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Committee Annual Report 2024/2025

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 2024/25 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 2024/25, 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 2024/25.

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 2024/25.



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Committee Membership



Committee Membership (1 April 2024 – 31 March 2025)

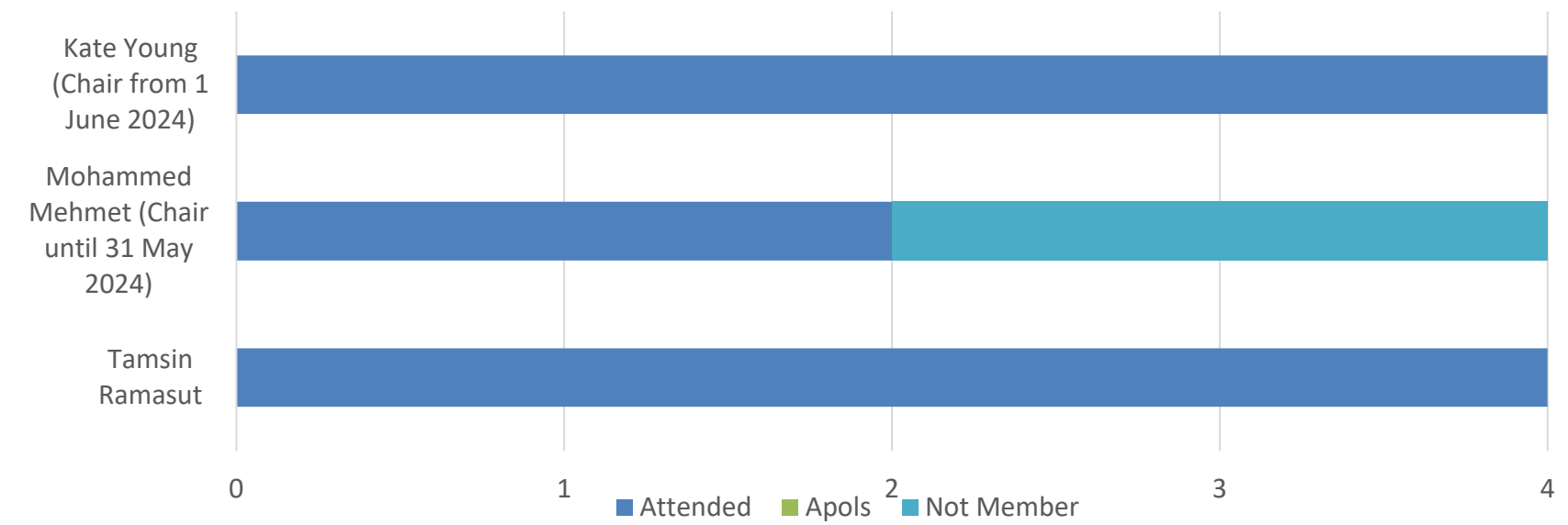
Committee	Chairperson	Committee Members	Executive Leads *
Audit and Corporate Governance Committee			
Quality, Safety and Improvement Committee			
Knowledge Research and Information Committee			
People and Organisational Development Committee	<p>Mohammed Mehmet, Non-Executive Director (1 April - 31 May 2024)</p> <p>Kate Young, Non-Executive Director (from 1 June 2024)</p>	<p>Kate Young, Non-Executive Director (1 April – 31 May 2024)</p> <p>Mohammed Mehmet, Non-Executive Director (1 June – 30 September 2024)</p> <p>Tamsin Ramasut, Non-Executive Director</p>	<p>Neil Lewis, Director of People and Organisational Development</p>

The Chief Executive, Tracey Cooper, was also invited to attend every meeting and attends at least annually. The Chair of the Board, Jan Williams, (until 31 May 2024), Nick Elliott (1 June to 30 November 2024) and Pippa Britton (from 1 December 2024) 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.

Committee Member Attendance

People and Organisational Development Committee

The Committee met 4 times this year and was quorate on all occasions.





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Committee Governance



Committee Governance Arrangements

Reporting to Board

The Committee 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 and confirmed minutes are published with the Board papers.

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 2025 for assurance.

The 2025/26 Work Plans are being finalised and will be submitted to Board in May 2025. 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. This provides an essential element of assurance to the Committee and from the Committee to the Board.

Committee Governance Arrangements

Cross Committee Working

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

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, including a number of issues relating to statutory and mandatory training, which were referred to the People and Organisational Development Committee for consideration. These will be reported to the Board in the Chair’s composite report in May 2024.

During 2024/25, the Committee Chairs have agreed an 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.

We have identified the following cross over areas:

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

The outcome of this work and the approach for 2025/26 will be presented to the Board in May 2025 for assurance

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 2025.

Key themes emerging from this include:

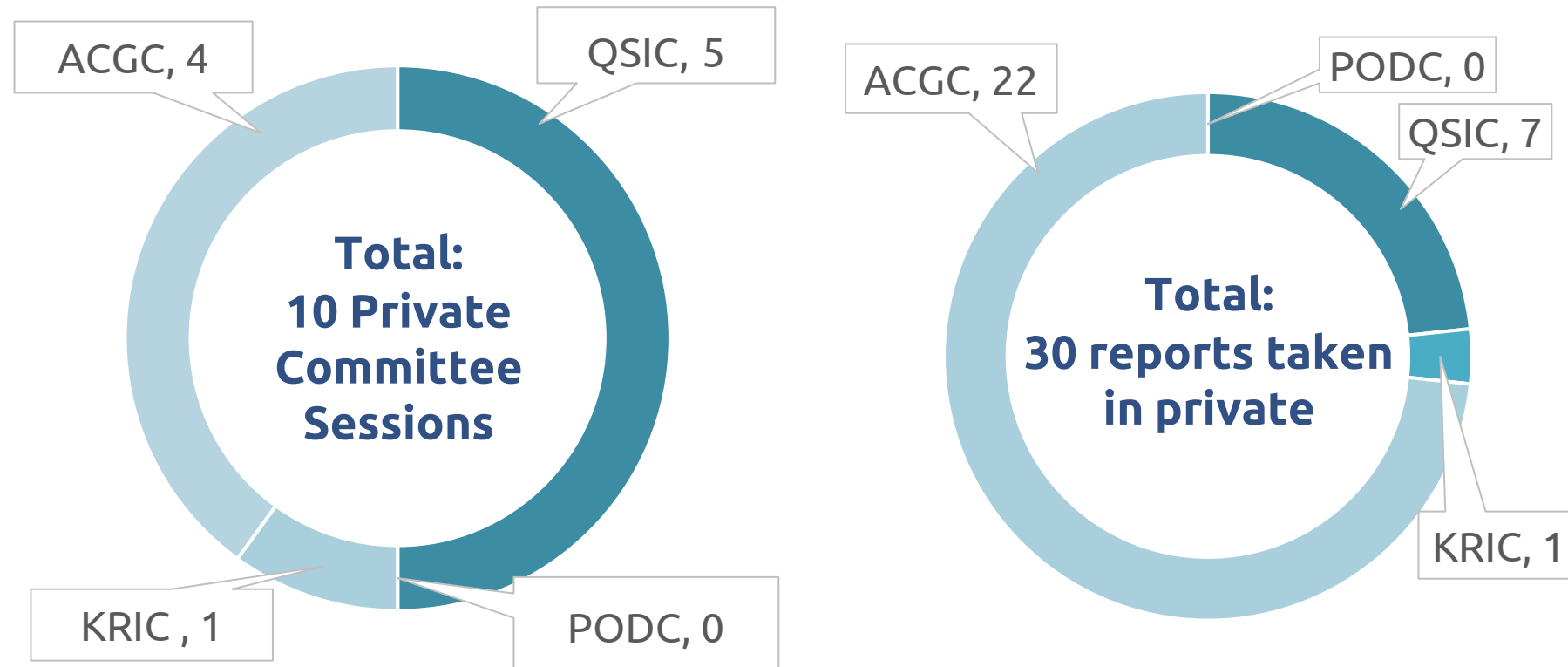
- ❖ ++ to be added following Workshop

The outcome and recommendations following this review will be reported to each of the Committees, and the Board in Quarter 1 2025.

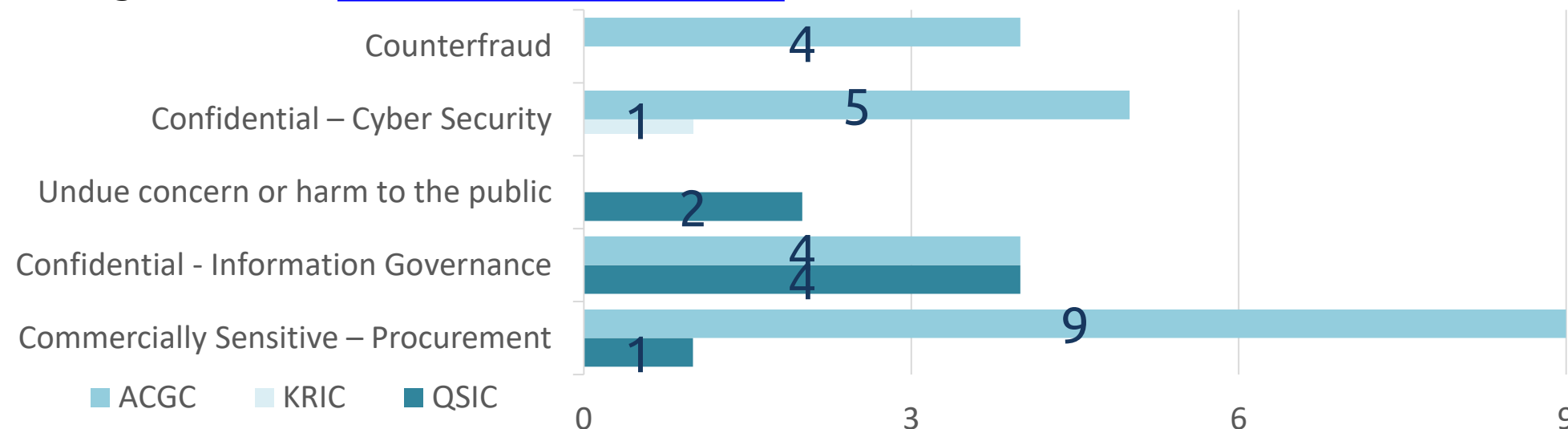
Committee Governance Arrangements

Matters in Private

The Committees held a Private Committee session where required in 2024/25 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 in the [Private Meeting Protocol](#):



Audit and Corporate Governance Committee

In May 2024, the Audit and Corporate Governance Committee commenced separate open and private meetings. Papers were published for the open meetings one week in advance this brought the Committee in line with our other three Board Committees.

- ❖ Cyber Security (5)
- ❖ Procurement/Finance (9)
- ❖ Counter Fraud (4)
- ❖ Information Governance (4)

(The change was made to align Public Health Wales with other NHS bodies in Wales where Audit and Corporate Governance Committees [or equivalent] held public meetings to ensure transparency. Private meetings are held concurrently with the open meetings.)

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)
- ❖ Summary of planned procurement activity within the Health Protection and screening Services Directorate. (1)
- ❖ A verbal briefing on HIW Report (later published on 30 January Board meeting) (1)

Knowledge, Research and Information Committee

- ❖ An overview of the Organisations assurance framework /processes on the Organisations digital developments following on from the Post Office Horizon IT scandal.

People and Organisational Development Committee

- ❖ No private sessions.

NHS Executive – Part B

This year, the Committees have considered assurance reports from the NHS Executive 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 NHSE to comply with the arrangements in place within Public Health Wales .

Annual Assurance Statement

The Annual Assurance statement for 2023/24 was considered by the ACGC in May 2024.

The Annual Assurance statement for 2024/5 is due to be presented to QSIC and ACGC in May / June respectively for this period. This has been expanded to cover:

Section 1 : Governance (to be reported to ACGC)

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

Section 2: Quality and Safety (to be reported to QSIC)

- Duty of Quality compliance
- Duty of Candor compliance
- Socio Economic Duty compliance
- Wellbeing of Future Generations Act Compliance
- Emergency Planning
- Clinical 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 Executive 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:

- Took assurance on the workforce planning updates, including the workforce planning dashboard, which set out the challenges the Organisation faced, particularly in relation to workforce recruitment, and implementation of the People Strategy and People Promise.
- Took assurance on the work into Managing Change, 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.
- Considered the Audit Wales Report into the review of Workforce Planning Arrangements, noting the effectiveness to address current and future challenges and the management response.
- Took assurance on an overview of the approach undertaken/system in place to check the professional registration status of new starters and to monitor the ongoing maintenance of that registration
- Considered and took assurance on the DBS checking process for the organisation.
- Took assurance on the **Cost-of-Living Action Plan** to support staff through the cost-of-living crisis.
- Approved the **Workforce Annual Report 2023-24**.
- **Considered an update on the People Strategy Review**

Organisational Development

The Committee:

- Took assurance on the progress to realise the vision within the People Strategy.
- Took assurance on the development and implementation of the People Promise, which set out the Organisation's offer to its people in return for their hard work, commitment to the vision and embodiment of the Organisations values.
- Took assurance on the development and implementation of Work How It Works Best throughout the Organisation.
- Regularly considered a live presentation of data from the Performance Assurance Dashboard, focusing on sickness absence, staff vaccinations, recruitment and turnover, and equality, diversity and inclusion data.
- Considered an overview of Statutory and Mandatory Training compliance and My Contribution appraisal data across the Organisation, and the work underway to address compliance such as impact workshops and toolkits. The Committee went on to consider a comprehensive review of appraisal compliance within the Health Protection and Screening Services directorate.

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 a comprehensive update on **staff engagement** and took assurance on the level of engagement with Staff.
- Considered regular updates from the **Local Partnership Forum**.
- Took assurance on the annual report from the **Local Partnership Forum**, which had focused on strategic issues, and had been crucial in driving the Organisation’s work into culture and employee value proposition.
- Considered an update on the **Staff Networks** and took assurance on the progress with requests made to the Board by the Staff Diversity Networks to date.
- Considered an overview of the results of the 2023 staff survey

Risk

The Committee:

- Regularly considered and took assurance on the management of both strategic and corporate risks within remit of the Committee.
- Considered an overview of the work undertaken to synergise risks as part of the Risk Management Development Plan, and to refine the organisational risk escalation process.

Workforce Equality, Diversity and Human Rights

The Committee:

- Took assurance on the work undertaken to progress the **Equality, Diversity and Inclusion** agenda in Public Health Wales through regular progress updates.
- Took assurance on the Organisation’s progress towards the **Anti-racist Wales Action Plan** and Workforce Race Equality Standard.
- Considered the findings and approved the **Annual Equalities Report 2022-23**.
- **Approved** the Annual Equality and Workforce Report 2023/24
- **Considered the findings and approved the Gender Pay Gap Annual Report 2023-24.**
- **Considered the Annual GDP report and took assurance on proposed actions**

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 **4 policies** within its remit during 2024-25.



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 to transform the **Web Estate**, 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, More than Words Annual Report** and the position regarding **Welsh Language complaints**.

Deep-Dives

- Overarching People and Organisational Development Strategic Priorities: Culture and Experience, Organisation Effectiveness and Resources and Processes
- Update on IMTP Commitment Due Q4 2025-2026 - an update on the progress made towards the IMTP commitment to develop and implement a systemic programme of work which would increase leadership and management skills, capacity and confidence.
- **Workforce Planning** - an update on the progress made towards the IMTP commitment to establish a workforce planning process and framework, including clear roles and responsibilities.

Speaking Up Safely and Raising Concerns

The Committee:

- Considered an update on grievances received by the Organisation, taking assurance that all **grievances** were treated confidentially and managed in accordance with the policies and protocols in place.
- **Approved the Speaking Up Annual Report (previously Raising Concerns Annual Report)**



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Assurance to Board



Assurance to the Board

2024/25

The Committees wish to assure the Board that on the basis of the work completed by the Committee during 2024/2025:

- ❖ 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 on 30 May 2025; these contain a summary of how the Committees intends to fulfil their Terms of Reference next year.
- ❖ Proposed changes to the Committees terms of reference will be reviewed following the Committee Effectiveness Workshop and will be recommended to the Board for approval at its meeting on 29 May 2025. This will ensure an alignment of the purpose of the Committees with the Board Assurance Framework.
- ❖ 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

- ❖ Review of the deep dive guidance to consider how we can align the deep dives more between the Committees and ensure synergy to the Strategic Priorities
- ❖ Building on and implementing the Cross Committee working approach, to embed and test the approach.
- ❖ Review the Committee effectiveness feedback mechanisms to look at how this could be improved.
- ❖ **+++further to be added following the Committee Effectiveness Review.**



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Working together
for a healthier Wales

