



Health Board Key Issues Report			
Board Date		28/05/2026	
Date of Committee		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: <ol style="list-style-type: none">1. Feedback from staff engagement activity, including the NHS Wales Staff Survey and a staff experience presentation, indicates that further work is required to strengthen confidence in speaking up and to consistently embed positive leadership and management behaviours.2. There is a need to maintain clear momentum and visibility of action arising from the NHS Wales Staff Survey 2025, particularly in relation to professional groups, staff wellbeing, workload, and leadership engagement.3. The scale of organisational change associated with the Foundations for the Future Programme requires careful workforce planning and engagement to support staff wellbeing and morale throughout the delivery period.	
2b	Assurance	The P&C Committee wish to Assure members of the Board that: <ol style="list-style-type: none">1. Robust engagement and improvement activity is underway in response to the NHS Wales Staff Survey 2025, with plans for further analysis, triangulation of data, and reporting to the Board.2. Progress has been made in strengthening the Culture, Leadership and Engagement Improvement Plan, including enhanced executive ownership, clearer accountability, and Organisational Development facilitated work to improve measurability.3. The Committee received assurance on the progress related to Consultant Job Planning, including collaborative development of protocols and continued monitoring as a key workforce assurance mechanism.	
2c	Advise	The P&C Committee wish to Advise members of the Board that: <ol style="list-style-type: none">1. The Committee endorsed the proposal for BCUHB to become a Foster Wales Partner (Level 2) and supported	



		<p>progression to Board approval in May 2026, aligned with the organisation's Anchor Institution role.</p> <ol style="list-style-type: none">2. The revised Culture, Leadership and Engagement Improvement Plan will return to the Committee in June 2026 for assurance prior to wider governance consideration.3. Ongoing assurance reporting will continue on Consultant Job Planning given its strategic importance to workforce sustainability and service delivery.4. Focus on leadership and management development remains a high priority as this is a key driver to support improved organisational culture aligned to values. The opportunity to work with a university business school to co-design training and academic development that supports our strategic ambitions under Foundations for the Future is being explored.
2d	Review of Risks	There were no risks specifically highlighted in the meeting.
2e	Sharing of learning	Learning from the Staff Story – Speaking Up Safely highlighted the critical importance of leadership behaviours, psychological safety, and consistent organisational responses to concerns raised by staff.
3	Actions to be considered by the Audit Committee	The Committee received an update on Consultant Job Planning and agreed that assurance on progress in this area should continue, with relevant intelligence shared with the Audit Committee as part of the wider assurance framework