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Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Health Board Key Issues Report			
Board Date		30/07/2026	
Date of Committee		11/06/2026	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: 1. Sickness absence remains above target (circa 6%), with delivery of the agreed improvement actions impacted by resource constraints, workforce pressures and increased employee relations workload, requiring a reset of the action plan to align with deliverable priorities. 2. Workforce operational and contractual risks remain, including challenges in implementing Resident Doctor contract reform (with partial rota compliance and potential industrial relations risk) and Senior Doctor job planning variations which may create significant implications. 3. The Foundations for the Future Programme is progressing but continues to carry significant delivery risk linked to workforce capacity and resource prioritisation, with potential requirement for additional resource or reprioritisation impacting business-as-usual activity. (These discussions align to action PF26.40.2, with the Committee maintaining active oversight of the Foundations for the Future Programme to ensure appropriate governance and scrutiny of programme delivery and workforce implications).	
2b	Assurance	The P&C Committee wish to Assure members of the Board that: 1. Structured plans are in place to strengthen organisational culture, leadership and engagement, with positive progress reported including development of a culture improvement framework and expansion of the Culture Change Leaders network, supporting longer-term organisational improvement. 2. Performance management and workforce indicators are improving in key areas, including: - o PADR compliance increasing to over 80% - o Reduction in recruitment shortlisting times following targeted improvement work	



		○ Continued reduction in agency spend against planned targets 3. Governance and workforce assurance arrangements continue to be strengthened, including oversight of professional standards (revalidation), risk management refinement, and alignment of reports to appropriate committees to ensure comprehensive assurance coverage. 4. The Committee is reviewing improvement actions to reduce recruitment shortlisting delays through enhanced processes and engagement with managers. (These discussions align to action PF25.96 from the Performance, Finance and Information Governance Committee)
2c	Advise	The P&C Committee wish to Advise members of the Board that: 1. Cultural and leadership factors are central to addressing workforce challenges, including sickness absence and staff wellbeing, with emphasis placed on manager capability, team culture and early intervention rather than reliance solely on policy compliance or service provision. 2. Staff wellbeing requires a more integrated and preventative approach, with the Committee advising a shift towards embedding wellbeing into day-to-day leadership practice, supported by clearer metrics, strengthened management capability, and system-wide alignment of services. 3. Welsh Language and cultural initiatives provide a strong model for organisational change, demonstrating the value of staff-led improvement, leadership visibility and structured programmes to embed behaviours and strengthen service quality.
2d	Review of Risks	There were no risks specifically highlighted in the meeting for escalation, multiple workforce and delivery risks were discussed across agenda items, including sickness absence, workforce capacity, and programme delivery.
2e	Sharing of learning	Learning from the Staff Story – Welsh Language Champions Programme 1. Demonstrates that empowering and recognising staff leads to measurable improvements in service delivery, including increased availability and quality of Welsh language services. 2. Highlights the importance of leadership role modelling and organisational visibility in embedding cultural change and encouraging staff confidence. 3. Reinforces that structured networks (e.g. Champions), shared learning, and practical toolkits support



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		consistency and sustainability of improvement across diverse services.
3	Actions to be considered	No actions to be considered or referred.