Health Board Key Issues Report				
Board Date		26/11/2026		
Date of Committee		08/10/2026	**Report of:**	People and Culture Committee
Quoracy met:		Yes		
1	Agenda	The People and Culture (P&C) Committee continues to meet bi-monthly. The Committee considered an agenda which is attached: People & Culture Committee - BCUHB		
2a	Alert	The P&C Committee wish to Alert members of the Board that: • The Committee noted the decision to defer consultation on the organisational structures element of the Foundations for the Future programme in light of current organisational capacity and leadership considerations. Members raised concerns regarding the continued uncertainty for staff and the potential impact of further delay on organisational confidence, workforce stability and programme delivery. The Committee emphasised the importance of maintaining momentum on preparatory workstreams and providing clear communication to staff while future arrangements are considered. • The Committee received assurance from the Strengthening Social Partnership Report, noting the continued commitment to partnership working across the organisation whilst recognising the need to maintain focus on effective engagement and trade union partnership arrangements.		
2b	Assurance	The P&C Committee wish to Assure members of the Board that: • The Committee received a staff story highlighting the experiences of employees returning to work following serious illness and treatment, including the ongoing impact on confidence, identity, wellbeing and workplace relationships. Members reflected on the challenges faced by staff who become patients within the organisation and received assurance regarding the support available through Occupational Health, wellbeing services, managerial guidance and return-to-work processes. The Committee development and importance of identifying the practical learning arising from staff stories and advised that further work should focus on understanding the “so what?”, including opportunities to strengthen reasonable adjustments, enhance support for staff receiving care within their own organisation, inform workforce training and policy development, and ensure that staff feedback		

		translates into meaningful improvements in employee experience. • The Committee received assurance on progress against the Health Inspectorate Wales Emergency Department Improvement Plan, noting the actions being implemented to strengthen leadership, workforce stability, staff wellbeing, psychological safety and organisational culture within the Emergency Department. Members welcomed the positive feedback from follow-up inspection activity and the work undertaken to address issues identified through staff engagement and cultural review processes. The Committee emphasised the importance of sustaining momentum, demonstrating the impact of improvement actions over time and ensuring that staff feedback continues to inform meaningful and lasting cultural change. • Committee received assurance from the Equality Annual Report, noting continued progress in embedding equality considerations across strategic planning, service delivery and workforce initiatives, while recognising the ongoing focus required to address inequalities and strengthen organisational intelligence. This report will now be received at the Board meeting in November 2026. • The Committee received assurance from the Workforce Equality Standard Organisational Report, noting positive external feedback and evidence of progress in embedding equality, diversity and inclusion across the organisation. Members recognised the need to continue addressing inequalities in staff experience, representation and career progression through targeted interventions and strengthened inclusive leadership practices. • The Committee received assurance from the Annual Report, noting continued progress in reducing the gender pay gap and improving workforce equality data, whilst recognising the need to address remaining disparities in representation and progression.
2c	Advise	The P&C Committee wish to Advise members of the Board that: • The Committee received assurance from the Employee Experience and Engagement Report, noting progress in strengthening staff recognition and engagement through a range of organisational initiatives, including the Achievement Awards, long-service recognition programme and staff recognition schemes. Members welcomed the increased levels of staff participation and nominations and recognised the contribution of these initiatives to promoting organisational values, supporting staff experience and fostering a culture of appreciation. The Committee encouraged continued efforts to maximise staff engagement with recognition programmes

		and to further promote and celebrate staff achievements across the organisation.
2d	Review of Risks	The Committee reviewed risks within its remit and noted ongoing oversight of risks relating to: • Workforce culture and engagement. • Leadership capability and organisational development. • Staff wellbeing and attendance. • Workforce capacity and resilience. • Equality, diversity, inclusion and Welsh language compliance. The Committee received assurance on the Corporate Risk Register and noted the revised risk assessment relating to organisational leadership capacity and operating model arrangements. Members acknowledged that the increased risk score reflected the current organisational context, including executive leadership vacancies and delays to the organisational structures programme. The Committee noted the planned mitigating actions and emphasised the importance of ensuring that these actions deliver measurable risk reduction and appropriate assurance to the Board.
2e	Sharing of learning	The Committee received an update from the Head of Counter Fraud in relation to Action AC25/151.1 and AC26.22 around workforce issues and counter fraud arrangements.
3	Actions to be considered by the Performance and Finance Committee	Refer concerns regarding the alignment of workforce establishments, vacancy controls and budget management arrangements to the Performance and Finance (P&F) Committee for consideration and assurance regarding the approach to establishment review and resource planning.
4.	Overall Assurance Opinion:	The Committee is able to provide reasonable assurance that appropriate governance and workforce arrangements are in place across its areas of responsibility. This reflects evidence of progress in staff support, organisational culture, equality and inclusion, while recognising that sustained focus is required to address leadership capacity, workforce stability, staff experience and the delivery of measurable improvements in areas of continuing operational pressure.