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Committee Annual Report 2025/26

Draft

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.



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Committee Membership

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People and Organisational Development Committee

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

Committee	Chairperson	Committee Members	Executive Lead
People and Organisational Development Committee	<p>Kate Young, Non-Executive Director (Third Sector) to 30 July 2025</p> <p>And</p> <p>Tamsin Ramasut, Non-Executive Director, (Equality and Diversity) from 31 July 2025.</p>	<p>Tamsin Ramasut, Non-Executive Director, (Equality and Diversity)*</p> <p>Kate Young, Non-Executive Director (Third Sector)*</p> <p>Huw David, Non-Executive Director (Local Government) from 1 July 2025, to 5 January 2026.</p>	Neil Lewis, Director of People and Organisational Development

	April	July	Sept	Oct	January
Kate Young	✓ (Chair)	✓ (Chair)	✓	Apologies	✓
Tamsin Ramasut	✓	✓	✓ (Chair)	✓ (Chair)	✓ (Chair)
Huw David	Not on Committee	Not on Committee	✓	✓	Not on Committee

- *Clare Jenkins, Vice Chair and Non Executive Director also attended July and October People and Organisational development 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.*



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Committee Governance

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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 include:

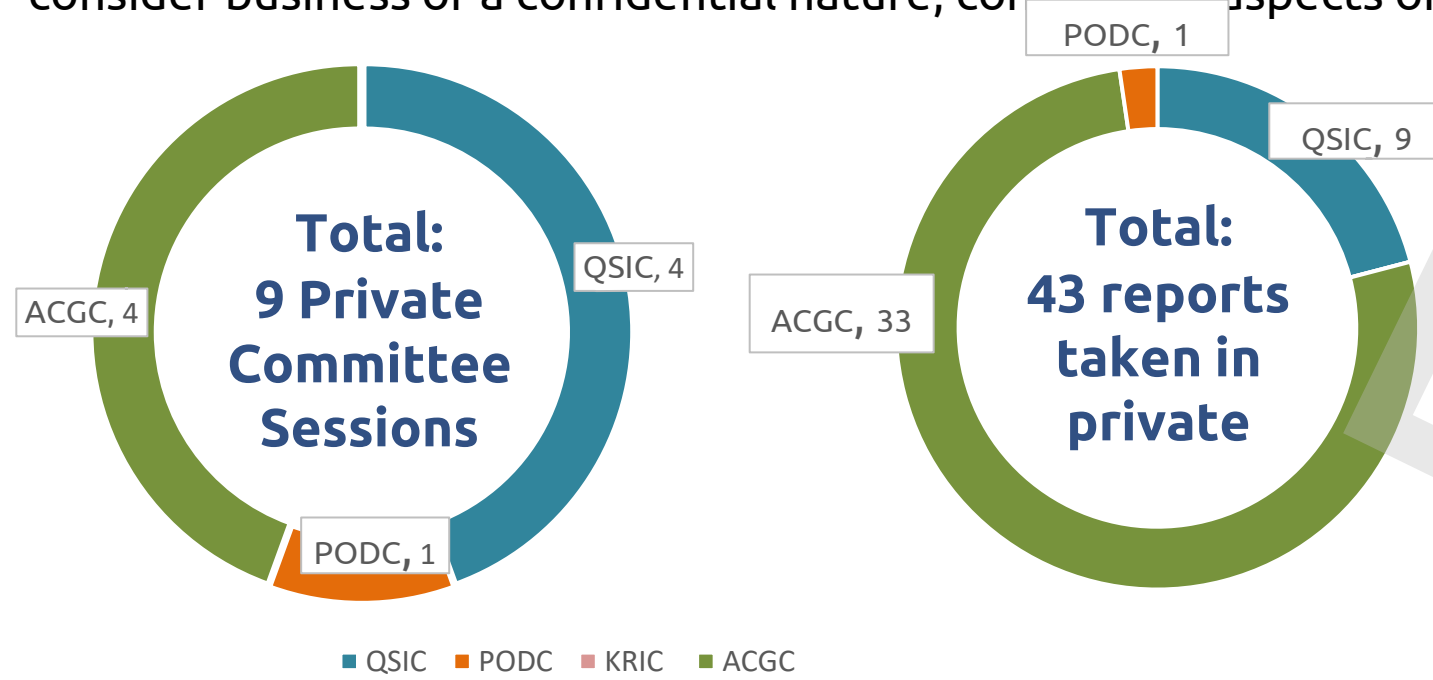
- To be added following Committee Effectiveness Review Workshop.

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

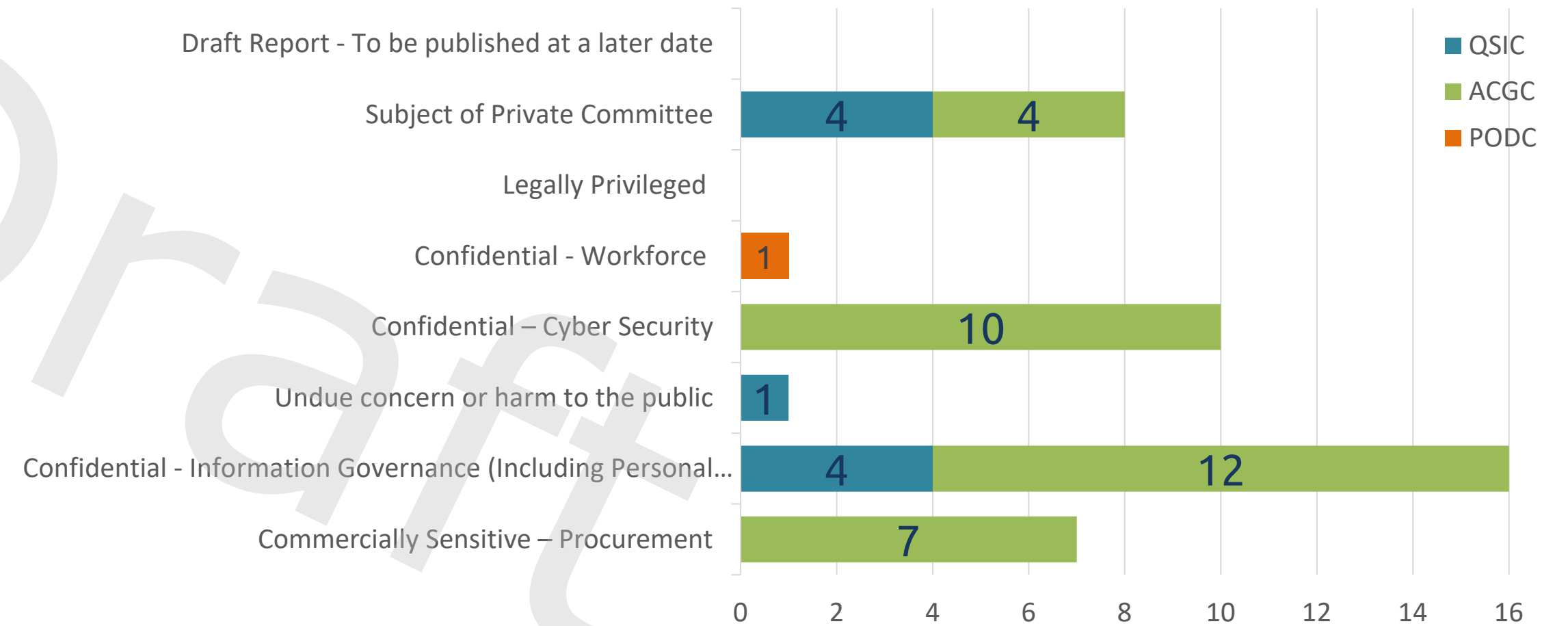
Committee Governance Arrangements

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)
- ❖ 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)



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Committee Assurance

People and Organisational Development Committee

People and Organisational Development 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, including ensuring that there are appropriate development and quality improvements. 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:

Workforce Matters

The Committee:

- Considered the progress with the implementation of action 599, resulting from the Audit Wales report into the Review of Workforce Planning Arrangements within Public Health Wales
- Took assurance on the work into **Organisational Change Management**, which focused on the support provided to facilitate effective Organisational Change within the Organisation. This aimed to realise the goal of the People and Organisational Development Directorate to develop a flexible, sustainable and thriving workforce with the capacity to deliver the proposed Long-Term Strategy.
- Took assurance on the **Annual Registration Audit 2024-25**, which provided assurance that all registrants across Public Health Wales were appropriately registered with the relevant body.
- Took assurance on **sickness absence** and management of sickness absence updates following the deep dive.
- Considered an update on the refreshed **People Strategy**
- Took assurance on the **NHS Performance and Improvement Report**, which detailed report which covered the work towards addressing Equality, Diversity and Inclusion and Welsh language reported concerns and grievances, and plans around workforce planning.
- Approved the revised **Disclosure and Barring Service (DBS) Policy**, emphasising its role as a significant mitigator of Corporate Risk 1541.
- Noted the approved **Nursing and Midwifery Objectives** for 2025-26

Organisational Development

The Committee:

- Took assurance on the progress to realise the vision within the People Strategy
- Took assurance that the implementation of the **Job Family Approach** was progressing in line with the People Strategy implementation plan and associated IMTP commitment.
- Took assurance on the work towards the **IMTP commitment** to create and exceptional employee experience, including the development of an Employee Experience Roadmap.

People and Organisational Development Committee

Staff Engagement and Partnership Working with Trade Unions

The Committee:

- Took assurance on the progress of the **Culture Action Plan** as part of the action associated with Strategic Risk 4 to deliver desired culture through a high-level action plan.
- Considered regular updates from the **Local Partnership Forum** and took assurance on the annual report, which had focused on strategic issues, and had been crucial in driving the Organisation's work into culture and employee value proposition.
- Took assurance on the progress made with **Trade Union partnership** working arrangements.
- Considered an update on the **Staff Networks** and took assurance on the progress with actions and requests made to the Board by the Staff Diversity Networks to date.
- Considered an overview of the results of the 2024 **staff survey**.

Risk

The Committee:

- Regularly considered and took assurance on the management of both **strategic and corporate risks** within remit of the Committee.

Workforce Equality, Diversity and Human Rights

The Committee:

- Took assurance on progress made towards the organisation's **Strategic Equality Plan 2024-2028** objectives.
- Considered the findings and approved the **Annual Equalities Report 2024-25**.
- Considered the findings and approved the **Gender Pay Gap Annual Report 2024-25**.

Policies

The Committee:

- Considered bi-annual reports on the status of policies, procedures and other written control documents within its remit, and took assurance on the management of the review of Policies within its remit.
- Approved **5 policies and procedures** within its remit during 2025-26.

Approved
5 policies

People and Organisational Development Committee

Welsh Language Provision

The Committee:

- Took assurance on the Organisation's efforts to embed the requirement for the provision of **Welsh Language** in its work throughout the Organisation via regular Welsh Language compliance updates. These included a focus on areas of progress such as the work underway improve the Welsh translation system, the work to embed a **bilingual culture** within the Organisation, and the identification and plan to address areas of weakness.
- Took assurance on the **Welsh Language Annual Report 2024-25, More than Words Annual Report** and the introduction of the Welsh Translation Portal.

Deep-Dives

- People and OD IMTP commitments for 2025-26
- Culture and Engagement (Including the 2024 Staff Survey Results)
- People Strategy
- Sickness Absence (including data quality improvements)
- **Sickness Absence**

Speaking Up Safely and Raising Concerns

The Committee:

- Considered the **Speaking Up Safely Annual Report** (previously Raising Concerns Annual Report) and took **assurance** on the management of speaking up safely within the organisation.



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Assurance to Board

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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 will be provided to the Board in May.

Key developments / improvements this year include

- ❖ **To be added following Committee Effectiveness Review.**



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Gweithio gyda'n gilydd
i greu Cymru iachach

Working together
for a healthier Wales

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