

 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p> Name of Meeting People and Organisational Development Committee Date of Meeting 16 April 2026 Agenda item: 12 </p>
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<p> NHS Wales Performance and Improvement – PODC Workforce Governance Compliance Assurance Report 2 For period 1 September 2025 – 31 March 2026 Bi- Annually For period 1 April 2025 – 31 March 2026 Annually </p>	
Report Sponsor/s:	Dr Chris Clayton, Managing Director & Responsible Officer Rhiannon Windsor, Deputy Director POD
Report Authors:	Vivienne Thorngate, POD Partner Rhiannon Windsor, Deputy Director POD
Approval/Scrutiny route:	Approval/scrutiny route for NHS Wales Performance and Improvement is via the Senior Leadership Team (SLT). Report presented for approval at the SLT Meeting on 07 April 2026.

<p>Purpose</p> <p>The purpose of this report is to provide a bi-annual assurance report to the People and Organisational Development Committee (PODC), on the relevant governance compliance areas as outlined in the NHS Wales Performance and Improvement Assurance Schedule.</p> <p>This report provides assurance on the following areas:</p> <p>For the period 1 September 2025 – 31 March 2026 (bi-annual):</p> <ul style="list-style-type: none"> • Equality, Diversity and Inclusion • Welsh Language <p>For the period 1 April 2025 – 31 March 2026 (annual):</p> <ul style="list-style-type: none"> • Raising Concerns Process • Workforce Planning • Grievances



Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
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The Committee is asked to:

- **Note** the contents of this report and receive assurance that effective arrangements are in place for related processes.

For the period 1 September 2025 – 31 March 2026:

Equality, Diversity and Inclusion

- **Take assurance** that there are effective arrangements in place to ensure compliance with Equality, Diversity and Inclusion requirements

Welsh Language

- **Take assurance** that there are effective arrangements in place to ensure compliance with Welsh Language requirements
- **Take assurance** that any areas of non-compliance are being appropriately managed.

For the period 1 April 2025 – 31 March 2026:

Raising Concerns Process

- **Take assurance** that there are effective arrangements in place to ensure compliance with the raising concerns process

Workforce planning

- **Take assurance** that there are effective arrangements in place to ensure workforce planning is undertaken correctly and accurately

Grievances

- **Take assurance** that there are effective arrangements in place to ensure that grievances are undertaken correctly and accurately

Link to Public Health Wales [Strategic Plan](#)

Public Health Wales is the Host Organisation for the NHS Wales Performance & Improvement ('the Hosted Unit'). The *Hosting Agreement ('the Agreement')* between Public Health Wales (PHW) NHS Trust and The Welsh Ministers was approved by the PHW Board on 26th January 2023 and took effect from the launch of the NHS Wales Executive on 1st April 2023 - NHS Wales Performance & Improvement. To take account of variations, an Addendum was approved by the PHW Board on 28th March 2024. A revised Agreement has been prepared for 2025/26, which is subject to approval.



PHW is not responsible or accountable for setting the direction for, or the work programme of, the Hosted Unit or for the delivery/quality or management of work undertaken by the Hosted Unit on behalf of Welsh Government.

Summary impact analysis

Equality and Health Impact Assessment	A specific Equality and Health Impact Assessment (EHIA) is not required to support of this report.
Risk and Assurance	This report provides assurance on the implementation of the relevant policy and procedures within the NHS Wales Performance & Improvement, ensuring good governance is maintained.
Health and Social Care (Quality and Engagement) (Wales) Act	This paper supports the Quality themes.
Financial implications	There are no financial implications as a result of this report.
People implications	The themes of this assurance report relate to staff and stakeholders.

1. Purpose / situation

The purpose of this report is to provide an assurance report to the People and Organisational Development Committee, on the relevant governance compliance areas as outlined in the NHS Wales Performance and Improvement Assurance Schedule.

This report provides assurance on the following areas:

For the period 1 September 2025 to 31 March 2026 (Bi-annual):

- Equality, Diversity and Inclusion
- Welsh Language

For the period 1 April 2025 – 31 March 2026 (annual)

- Raising Concerns Process
- Workforce Planning
- Grievances

The sections below provide a summary of the status for the areas listed above.

1. Equality, Diversity and Inclusion

In line with the NHS Wales Performance and Improvement (NHSP&I) Assurance Schedule, NHSP&I is required to report to the Committee on a bi-annual basis for assurance on the arrangements in place to ensure compliance with the Equality, Diversity and Inclusion (EDI) requirements.

NHSP&I's work plans for 2024/25 were developed in its response to the Remit Letter from Welsh Government's Health, Social Care and Early Years Group. This outlined that NHSP&I would engage and work with key delivery partners and stakeholders, at many levels, to successfully deliver on the priority areas. The response to the Remit Letter is supported by individual plans for each directorate and which include specific references to engagement, collaboration and co-production as relevant to the work of directorates.

Protected characteristics and other equality considerations are integrated into NHSP&I's plans and ways of working, including:

- Engagement of, and co-production with, people with lived or learnt experience of specific health conditions.
- Design of communications and training materials to maximise accessibility, e.g. neurodivergence, dyslexia, visual impairment.
- Selection of external venues on the basis of ensuring inclusion and accessibility.

- Continuing to use recruitment guidelines to ensure the way staff are recruited is fully accessible, flexible, and inclusive and that posts are advertised in a way that attracts diverse talent.
- Providing an overview of the Diversity Networks in place and how to access them through the staff newsletter. We also signpost colleagues to the SharePoint pages on speaking up safely, to ensure any concerns are addressed appropriately.
- Widely publicising learning and development opportunities and continuing to encourage staff to attend and complete appropriate equality training.
- Reviewing compliance with statutory and mandatory training in monthly SLT team meetings.
- Coaching and training for staff to educate and enable easier updating of EDI information in ESR. POD also took time to explain why this is important and how the data is used.
- Reviewing and strengthening our approach to impact assessments and making service providers and policymakers aware of the benefits of these assessments.
- Using data to gain a better understanding of any pay differences between different groups and taking action to reduce these differences; and
- The NHSP&I POD team continues to work with PHW on the workforce data dashboard, which is used to create insights and inform strategy. Key information from the dashboard is used to inform SLT reports, and information shared with Welsh Government Executive Director Team (Health Social Care and Early Years Group).
- Working with colleagues across the organisation to embed a values and behaviour framework.
- Undertook a rapid engagement exercise in December 2026 to capture colleagues' perspectives as we prepare for organisational wide change.

The emerging Communications and Engagement Strategy and NHS Wales Performance and Improvement Strategy both take account of the public sector equality general duty and the specific duties, which are set out in the *Equality Act 2010 (Statutory Duties)* and the *(Wales) Regulations 2011* and those of the *Equality Act 2010*.

Workforce Data

Workforce data is essential in monitoring Equality, Diversity, and Inclusion (EDI) because it provides a clear understanding of the NHSP&I demographic makeup, helps identify representation gaps, and tracks progress over time. By analysing this data, POD seek to ensure compliance with legal requirements, inform policy development, and enhance employee engagement. Additionally, workforce data supports accountability and transparency in EDI efforts, ultimately contributing to a more inclusive workplace and improved business performance.

The workforce data specific to the NHSP&I indicates the following diversity mix:

	NHS Wales Performance & Improvement	PHW
Disabled	7.14%	9.72%
Minority Ethnic	5.25%	10.35%
LGBTQ+	3.99%	3.47%

Data as at 26th March 2026

Targeted initiatives to strengthen Equality, Diversity, and Inclusion

Current workforce data indicates that 18% of employees have not yet disclosed their ethnicity within ESR. To address this, communications have been issued via the staff newsletter to reinforce the importance of data disclosure and to provide clear guidance on how to update personal information. This will be supplemented by a dedicated agenda item within the fortnightly Team Talk sessions, focusing on why EDI data matters, how it is used to inform assurance and decision-making, and how it supports organisational transparency and compliance. In addition, NHS P&I continues to work collaboratively with the Public Health Wales to implement and monitor actions arising from the Workforce Race Equality Standard, ensuring sustained focus on addressing inequalities and improving workforce experience and outcomes.

In addition, targeted action will be taken to review staff experience survey findings, with a specific focus on understanding and addressing the experiences of staff from protected characteristic groups.

2. Welsh Language

In line with NHSP&I Assurance Schedule, NHSP&I is required to report to the Committee on a bi-annual basis for assurance on the arrangements in place.

The Welsh Language declarations by NHS Wales Performance & Improvement staff as of March 2026 are:

Competence Name	Assignment Count	Required	Achieved	Compliance %
NHS LANG Listening/Speaking Welsh	480	480	476	99.17%
NHS LANG Reading Welsh	480	480	473	98.54%
NHS LANG Writing Welsh	480	480	473	98.54%



Competence Name	Assignment Count	Required	Achieved	Compliance %
NHS LANG Welsh Language Awareness - 3 Years	480	480	414	86.25%

- NHSP&I must comply with Welsh Language Standards and follow the policies, procedures and guidance offered by PHW's Welsh Language Team. Staff have access to the Welsh Language Hwb intranet pages for advice, support and guidance. All information relating to Welsh language developments is shared by PHW with NHSP&I through the Corporate Governance team.
- The NHSP&I has a Welsh Language Standards Action Plan, which is used to monitor compliance with the Welsh Language Standards annually and information from this is fed into the PHW Annual Report on the Welsh Language Standards and the annual update on the *More Than Just Words* 5-year Action Plan.
- Compliance with the Welsh Language Standards is monitored across PHW by the PHW Welsh Language Manager, and review of compliance within the NHSP&I is coordinated by our Head of Compliance and Continuity within the Corporate Governance team.
- The PHW Welsh Language Team support the NHSP&I to fill any identified gaps in compliance and to put processes in place to improve.
- The PHW Welsh language team, via the Welsh Language Group, plays a central role in ensuring advice is shared within NHSP&I and facilitates opportunities for staff to ensure understanding of the requirements under the Welsh Language Standards.

3. Raising Concerns Process

In line with the NHSP&I Assurance Schedule, NHSP&I is required to report to the Committee on an annual basis for assurance on the NHSP&I's response to any Raising Concerns.

This update covers the period 1 April 2025 to 31 March 2026 - for the reporting period, no concerns were raised.

The Speaking Up Safety Lead / Champion role within NHS P&I is fulfilled by the Deputy Director of People and OD.

4. Workforce Planning

In line with the Assurance Schedule, NHSP&I is required to report to the Committee on an annual basis for assurance that the NHSP&I has a process in place for workforce planning.

Significant work has been undertaken to review the organisational structures and operating model for NHSP&I, including a comprehensive workforce deep-dive to develop a detailed understanding of current workforce models, capability, and capacity. This work is informing the future workforce required to support delivery of the NHSP&I's strategic ambitions. Plans are underway to develop and implement a revised organisational structure and operating model during the second half of the 2026/27 financial year. Staff are being kept informed of proposed changes through regular communications, and engagement with Trade Union partners is ongoing to ensure appropriate consultation and involvement as plans are progressed.

5. Grievances

In line with the NHSP&I Assurance Schedule, NHSP&I is required to report to the Committee on an annual basis for assurance on the NHSP&I's response to any grievances

This update covers the period 1 April 2025 to 31 March 2026. There were four grievances reported and concluded in this period.

A PHW POD Advisor is allocated to each case and supports the parties and the process through to the conclusion. To ensure continuous improvement, debrief meetings are scheduled with the line manager and the PHW People Support team to discuss lessons learned from each case. This approach enables the team to refine our processes and strengthen our approach to managing future cases.

6. Conclusion

The report provides assurance to the Committee that the NHS Wales Performance and Improvement (NHSP&I) is meeting the requirements for each of the subject areas.

There are no concerns to bring to the attention of the Committee in any of the areas listed.

7. Recommendation

The People and Organisational Development Committee is asked to:

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