

# 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.



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Committee Membership



# Committee Membership (1 April 2024 – 31 March 2025)

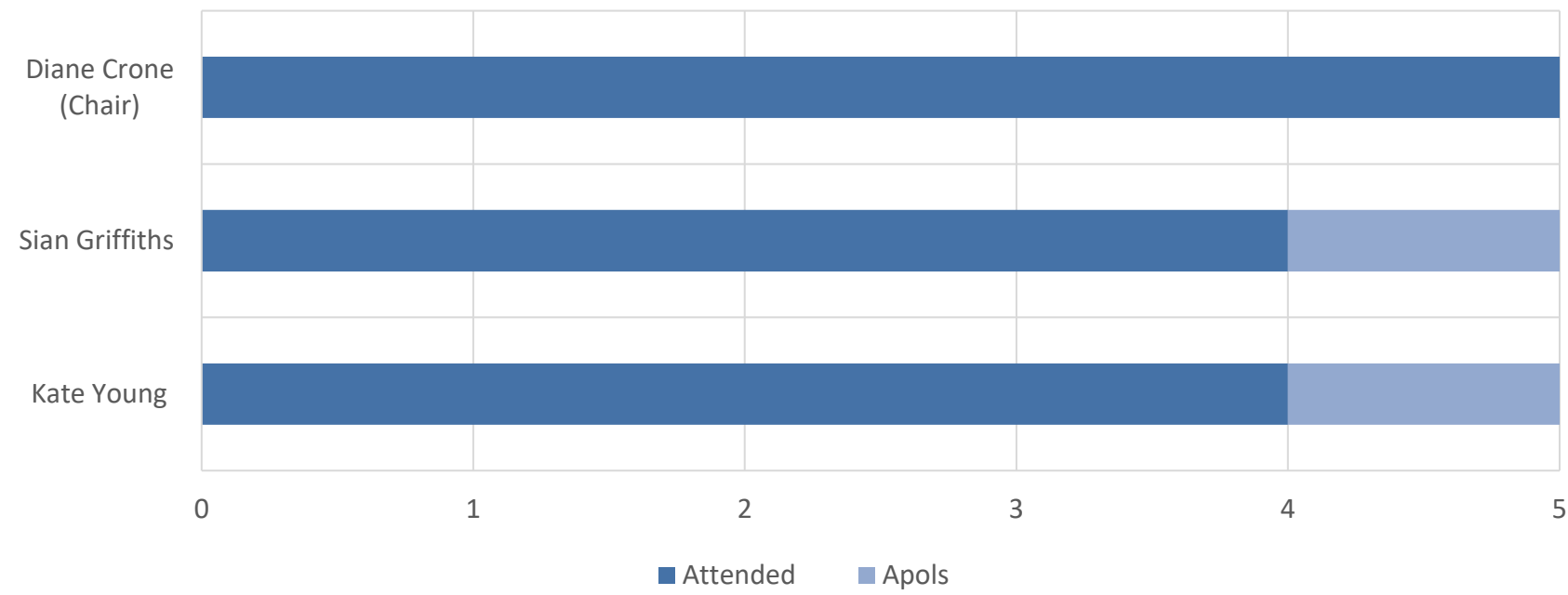
Committee	Chairperson	Committee Members	Executive Leads *
<b>Audit and Corporate Governance Committee</b>	<p>Nick Elliott, Non-Executive Director (1 April to 31 May 2024, and from 1 Dec 2024 to 31 March 2025)</p> <p>Mohammed Mehmet, Non-Executive Director (1 June – 30 September 2024)</p> <p>Diane Crone, Non-Executive Director (1 October – 30 November 2024)</p>	<p>Mohammed Mehmet, Non-Executive Director (1 April - 30 September 2024)</p> <p>Kate Young, Non-Executive Director</p> <p>Tamsin Ramasut, Non-Executive Director</p>	<p>Huw George, Deputy Chief Executive and Executive Director of Operations and Finance</p> <p>Paul Veysey, Board Secretary</p>
<b>Quality, Safety and Improvement Committee</b>	<p>Diane Crone, Non-Executive Director</p>	<p>Sian Griffiths, Non-Executive Director</p> <p>Kate Young, Non-Executive Director</p>	<p>Claire Birchall, Executive Director of Nursing, Quality and Integrated Governance</p> <p>Meng Khaw, National Director of Health Protection and Screening Services, Executive Medical Director</p>
<b>Knowledge Research and Information Committee</b>	<p>Sian Griffiths, Non-Executive Director</p>	<p>Diane Crone, Non-Executive Director</p> <p>Nick Elliott, Non-Executive Director</p>	<p>Iain Bell, National Director Knowledge, Research and Information</p>
<b>People and Organisational Development Committee</b>	<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</p> <p>Jan Williams, Board Chair</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

## Quality, Safety and Improvement Committee



The Committee met 5 times this year and was quorate on all occasions.



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# 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 been no reports that 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 action, 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 be implemented in 2025/26, 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 March 2025.

Key themes emerging from this include:

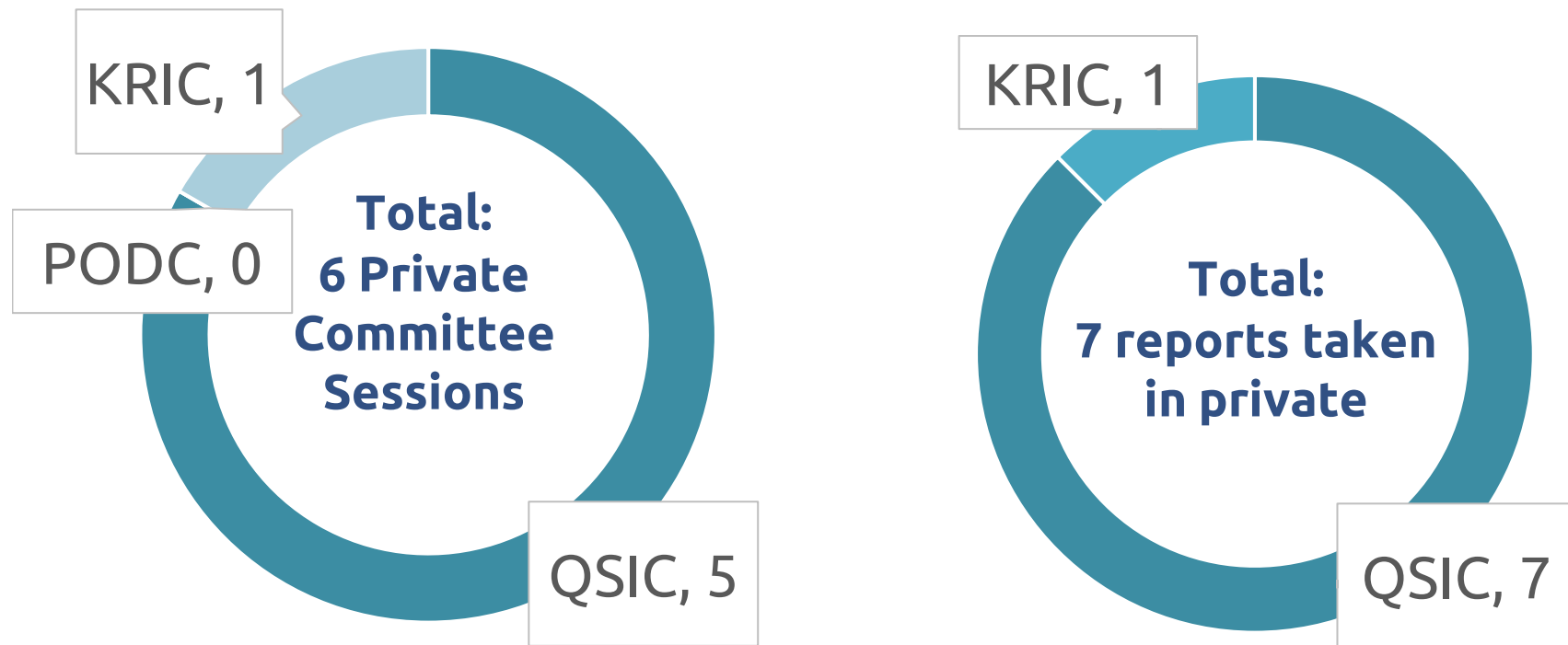
- ❖ Positive comments on the Chairing, and clear roles understood by Committee Members
- ❖ Clear roles for the Committees
- ❖ Good quality of reporting, with identified improvements in progress.

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

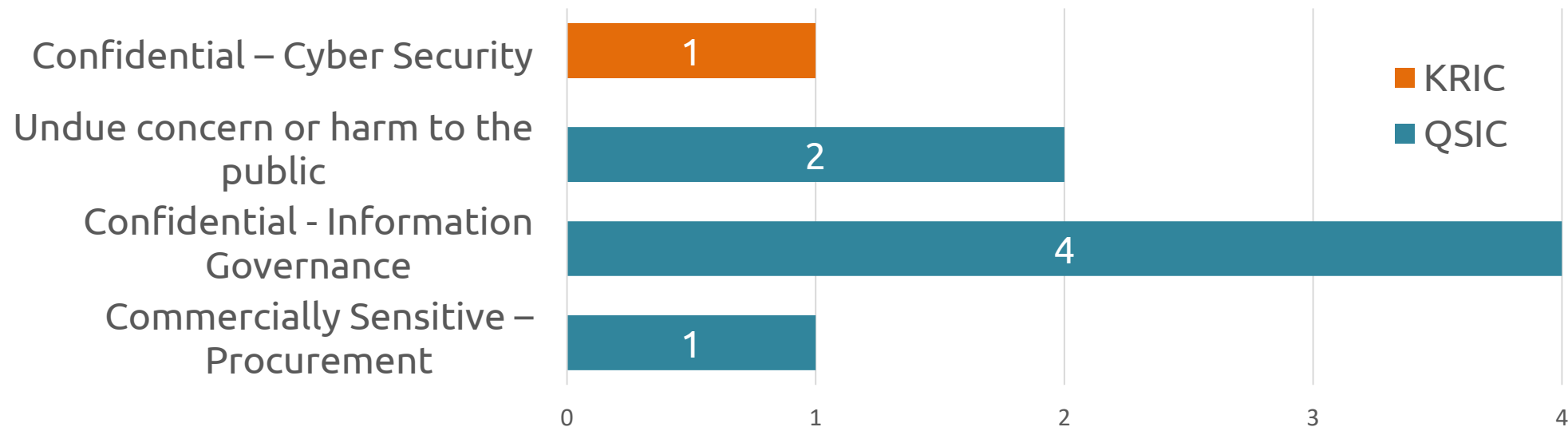
# Committee Governance Arrangements

## 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 a 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

+++

### 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

❖ +++

### People and Organisational Development Committee

❖ +++



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Committee Assurance - QSIC

# Quality, Safety and Improvement 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:

## Quality and Improvement (Including Clinical Governance, Putting Things Right, Serious Incidents)

The Committee:

- Approved the first iteration of the **Duty of Quality Annual Report 2024** which described the steps taken on the Organisations quality journey.
- Took assurance via the **Duty of Candour Annual Report 2024** that Duty of Candour Incidents were being managed in accordance with regulatory guidance and the relevant policies and procedures, and that the important learning from Duty of Candour cases was being shared and acted upon.
- Took assurance on the implementation of the **Clinical Governance Framework**, and the progress to operationalise the Quality Oversight Group (QuOG).
- Took assurance on the effective management of **Putting Things Right** through the Annual Report 2024.
- Took assurance on the **NHS Executive Quarterly Governance Compliance** report, on areas including reportable incidents, complaints and claims.
- Took assurance on the Organisation's effective management and learning from **Claims, Redress and Duty of Candour incidents and inquests** (taken in private session).
- Considered an in-depth presentation on **Breast Cancer Assessment Times** following an action at the September Board meeting to review concerns into Breast Cancer Assessment Times

The Committee noted that the Quality, Nursing and Integrated Governance directorate has since April 2024 taken over the responsibility to manage the implementation of the **Duty of Quality** within Public Health Wales from Improvement Cymru .

This also includes a refreshed approach to quality reporting and alignment to the Health & Care Quality Standards of Safe, Timely, Effective, Efficient , Equitable and Person Centred within the **Quality Governance Performance** report along with the introduction of a self-assessment process and a quality impact assessment all essential to delivery of high quality services.



# Quality, Safety and Improvement Committee

## Safeguarding

The Committee:

- Took assurance on the arrangements in place for the Organisation to meet its **Safeguarding** responsibilities through the:
  - Public Health Wales Corporate Safeguarding Annual Report 2023-24
  - National Safeguarding Service Annual Report 2023-24
  - Quarterly Safeguarding updates via the Quality Governance Performance Reports.

## Infection Prevention and Control (IPC)

The Committee:

- Took assurance on the arrangements in place for the Organisation to meet its **Infection Prevention and Control** requirements through the:
  - IPC Annual Report for 2023-24
  - Staff Influenza Vaccination Campaign Annual Report for 2023-24 and the delivery plan for 2024-25.
  - The significant progress made through the Cleaning and Decontamination Task and Finish Groups.

## Risk

The Committee:

- Took assurance on the management of both **strategic and corporate risks** within remit of the Committee.
- Noted the combined previous risks of Strategic Risk 5 and 6 to a revised Strategic Risk 5.

## Clinical Audit

The Committee:

- Took assurance on the **Quality and Clinical Audit** Annual Report for 2023-24 and approved the plan for 2024-25.
- Took assurance on the mid-year update of progress against the plan for 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 **4** policies within its remit during 2024-25.

## Service User Experience (Engagement)

The Committee:

- Took assurance on the progress and the next steps relating to the Organisation's **approach to engagement of services**, which included updates to the refreshed engagement plan, use of the CIVICA platform and the Young Ambassadors Engagement programme.

# Quality, Safety and Improvement Committee

## High Quality and Safe Public Health Services and Functions

The Committee:

- Took assurance on the progress to recover **Screening Services** impacted by the pandemic, plans to improve recovery of and transformation of Diabetic Eye Screening Wales and the approach taken to revise the performance data within the Screening Services report.
- Considered an update on actions underway to address the **Ionising Radiation Breast Test Wales** Healthcare Inspectorate Wales Inspection updates (private and **public session**)
- Took assurance on the progress of actions contained within the approved **PHW Tuberculosis (TB) Action Plan** following the external review of the management of the TB outbreak in Llwynhendy, Carmarthenshire.
- Took assurance on the progress of actions to strengthen the Organisation's **Medicine's management** governance arrangements.
- Took assurance on the 2023-24 **winter/seasonal planning** approach for Health Protection and Infection Services and the system leadership and business continuity planning for 2024/25.
- Took assurance in relation to the organisation's compliance with the requirements of the Civil Contingencies Act [2004] and the NHS Wales Emergency Planning Core Guidance [2015], took assurance on the review of the **Emergency Response Plan** and approved the new **Health Emergency Planning Annual Report**.
- Considered a **deep dive into the Health Protection directorate** and activity to protect the health of the population of Wales from infections and environmental threats. They provided an overview of each of the Directorate Teams and their successes, highlighting the Measles and Sexual Health programmes.

## Health and Safety

The Committee:

- Considered quarterly **Health and Safety** progress reports, taking assurance that measures were in place to monitor compliance with Health and Safety requirements using audits, Datix, Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reporting and supported by appropriate policies and procedures, and that areas identified for improvement were addressed.
- Took assurance on the **Health and Safety Annual Report** for 2023-24 and the workplan for 2024-25.

## Health Improvement and Population Health

The Committee:

- Considered a high-level overview of the **Population Health Programmes** delivered by the Health and Wellbeing Directorate and their associated governance arrangements.
- Considered the work undertaken by the Health Improvement Division to ensure that the **Welsh Network of Health and Well-being Promoting Schools (WNHWPS)** Programme remained fit for purpose, was able to demonstrate impact and that mechanisms were in place to ensure quality of delivery.
- Considered a deep dive into the Organisation's **Oral Health** programme, noting its recovery post pandemic and contribution to partnership programmes across Wales, including 'Designed to Smile'.



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Committee Assurance

# Audit and Corporate Governance Committee



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Committee Assurance

# People and Organisational Development Committee



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# Committee Assurance

# Knowledge, Research and Information Committee



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

# 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 2024/25:

- ❖ 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 29 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 have been considered by each Committee and are 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

- ❖ +++ (to be added after the Effectiveness workshops have taken place and priorities identified)



GIG  
CYMRU  
NHS  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

Gweithio gyda'n gilydd  
i greu Cymru iachach

Working together  
for a healthier Wales