



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Committee Annual Report 2025/26

Introduction

Purpose of the Report

Public Health Wales has a range of Board Committees, which have key roles in the system of governance and assurance. The Board has five Board Committees established, whose purpose is to support the Board in the delivery of its role, the points below summarise the role of Committees:

- ❖ The organisation's activities are vast and complex: the Committees support the Board in covering the depth and breadth of the organisation's activities.
- ❖ Committees have a defined role which allows for a higher / deeper degree of scrutiny on behalf of the Board.
- ❖ Committees help ensure that the organisation operates effectively and meets its strategic objectives.
- ❖ Provides the Board with assurance that this is the case, obtaining assurance that systems and controls are working as they were designed to do.

During 2025/26 all five of the standing Board Committees were in operation, chaired by Non-Executive Directors. The Committees have key roles in relation to the system of governance and assurance, decision-making, scrutiny, development discussions, assessment of current risks, and performance monitoring.

The main purpose of this annual report is to summarise the work of the Committee during 2025/26, to assure the Board that the system of assurance is fit for purpose and operating effectively.

The report summarises the key areas of business activity undertaken by the Committee during 2025/26.

The Terms of Reference for each of the Committees are reviewed and approved by the Board on an annual basis.

The Terms of Reference are available here: <https://phw.nhs.wales/about-us/publication-scheme/committee-and-sub-groups-terms-of-reference/>

This year, the Committee Annual Report has been combined into a single report to summarise the work of the four standing Committees:

- ❖ Audit and Corporate Governance Committee
- ❖ Knowledge, Research and Information Committee
- ❖ People and Organisational Development Committee
- ❖ Quality, Safety and Improvement Committee

A summary of the Remuneration and Terms of Service Committee is provided as part of the Remuneration Report, within the Annual Report 2025/26.



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Committee Membership



Audit and Corporate Governance Committee

Membership and Attendance (1 April 2025 – 31 March 2026)

Committee	Chairperson	Committee Members	Executive Leads
Audit and Corporate Governance Committee	Nick Elliott, Non-Executive Director (Data and Digital) to 30 June 2025 and Kate Young, Non-Executive Director (Third Sector) from 1 July 2025	Huw David, Non-Executive Director (Local Government) From 1 June 2025 until 5 January 2026 Nick Elliott, Non-Executive Director (Data and Digital) from 1 July 2025 Tamsin Ramasut, Non-Executive Director, (Equality and Diversity) Until 30 June 2025	Angela Williams, Interim Executive Director Operations and Finance Paul Veysey, Board Secretary and Head of Board Business Unit

	May	June	Sept	December	March
Nick Elliott	✓ (Chair)	✓ (Chair)	✓	Apologies	✓
Kate Young	Not on Committee	Not on Committee	✓ (Chair)	✓ (Chair)	✓ (Chair)
Huw David	Not on Committee	✓	✓	Apologies	Not on Committee
Tamsin Ramasut	✓	Apologies	Not on Committee	✓	Not on Committee

- Clare Jenkins, Vice Chair and Non Executive Director also attended the May, June and December Audit and Corporate governance Committee Meetings.
- The Chief Executive, Tracey Cooper, was also invited to attend every meeting and attends at least annually. The Chair of the Board, Pippa Britton has a standing invite to attend Committee meetings and attends at least annually.
- Other Directors and officers attended during the year to present reports which related to their areas of responsibility as required. Representatives from the Local Partnership Forum have a permanent invite to attend the Committee.



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Committee Governance



Committee Governance Arrangements

Reporting to Board

The Committees reported to the Board through a composite Chair's Report, providing an overview of items considered by the Committee and highlighting any cross-committee issues/themes or items needing to be brought to the attention of the Board.

The Composite Chair's Report is provided to the Board at the next Board meeting following the Committee meeting. This is a written update that is published with the agenda for the Board meeting.

Where the timescales do not allow for a written update to Board (i.e where the Committee meeting is within a week of the Board), a verbal update is provided by the Chair to the Board, and a formal written update is provided to the Board meeting following.

Draft minutes are circulated to the Committee for comment following the meeting, following which the unconfirmed minutes are published on the website.

Reporting outside of Committee / Chairs Action

There is a process in place to approve reports out of Committee meeting where required; this is consistent with the Chair's Action process in place for Board.

There have not been any reports which have been considered out of Committee this year.

Workplans

The Committee Work Plans ensure that the Committees discharge their responsibilities in a planned manner.

It assists with agenda planning and is updated during the year to ensure that the Committee considers any additional items which may arise during the year.

Each of the Committees has had a work plan in place this year, and reported to Board in May 2026 for assurance.

The 2026/27 Work Plans are being finalised and will be submitted to Board in May 2026. This year, the workplans include an assurance map and reference to the cross Committee working arrangements.

Action Log

In order to monitor progress and any necessary follow up actions, the Committee has an Action Log which captures all agreed actions and tracks their implementation. This provides an essential element of assurance to the Committee and from the Committee to the Board.

Committee Governance Arrangements

Cross Committee Working

The Committees have continued to work closely together this year, and have been developing and strengthening the approach.

During 2025/26, the Committee Chairs have continued with the agreed approach to Cross Committee working, to manage referrals and items for which there is crossover with other Committees, this has then been developed and mapped against the work plans.

This year, any referrals between Committees have been managed via co-ordination through the Board Business Unit. There have been referrals this year between the Committees, which have been managed between the Committees. The Cross Committee Chairs group have reviewed the approach in 2025/26 and continue to consider improvements / developments in the approach for 2026/27.

The following cross over areas have been identified and managed this year:

Current Cross Cutting Issues - Summary		
Current Cross Cutting Issues	Primary Committee	Secondary Committee/s
Information Governance	ACGC	KRIC
Internal and External Audit	ACGC	All
Risk	ACGC	All
Workforce	PODC	All
Data and Digital	KRIC	QSIC, ACGC
Service Delivery	QSIC	KRIC, PODC
Equality:		
1. Our Workforce, Board and Committees	PODC	QSIC, KRIC
2. Listening to and Understanding our People	PODC	QSIC, KRIC
3. Fair Pay	PODC	QSIC, KRIC
4. Culture and Leadership	PODC	QSIC, KRIC
5. Data and Systems	KRIC	QSIC, PODC
6. Access to Services and our Environment	QSIC	KRIC, PODC

Committee Effectiveness

During the year the Committee has continued to review and revise its ways of working to optimise the need for a robust governance approach and balance the need reduce pressure on staff during this time.

The Committees continued to review its effectiveness thorough the year, to ensure effective use of time and ensure it fulfilled its role to provide assurance to the Board, this includes a formal Committee effectiveness review process which took place in February 2026.

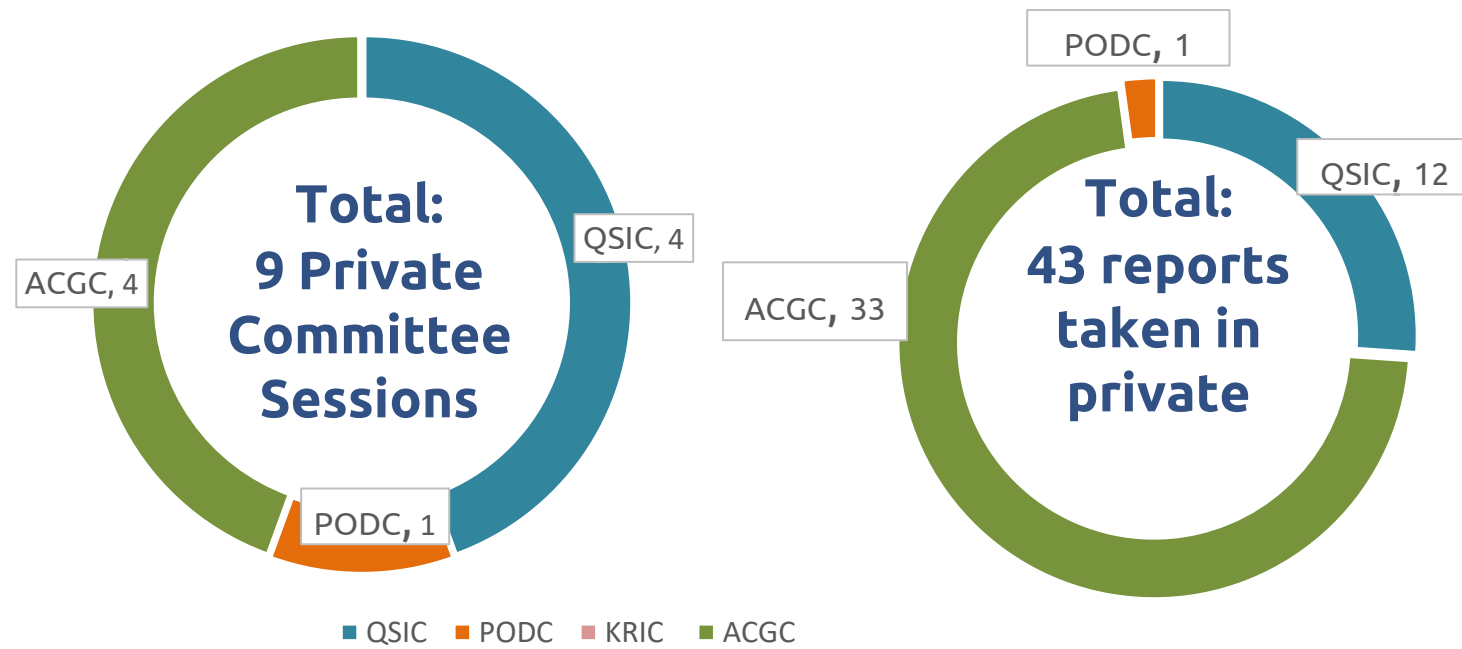
Key themes emerging from this are included in [the Committee Effectiveness section](#).

The outcome and recommendations following this review will be reported to each of the Committees, and the Board in Quarter 1 2026.

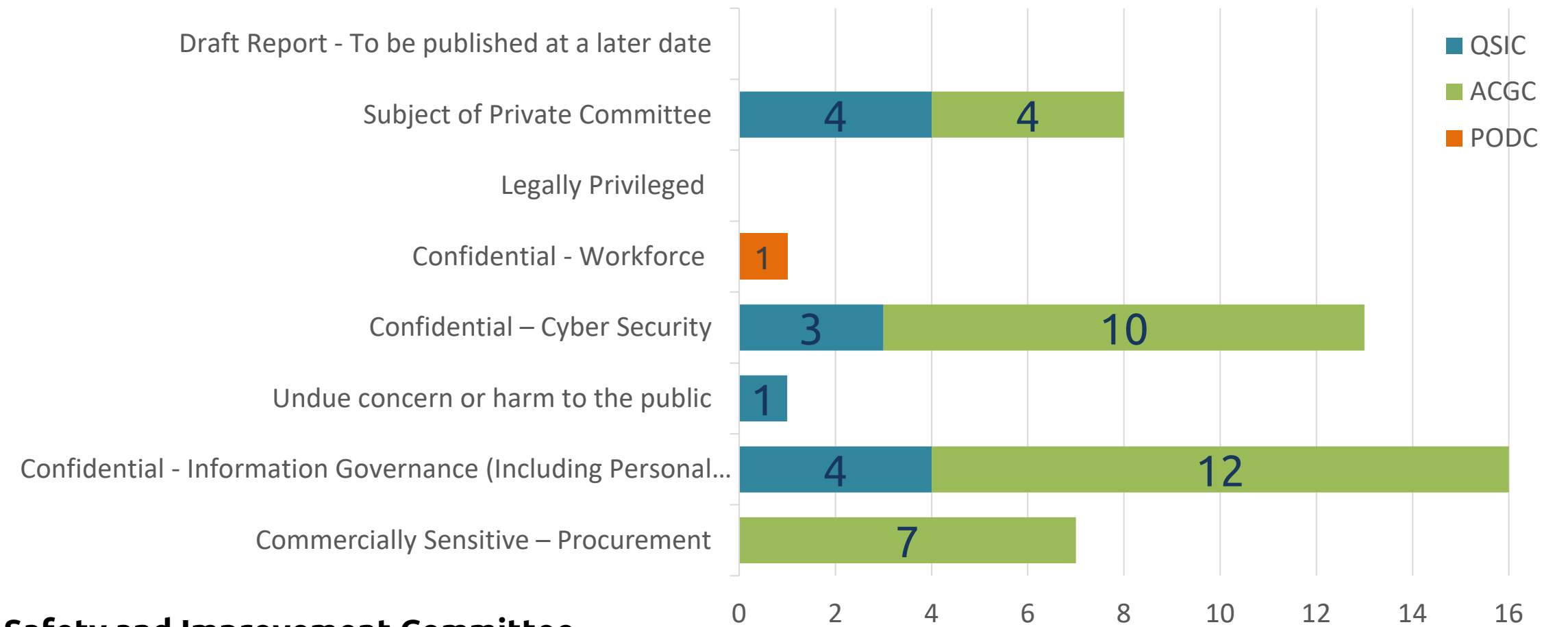
Committee Governance Arrangements

Matters in Private

The Committees held a Private Committee session where required in 2025/2026 to consider business of a confidential nature, considering aspects of significant issues.



Below is the summary of the number of items considered in private session, broken down by the categories listed in the [Private Meeting Protocol](#):



Audit and Corporate Governance Committee

- ❖ Cyber Security, quarterly reports (4)
- ❖ Strategic Risk (Cyber Security) (4)
- ❖ Procurement including procurement reports (4) and debtors write off report (1), HPSS Procurement Plan (2)
- ❖ Finance, including quarterly losses and special payment (4)
- ❖ Quarterly update reports from Counter Fraud (4)
- ❖ Quarterly Integrated Governance reports, extracts showing data breaches from the public report (4)
- ❖ Minutes of Private Committee meetings (4)
- ❖ Audit Recommendations Tracker (2) for actions relating to Business Continuity and Cyber Security.

Quality, Safety and Improvement Committee

- ❖ Quarterly Reports for assurance on the Organisation’s effective management of Claims and Redress (4)
- ❖ Reviewed and recommended a revised emergency response plan to the Board for final approval. A redacted version of this plan was later published. (1)
- ❖ Extract of the Audit Recommendations Tracker for actions relating to Business Continuity (3)
- ❖ Minutes of Private Committee meetings (4)

Knowledge, Research and Information Committee

- ❖ No private sessions.

People and Organisational Development Committee

- ❖ Speaking Up Safely Annual Report (1)

NHS Performance and Improvement Unit – Part B

This year, the Committees have considered assurance reports from the NHS Performance and Improvement Unit (NHS P&I) relevant to their remits. The Assurance schedule mirrors the level of assurance reporting within Public Health Wales. The role of the Committees in reviewing assurance from the hosted organisation, is to provide assurance to the Board that the appropriate governance arrangements are in place within the NHS P&I to comply with the arrangements in place within Public Health Wales .

Annual Assurance Statement

The Annual Assurance statement for 2024/25 was considered by the ACGC in May 2025.

The Annual Assurance statement for 2025/26 is due to be presented ACGC in May respectively for this period. This covers:

Governance (to be reported to ACGC)

- Financial Governance
- Estates and Capital Governance
- Board, Corporate and Hosting Governance

Regular Assurance Reporting to Committees

Audit and Corporate Governance Committee

Quarterly Assurance report covering:

- ❖ Risk Management (Quarterly)
- ❖ Audit Activity (Quarterly)
- ❖ Counter Fraud Compliance (Quarterly)
- ❖ Information Governance compliance (Quarterly)
- ❖ NHS Performance and Improvement Agreements Register (Bi-Annual)
- ❖ Declarations / Registers (Bi-Annual)

Quality, Safety and Improvement Committee

Quarterly Assurance report covering:

- ❖ Health and Safety Compliance
- ❖ National Reportable Incident Reporting compliance
- ❖ Complaints (including PTR if applicable) compliance
- ❖ Claims reporting
- ❖ DATIX compliance
- ❖ Safeguarding compliance

People and Organisational Development Committee

Bi-Annual Assurance report covering:

- ❖ Equality, Diversity and Inclusion (Bi-Annually)
- ❖ Welsh Language (Bi-Annually)



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Committee Assurance

Audit and Corporate Governance Committee

Audit and Corporate Governance Committee

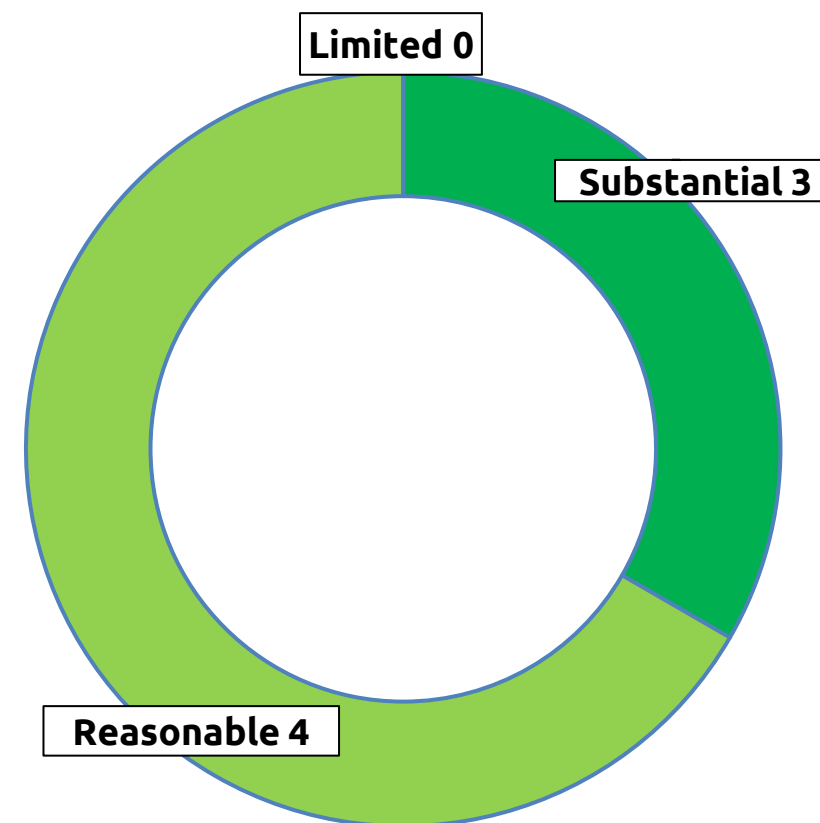
The Committee’s role is to provide assurance to the Board that there are appropriate and effective systems in place for areas within its remit, the Committee will seek assurance that the functions within its remit meet the standards set for the NHS in Wales and provide comment on the reliability and integrity of these functions. The Committee’s programme of work was designed to ensure that it was able to discharge fully the provisions of its Terms of Reference and areas of remit:

Internal Audit Function

The Committee:

- Took assurance from the Head of Internal Audit Opinion for 2025/26 and Annual Report for 2025/26, noting the Organisation had received an overall reasonable assurance.
- Considered regular **Internal Audit Progress Reports**
- Considered the Final Internal Audit workplan for 2025/26 and subsequently a draft for approval for the 2026/27 work plan.
- **Considered 12 completed Internal Audit Reports. * 5 Reports due at the March meeting the chart will be updated following the meeting once the assurance ratings are known.**
- The Committee noted that no Reports had been received with Limited Assurance this year.

INTERNAL AUDIT REPORTS



Summary of Audits 2025/26

Substantial Assurance	<ul style="list-style-type: none"> • Policies and procedures management • NHS Performance & Improvement – Hosting Arrangements
Reasonable Assurance	<ul style="list-style-type: none"> • Non-core funding – Health Improvement • Speaking up Safely (SUS) • Workforce – Mental health support • Corporate risk register effectiveness
Limited Assurance	None
Unsatisfactory	None
Advisory/Non-Opinion	None

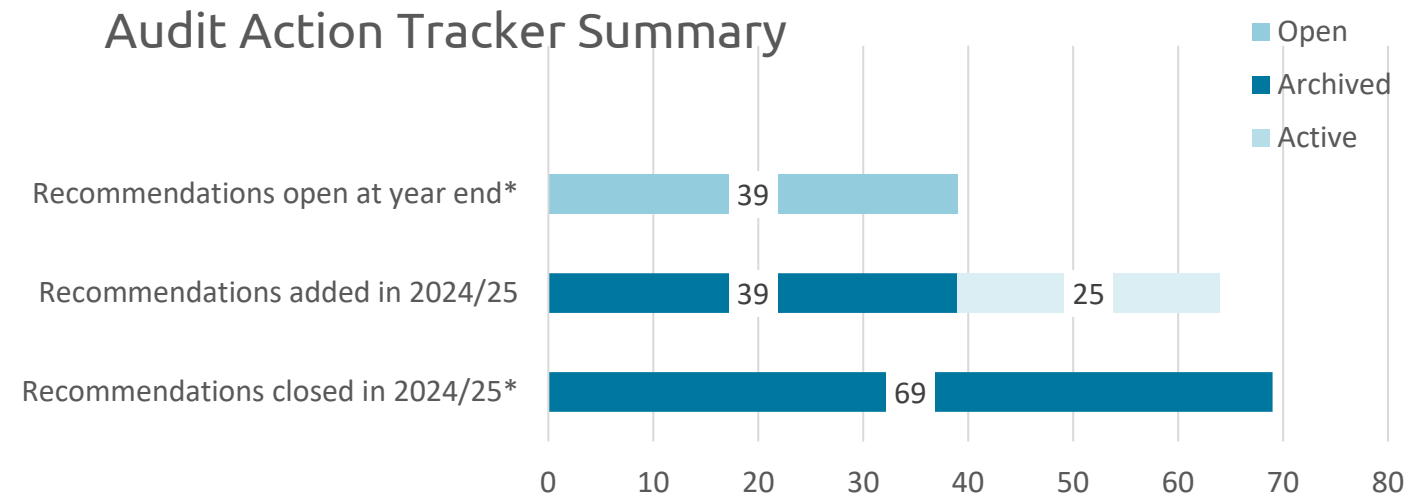
Audit and Corporate Governance Committee

Recommendations from External and Internal Audits – Year End Position

Considered a quarterly report on the **Audit Recommendations Tracker** and the report from the Leadership Team, taking assurance on its effective management.

This report highlighted the current position and progress made to implement the management actions arising from internal and external audit recommendations.

Audit Action Tracker Summary



Audit and Corporate Governance Committee

Financial and Accounting Arrangements (including procurement)

The Committee:

Accounts

- Considered a presentation on the **draft 2023/24 accounts** which outlined key performance targets, statutory and administrative duties and went on to recommend the financial accounts, **Audit Wales Annual Opinion (ISA 260)** and **Accountability Report** to the Board for approval.
- Took assurance that the Trust had an **appropriate plan** in place for the production of the Financial Statements and Accountability Report for 2024/25 in line with the statutory deadlines.

Procurement

- Took assurance that **procurement activity, losses and special payments**, the writing-off of **bad debts and claims abandoned** had been made in accordance with the requirements of the Standing Financial Instructions.
- Took assurance that the **write off of obsolete stock** had been approved in accordance with the Financial Scheme of Delegation.

Systems of Risk and Internal Control

The Committee:

- Reviewed the system of risk and internal control in place within Public Health Wales, including that there is an effective system in place for review of the Risks by the relevant Committees.
- Considered the **Strategic Risk Register** and **Corporate Risk Register**.
- **Took assurance on the development of the Risk Management Maturity Plan.**

Information Governance and Data Breaches

The Committee:

- Took regular assurance on the **Quarterly Integrated Governance Performance Report** which outlined key information related to Information Governance performance such as **Freedom of Information requests, Subject Access requests, staff training, records management updates and data breaches.**

External Audit Function (Audit Wales)

The Committee:

- Considered the Audit Wales Audit of Accounts report for 2024/25 and financial statements, noting the unqualified audit opinion.
- **Considered the Draft External Audit Work Plan for 2026/27 which outlined areas of audit investigation and considered regular progress reports during the year.**
- Considered the Considered the.
- **Considered 2 external audit report into:**
 - Annual Audit Report for 2024-2025
 - **Deep Dive (Structured Assessment) — Digital Transformation (2024 Audit Plan)**
 - **Follow-up Review of Screening Services (2025 Audit Plan)**
 - Structured Assessment report for 2025.

Audit and Corporate Governance Committee

Corporate Governance and Assurance Arrangements

The Committee:

- Recommended the adoption of the latest model of **Standing Financial Instructions** to the Board.
- Took assurance on Public Health Wales' **compliance with Corporate Governance** in Central Governance Departments: Code of Practice 2017.
- Approved **2** policies within its remit during 2024-25
- Considered bi-annual **Governance updates**, taking assurance on:

- ❖ The implementation of **Standards of Behaviour; Policy** (Board and Staff Declarations of Interests and Gifts and Hospitality);
- ❖ The management of the process for ensuring the Organisation's compliance with **Welsh Health Circulars;**
- ❖ The management of the **Joint Working Framework;**
- ❖ Prioritisation and progress being made to review corporate **Policies and Procedures** within the remit of the Committee.



Hosting Body Arrangements

The Committee:

- Took assurance that the **NHS Wales Performance and Improvement** had complied with standing orders and financial instructions, policies and procedures during 2024/25.
- Took assurance on the Hosting arrangement for 2024/25.

Cyber Security Arrangements

The Committee:

- Regularly took assurance on the management of the **Cyber Security** related Strategic Risk within the Organisation, considering these updates at each Private meeting.
- Considered the Cyber Security Assurance report, Cyber Security Assessment and reported findings from Digital Health Care Wales in the Private meeting.

Counter Fraud Arrangements

The Committee:

- Regularly took assurance on the management of the **Counter Fraud** arrangements within the Organisation, considering these updates at each Private meeting.

Committee Effectiveness Review 2025/26

Committee Effectiveness Review 2025/26 – Summary of Approach

- We issued one combined survey for all Committees to avoid multiple asks for those who sat on more than one Committee.
- The survey contained a specific questionnaire for each Committee, and some questions that focused on the overall breadth of the Committees.
- Participants were encouraged to leave some general comments relevant to specific Committees, and the Committees as a whole.
- The questions were based primarily on the Audit Committee handbook (2012) suggested self-assessment questions
- Online questionnaire was circulated in January 2026 to Committee Members, Execs and regular attendees
- 5 responses were received to the survey.
- Results were incorporated into Committee Work planning and Effectiveness Workshop discussions held with each Committee in February 2026.

Discussion Points from the Survey Results

PODC Specific:

- Effectiveness of scrutiny and Challenge
- Hearing from service users/staff
- Member training on specific plans (EDI, Workforce, Welsh Language)
- Members want more comprehensive workforce and people-related data to improve decision-making and scrutiny.

General:

- A recurring issue is the simultaneous onboarding of several new NEDs, which led to:
 - Loss of continuity
 - Reduced long-term committee knowledge
 - A sense of temporary disruption

QSIC Specific:

- Broadly positive in all areas
- Appetite for improvement in enhancing scrutiny and service user engagement

ACGC Specific:

- Hearing from service users/staff
- Performance Management Process

KRIC Specific

- No issues raised, broadly positive in all areas

Summary of Discussions at Workshop

Key Themes discussed Across all Committees:

- **Cross-Committee Coordination:** Addressing siloed working, strengthening alignment between committees (notably QSIC and KRIC), and improving agenda planning and chair-level engagement.
- **Strategic Alignment & Intelligence Sharing:** Aligning Committee agendas, coordinating deep dives, and sharing intelligence to maximise assurance and prevent duplication.
- **Staff Voice & Evidence-Based Reporting:** Emphasising informed employee and service user input, reviewing how staff voices are heard (direct vs indirect), and seeking clearer evidence in committee reports (case studies, impact stories, examples of failure).
- **Risk Management & Assurance:** Enhancing risk visibility in Committee, linking directorate risks to corporate risks, and considering whether strategic risks should be reviewed across multiple committees with different lenses.
- **Committee Work Plan & Deep Dive Approach:** Balancing systematic planning with agile, responsive deep dives; developing mechanisms to trigger deep dives based on emerging risks; ensuring meaningful assurance and avoiding unnecessary reporting.
- **Scrutiny & Assurance Mechanisms:** Consider how informal Committee sessions and one-to-one meetings between executives and non-executives to supplement formal reporting, or whether an in private concerns and risk item would help draw out the Execs areas of concerns systematically.
- **Quality Management Tools:** Considering adopting quality management systems for focused, routine assurance and informed deep dive selection.

Themes and Improvement Identified

The following actions aim to strengthen Committee processes, clarify responsibilities, and support ongoing development and assurance:

- Adopt a more agile approach to Deep Dives, ensuring responsiveness to Executive concerns.
- Consider the use of Executive Summaries for items suitable for a lighter touch, to streamline meeting processes while maintaining oversight.
- Consider how informal Committee sessions and one-to-one meetings between executives and non-executives to supplement formal reporting
- Develop an induction pack for all Committees, including information on skill set requirements and training.
- Improve risk mapping across Committees to enhance understanding and oversight.



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Assurance to Board



Assurance to the Board

2025/26

The Committees wish to assure the Board that on the basis of the work completed by the Committee during 2025/26:

- ❖ That the Committees are fit for purpose, operating effectively and fulfilling their terms of reference;
- ❖ That effective measures and processes were place to oversee and coordinate Committee activity;
- ❖ That there no outstanding issues that the Committees wishes to bring to the attention of the Board over and above the risks and issues already raised in the Committee Chairs composite report or that are already visible in the Strategic Risk Register and corporate risk register.

Planned Activity

2025/26

- ❖ The Work plans for each of the Committees will be presented to the Board for assurance in May 2026; these contain a summary of how the Committees intends to fulfil their Terms of Reference next year.
- ❖ The Committee terms of reference are being reviewed following the discussion as part of the effectiveness review. There have been no major changes identified concerning remit or scope. Any minor changes will be recommended to the Board for approval at its meeting in May 2026.
- ❖ A summary of the Committee effectiveness themes and considerations for this year has been provided as part of this report and identifies the key improvements this year.



GIG
CYMRU
NHS
WALES

Iechyd Cyhoeddus
Cymru
Public Health
Wales

Gweithio gyda'n gilydd
i greu Cymru iachach

Working together
for a healthier Wales

