of reference that shall be approved by the Committee, but shall not delegate the powers conferred upon it by these terms of reference to any other body without the express authorisation of the Board

The following are sub-groups of the Committee, and the Chair shall provide a written report into the next Committee meeting after the Group has met:

- People & Culture Development Group
- Joint Consultative Committee

9. Duties and Responsibilities



Strategy

Monitor progress against the Tier 1 Programmes in the Fit for the Future People & Culture strategic theme along with the Board Assurance Framework risks and significant operational risks.

People & Culture Risk

Seek assurance that risks to quality and safety are being effectively managed, mitigated and escalated to the Board where necessary. This will be achieved through regular reporting on:

- Board Assurance Framework risks assigned to the Committee
- Significant operational risk register

Culture & Engagement

- Monitor delivery of the Culture & Leadership Development Programme and relevant metrics to seek assurance that it is driving improvement
- Seek assurance that existing plans will drive improvement in the Staff Survey
- Monitor the effectiveness of the Trust's Freedom to Speak Up arrangements and ensure that actions are in train to address themes and trends

Performance & Workforce Planning

Seek assurance that there are sufficiently robust systems and processes in place to drive effective workforce planning and receive assurance on its implementation.

Monitor delivery against the key People metrics in the Integrated Performance Report and committee designated metrics. seeking assurance that corrective actions are being taken.

Health & Wellbeing

Seek assurance that there are appropriate processes in place to support the Health & Wellbeing of the workforce and monitor relevant metrics and intelligence.

Reports and Reviews

Review the findings of internal audit reports, Peer Reports and Reports undertaken by external bodies and ensure that there are plans in place to address any actions arising

Education & Training

Ensure there are processes in place to support management and leadership development and provide effective training and education and monitor compliance with related KPIs.

Equality, Diversity & Inclusion

Scrutinise the Trust's annual Gender Pay Gap (GPG), Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) reports before submission to the Board and ensure there are corrective actions in train to address areas of concern

10. Delegation

By approval of these terms of reference the Board delegates the duties and responsibilities outlined in section (9) to the Committee.

11. Committee Effectiveness

The committee will review its own performance and these terms of reference on an annual basis and will prepare a report for the Trust Board, describing its work and proposing any changes to these terms of reference.

12. Administration

A member of the Corporate Governance Team will act as Committee Secretary and will agree the agenda for meetings with the Chair and the Clinical Directors.

13. Review

These terms of reference will be reviewed in April 2027 unless there is a requirement to do so earlier.

Date of People & Culture Committee approval	27 May 2026
Date of Trust Board Approval	03 June 2026