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: • Significant workforce and cultural concerns have been reported within the Emergency Department at Ysbyty Glan Clwyd. Staff feedback identified issues relating to workload pressures, burnout, psychological safety, leadership, behavioural standards and team relationships. Staff consistently described patient flow challenges as a key driver of many of the pressures experienced within the department. • Whilst substantial engagement has been undertaken with staff and improvement actions are being developed, the Committee emphasised the importance of demonstrating visible and measurable improvement to maintain staff confidence and engagement. The Committee requested clear delivery plans, timescales, outcome measures and governance oversight arrangements to support improvement. • Workforce indicators continue to demonstrate organisational challenges, including sustained sickness absence levels and variability in PADR completion rates, which may impact workforce wellbeing, engagement and organisational culture if not addressed. • The Committee noted continued pressures across parts of the workforce, including recruitment, retention and attendance challenges in some staff groups and service areas.		
2b	Assurance	The P&C Committee wish to assure members of the Board that: • Significant work has been undertaken to understand staff experience within the Emergency Department following the Health Inspectorate Wales inspection, with extensive staff engagement and thematic analysis involving a substantially greater level of participation than previous surveys. The Committee received assurance that findings are informing a coordinated improvement programme		

		involving operational, organisational development and workforce teams. • The Committee received assurance that leadership development, culture improvement and workforce engagement programmes continue to be strengthened across the Health Board. Leadership development objectives have been substantially achieved, with positive evidence emerging regarding leadership confidence, communication skills, compassionate leadership behaviours and leadership capability. • The Committee received assurance regarding delivery of the Strategic Equality Plan, with Welsh Government independently assessing the Health Board at Level 3 maturity across key domains and identifying strengths in governance, strategic alignment and understanding of workforce and population inequalities. • The Committee received assurance that progress continues to be made in relation to Welsh language standards, workforce development and bilingual service provision, with increasing levels of staff engagement in Welsh language learning and strong compliance monitoring arrangements in place. • The Committee noted encouraging progress in workforce recruitment activity, including successful placement of newly qualified nurses and reductions in agency expenditure across several staff groups. • The Committee received assurance that Speak Up Safely arrangements continue to mature, with increasing utilisation of the service and actions underway to strengthen governance, oversight, visibility and organisational learning.
2c	Advise	The P&C Committee wish to advise members of the Board that: • Sustained organisational focus will be required to address cultural, behavioural and workforce challenges identified within Emergency Care services, recognising the relationship between workforce culture, staff wellbeing, patient experience and service performance. • Future assurance should increasingly focus on demonstrating measurable outcomes, impact and improvement rather than delivery of activity alone, particularly in relation to equality, leadership development, culture improvement and workforce wellbeing programmes. • Continued development of organisational culture dashboards, workforce metrics and triangulation of workforce intelligence will be critical to strengthening assurance regarding culture, leadership effectiveness and workforce experience across the Health Board.

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 concluded that these risks continue to be actively monitored through the established governance framework.
2e	Sharing of learning	The Committee recognised the value of: • The staff engagement methodology undertaken within the Emergency Department culture review. • Development of neurodiversity support arrangements and staff networks. • Leadership development and compassionate leadership initiatives. • Welsh language workforce development and active offer arrangements.
3	Actions to be considered	The Board is asked to: • Note the workforce and cultural challenges identified within Emergency Care services and the associated improvement programme. • Note the positive progress reported in relation to leadership development, equality and inclusion, Welsh language delivery, workforce recruitment and Speak Up Safely arrangements. • Support the continued development of outcome-focused workforce, culture and assurance reporting across the Health Board.
4.	Overall Assurance Opinion:	The Committee is able to provide **reasonable assurance** that appropriate governance, workforce and organisational development arrangements are in place across its areas of responsibility. However, further work is required to demonstrate sustainable improvement in workforce culture, staff wellbeing, leadership effectiveness and organisational outcomes, particularly within areas experiencing significant operational pressure.