GIG CYMRU NHS WALES

Iechyd Cyhoeddus Cymru
Public Health Wales

2025/26 ANNUAL REPORT

Section 1
Performance Report

FOREWORD

It is our pleasure to introduce the Public Health Wales Annual Report for 2025/2026.

This year's report reflects the continued breadth and depth of our work across our six strategic priorities, underpinned by our long-term strategy, *Working Together for a Healthier Wales 2023–2035*. It highlights both the progress we have made and the challenges we continue to face as we work to improve health and reduce inequalities across Wales.

Pippa Britton OBE PLY
Chair of the Board
Public Health Wales

Tracey Cooper OBE
Chief Executive
Public Health Wales

The past year has been another exceptionally busy and demanding period. We have made significant progress in delivering our strategic plan, achieving over 80 per cent of our planned milestones and continuing to mature as an organisation in how we deliver impact at scale.

This progress has been delivered against a complex and evolving backdrop, including persistent health inequalities, increasing demand across health and care services, the long-term impacts of the COVID-19 pandemic, and growing global and national challenges such as climate change, economic uncertainty and the spread of misinformation.

Despite these challenges, we have remained steadfast in our focus on improving population health and narrowing inequalities. Our work has continued to address the wider determinants of health, including child poverty, housing, employment and the environments in which people live, while supporting partners across Wales to take evidence-informed action.

We have strengthened our efforts to promote mental and social wellbeing, recognising its fundamental importance to long-term health outcomes. Through programmes such as Hapus and the expansion of early years and whole-school approaches, we have supported individuals, families and communities to improve wellbeing and resilience.

Our work to promote healthy behaviours has continued at scale, reaching hundreds of thousands of people across Wales and demonstrating measurable improvements in areas such as smoking cessation, healthy weight and physical activity. At the same time, we have strengthened our contribution to the development of a sustainable health and care system, embedding prevention and early intervention through national frameworks and programmes, including cardiovascular disease prevention and diabetes prevention at scale.

Delivering excellent public health services remains at the core of our work. Over the past year, our health protection services, screening programmes and clinical services have continued to operate at scale, while also responding to areas of performance challenge. We have taken clear and targeted action to address these issues, strengthen quality and governance, and maintain safe and effective services for the people of Wales.

We have also continued to take action to address the public health effects of climate change, recognising its significant and growing impact on health and inequalities. Through research, policy development and system leadership, we are helping to build a more resilient and sustainable future for Wales.

Across all of this work, our enabling functions—our people, data and digital capabilities, governance systems and financial stewardship—have played a critical role in supporting delivery and ensuring we remain a well-governed and high-performing organisation.

As we look ahead, we remain firmly focused on increasing healthy life expectancy and narrowing the gap between the most and least deprived communities. Achieving this ambition will require continued collaboration, innovation and a relentless focus on prevention, equity and long-term change.

We would like to personally thank all of our partners who have worked with us through the year, and all of the members of the public and people who use our services who have contributed and informed the work that we do.

Finally, we would like to give a special thanks to each and every one of our extraordinary people across Public Health Wales, our Executive Team and our Non-Executive Directors for their hard work, passion and unrelenting commitment throughout the last year. It is through all of their commitment, professionalism and dedication that we have been able to deliver our work and make a difference to the health and wellbeing of the people of Wales.

Our work to promote healthy behaviours has continued at scale, reaching hundreds of thousands of people across Wales

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01

INTRODUCTION

01

INTRODUCTION

The past year has been another exceptionally busy year for our organisation. The progress we have made to deliver our key strategic priorities is a great achievement for the organisation and reflects the exceptional work and dedication of our staff alongside our partners, during an extremely busy and challenging time in Wales. We have continued to evolve and mature as an organisation to be as impactful as we can in order to achieve a healthier and sustainable Wales.

Most of the diseases which are increasing significantly have common key preventable drivers, include: smoking, an unhealthy diet, physical inactivity and high-risk drinking.

We face significant challenges in Wales, particularly in relation to stark and persistent health inequalities. Everyone in Wales deserves the opportunity for good health. However, too often people in Wales become ill or die too early because the building blocks needed for good health are weak or absent in our communities.

We know there are serious public health challenges facing us from a national and global perspective. Geopolitical tensions are causing huge uncertainty and present big risks to our supply chains and to our economy. In addition, the rise of misinformation and disinformation risks damaging social cohesion and progress made in recent years in relation to core public health improvements, particularly vaccine uptake, which in turn risks exacerbating existing health inequalities.

We recognise climate change as a major threat to health in Wales, with impacts that span population, societal, economic and environmental wellbeing. The World Economic Forum ranks extreme weather events as the most severe global risk over the next 10 years ahead of geopolitical and technological risks.

300,000

engaging over 300,000 people in healthy weight programmes

33,000

supporting over 33,000 smokers

500,000

Over 500,000 people have been invited to take part in our bowel screening programme

170,000

Over 170,000 breast screening invitations have been issued

111,000

Over 111,000 diabetic eye screening appointments have been offered

Our projections for non-communicable diseases and cancer incidence show that if nothing changes, the incidences of these will continue to increase over the next 10 years. This projection, along with unprecedented challenges following the COVID-19 pandemic, impact on our long-term health and wellbeing, along with causing more immediate and direct consequences, including increasing pressure on the health and social care system. These issues have wider socio-economic consequences that have been felt unequally across our society and disproportionately affect those who already have the greatest health and social care needs.

Most of the diseases which are increasing significantly have common key preventable drivers, include: smoking, an unhealthy diet, physical inactivity and high-risk drinking. Low levels of mental well-being impact directly on an individuals' capacity for self-care and can lead to the adoption of health harming behaviours as a coping strategy. Now, more than ever, we require the collective efforts of a range of partners to address these issues in the coming years.

We have an opportunity, through making a system-wide strategic shift to prevention, to address these challenges and to harness the opportunities which are available to us in Wales. Our intention is to deliver benefits across the short, medium and long term, including transforming health outcomes for our population, reducing the financial burden of preventable disease on health and social care and employment, halting the rise in preventable disease and tackling the wider determinants of health to deliver measurable improvements in our population's health.

Crafts at staff conference

> **We have an opportunity, through making a system-wide strategic shift to prevention, to address these challenges and to harness the opportunities which are available to us in Wales.**

During 2025/2026, we delivered prevention at scale, reaching hundreds of thousands of people across Wales. This included supporting over 33,000 smokers, engaging over 300,000 people in healthy weight programmes, and reaching tens of thousands of children and families through early-years and school-based interventions. Across these programmes, we are demonstrating measurable impact on behaviour change, health outcomes and system sustainability.

Our national population-based screening programmes have continued to detect disease early, reduce health inequalities and improve outcomes for people in Wales. Over 500,000 people have been invited to take part in our bowel screening programme, over 170,000 breast screening invitations have been issued and over 111,000 diabetic eye screening appointments have been offered.

WCVA partnership

We have however faced a challenge in relation to our Sexual Health Test and Post service, relating to information governance, patient safety and safeguarding issues. We have worked with partners to resolve the failings we experienced and to ensure we can maintain a safe and effective service. We have seen the power and impact that we can have when we mobilise our collective efforts and expertise, including the improvements which can be realised at scale through embracing innovation, technological developments and our commitment to collaboration. The Well-being of Future Generations (Wales) Act (2015) continues to provide the enabling legislative driver to enable us to take a long-term preventative approach, focused on involving the public and collaborating with our partners to deliver integrated solutions as we tackle the challenges that we will face today and will face tomorrow. We also recognise that we continue to operate within a volatile and changing environment and will therefore continue to demonstrate an ability to dynamically respond to new and emerging threats and opportunities.

In developing our strategy, we focused on where we, as Public Health Wales, can add most value for the people of Wales. We have done this through the delivery of our six strategic priorities, which are underpinned by our commitment to reducing health inequalities. We have continued to demonstrate an unwavering focus on reducing health inequalities and ensuring that we deliver maximum value and impact for our population to create a healthy and sustainable Wales.

This document captures a summary of the work of the organisation over the last year, and we recognise that it does not capture the entirety of what has been achieved by our extremely dedicated people across all the functions and activities of the organisation.

02

OUR STRATEGIC PLAN

02

OUR STRATEGIC PLAN

Following our Board's approval, we published our Long Term Strategy - *Working Together for a Healthier Wales, 2023-2035* in May 2023, which sets out the actions we will take to achieve a Wales where people live longer, healthier lives, and where all people have fair and equal access to the things that lead to good health and well-being.

The strategy sets out our six strategic priorities, and maps out in detail how we plan to address each priority, which are:

- Influencing the wider determinants of health
- Promoting mental and social well-being
- Promoting healthy behaviours
- Supporting the development of a sustainable health and care system focused on prevention and early intervention
- Delivering excellent public health services to protect the public and maximise population health outcomes
- Tackling the public health effects of climate change

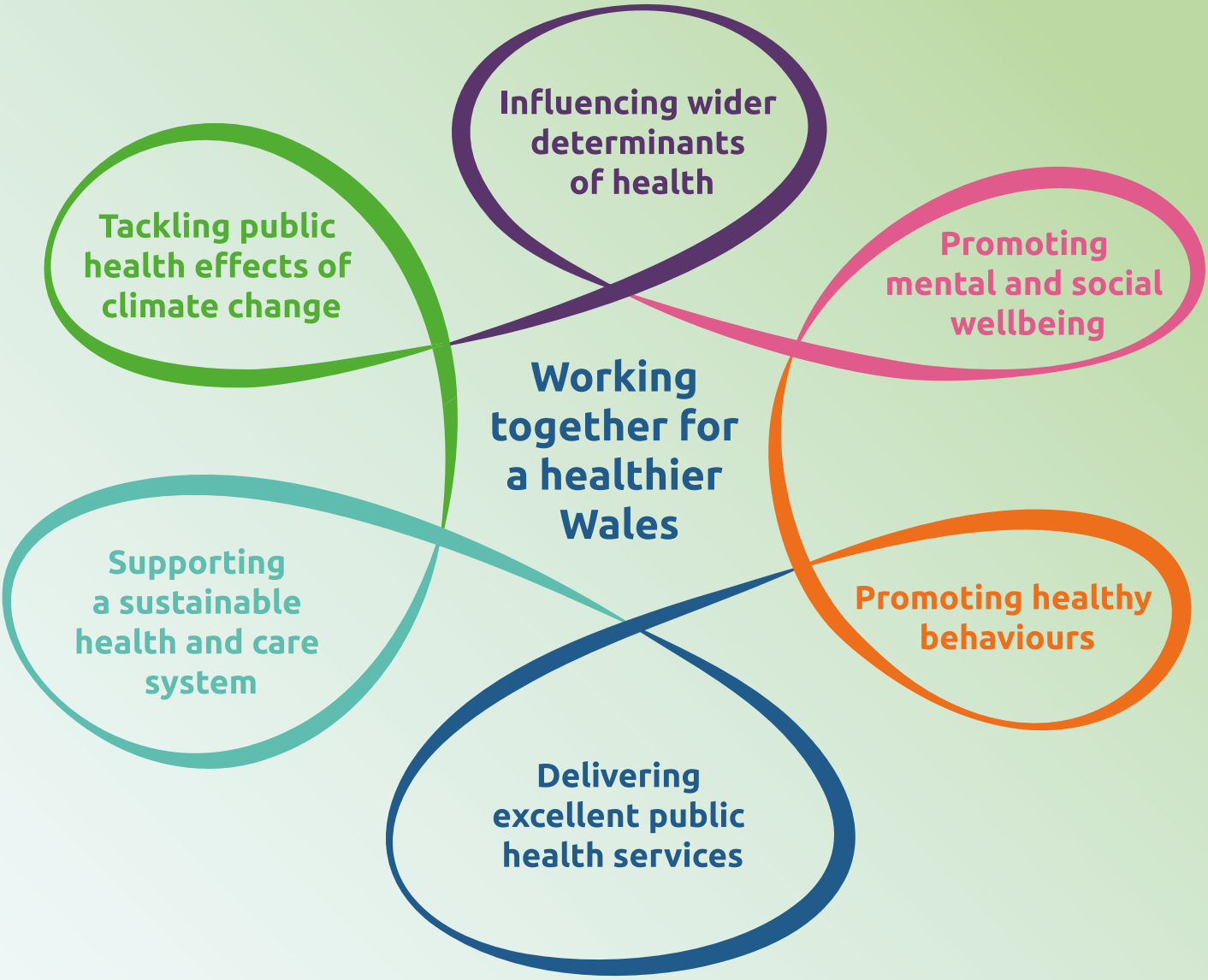
Our Strategic Plan for 2025-2028 (also known as the Integrated Medium Term Plan), set out how we planned to deliver our key strategic priorities, including our four statutory functions and core public health clinical services. This included delivery of our national screening programmes, infection service, health protection, data, knowledge, and research, as well as how we would continue to respond to the UK Covid-19 Public Inquiry, including implementing relevant findings as they relate to us.

Our Strategic Plan 2025-2028 was submitted to the Welsh Government at the end of March 2025. On 30 June 2025, we received confirmation that the Cabinet Secretary for Health and Social Care had approved our Strategic Plan for 2025-2028. Our plan aimed to build on progress that we have made since we launched our Long Term Strategy in 2023 which addresses the key public health challenges facing Wales.

82%

82% of our delivery milestones completed

Our Priorities 2023-2035



We are Public Health Wales.
We exist to help all people in Wales live longer, healthier lives.

Our values are **working together** with **trust and respect** to **make a difference**.

GIG CYMRU NHS WALES | Iechyd Cyhoeddus Cymru Public Health Wales

2.1 Progress against delivering our plan

The end of March 2026 saw the conclusion of our Strategic Plan for 2025/2026 and we ended the year with over 82% of our delivery milestones completed against our baseline plan agreed in March 2025. This equates to 202 milestones delivered from the total of 244 milestones.

Of the remaining 42 (17%) milestones reported as incomplete in 2025/2026, four milestones were closed given that they were no longer required due to re-planning, and 38 milestones were suspended or not completed within the set timescales, with the majority of these milestones having their planned delivery date moved into the next financial year and will form part of our 2026/2027 plan. Delays in delivery were often due to factors outside our control including dependencies on activities to be undertaken by other organisations.

Our progress in delivering our milestones represents the successful delivery in completing year three of our Long Term Strategy, which was a significant achievement for the organisation and represents all the great work and dedication of our staff during very challenging times for public services.

Progress against our plan was reported to our Executive Team and Board on a monthly basis through our Performance and Assurance Dashboard and Insights Report. The Report includes the ratings for each milestone, an exception report for those where issues have been identified, and a control process for managing changes in relation to milestone delivery with a projected year-end milestone status reporting the rate of completion. Ongoing assurance was also provided to the Welsh Government through our regular Integrated Quality, Planning and Delivery meetings and our Public Accountability Meeting with the Cabinet Secretary in February 2026.

Further information on our priority and enabling areas, including examples of what we delivered in 2025/2026, alongside key challenges and opportunities for learning, are set out in the following section.

Our progress in delivering our milestones represents the successful delivery in completing year three of our Long Term Strategy

Public Accountability Meeting

On 26 February 2026, we participated in the first round of the newly introduced national model for public accountability meetings with Welsh Government, marking a significant shift in performance scrutiny following recommendations from the External Ministerial Advisory Group on NHS Performance and Productivity.

In advance, we submitted an information and assurance pack covering service delivery, health protection, health improvement, organisational strengthening and key local issues. The session provided focused scrutiny on performance, assurance and delivery, with substantial attention given to our sexual health test and post incident which occurred during 2025/2026 and our national screening services.

03

STRATEGIC PRIORITY ONE: INFLUENCING THE WIDER DETERMINANTS OF HEALTH

03

STRATEGIC PRIORITY ONE: INFLUENCING THE WIDER DETERMINANTS OF HEALTH

Everyone in Wales deserves the opportunity for good health. However, too often, people in Wales become ill or die too early because of a lack of the essential building blocks necessary for good health.

Our work on the wider determinants of health is fundamental for improving health and tackling health inequalities.

These building blocks include our education and skills, a warm safe home, fair work, money and resources, access to affordable and sustainable transport and healthy physical environments. Getting things right from the start for children in Wales creates a solid foundation for the future. We want babies, children and young people and their families to live longer, healthier lives irrespective of background. *The Well-being of Future Generations (Wales) Act 2015* provides the legislative framework for us to work with partners across the third sector and wider public sector to improve the economic, social, environmental, and cultural wellbeing of Wales.

Our work on the wider determinants of health is fundamental for improving health and tackling health inequalities. We work to strengthen the building blocks of health so the people of Wales can have a more equal chance of living a fulfilling life, free from preventable ill health. We build support for stronger building blocks of health, create better public policy through informing and advocating for evidence-based change, mobilise joined up action with partners for better system-wide outcomes and build capability and alignment of action and information flows to enable positive change.

Further information on this priority can be found in our Long Term Strategy.

3.1 What we delivered

Over the past 12 months (April 2025 – March 2026), we advocated for, informed and mobilised action to strengthen the building blocks of health and wellbeing, especially for children and families, working across our organisation and with local and national partners. Our actions are across our four areas of work so people across Wales have a fairer chance of a long and healthy life.

To contribute to healthier decisions across major policy areas:

- **Health in all policies:** We are supporting implementation of Health Impact Assessment (HIA) regulations in a consistent, proportionate and evidence-based way. We developed statutory and voluntary guides and are delivering training to upskill those in public bodies who will need to carry out HIAs.

- We have described five policy priorities which can make the biggest difference to health and wellbeing in Wales, including best start in life, financial wellbeing and healthier everyday places. We are developing our wellbeing economics function to support a shift towards an economic system that places people and the planet at the centre of policy and investment decisions.

To make the places we live healthier:

- **Healthy homes:** We engaged with the voluntary sector, health boards, local and national government, social landlords and people with lived experience on system needs for healthy homes. We are developing practical, cross-policy solutions for health and wellbeing of children and families to inform the forthcoming housing and regeneration strategy.

- **Healthier places:** We have informed spatial planning to shape healthier places and spaces including through our annual planning and health event. We have published a Planning Healthy Places Guide, in response to requests from health boards and planners. We have advised on local development plan health impact assessment, shaping local development plans.

3Dimensions
HOLOGIC

To improve people's daily life chances:

- **Child poverty:** We made recommendations for improving collaboration to tackle child poverty under the Child Poverty Strategy for Wales and mapped our contributions against the strategy, so our priorities are informed by lived experience and data-driven insights. Our early years framework for action describes the building blocks of health needed for the best start in life, and who needs to take action.

- **Healthy, safe and fair work:** We developed our Healthy Working Wales employer offer including 1:1 Workplace Advisor Support, employer peer-mentoring and website. Research is underway into employer support for 16–24-year-old employees, with a mental health focus. We informed deployment of the £10m Department of Work and Pensions (DWP) trailblazer sites' actions by identifying evidence-based ways to improve access to employment for those in poor health. We are working with DWP, Welsh Government and others by supporting evidence informed action across Wales.

To strengthen the conditions for long term action:

- **Building capability:** We have built capability in Public Services Boards to take integrated action on wider determinants through applying systems thinking approaches as part of the Health Foundation funded Shaping Places for Wellbeing in Wales Programme. Programme findings have mobilised a Strengthening PSB Group and Action Plan with Welsh Government and partners.

- We have strengthened workforce capability, with over 1,560 practitioners actively participating in Public Health Network Cymru events and learning activity focused on reducing inequalities.

- Our work with the World Health Organisation supports knowledge and policy through the Welsh Health Equity Solutions Platform and delivered high-level Policy Dialogue exchanges to support a Wellbeing Economy with international partners.

1,560

We have strengthened workforce capability, with over 1,560 practitioners actively participating in Public Health Network Cymru events and learning activity focused on reducing inequalities.

Case Study 1

Celebrating 10 years of the Wellbeing of Future Generations (WFG) Act

With 2025 marking the ten-year anniversary of the Wellbeing of Future Generations (WFG) Act, we hosted a week of activities from 31 March to 4 April 2025, led by the Health and Sustainability Hub and the Communications team with support from the WFG Act Champions Group.

Each day of the week focused on the five Ways of Working or sustainable development principles: collaboration, long-term, involvement, prevention and integration, sharing resources, stories and case studies reflecting on progress and insights on further improvements.

Over that week, the series of blog posts attracted more than 1,200 views. This engagement has contributed to a rise in colleagues enrolling in futures-thinking training and an increase in requests for support from the Engagement and Involvement team, demonstrating ongoing interest across the organisation in applying the WFG Act to everyday work.

04

STRATEGIC PRIORITY TWO: PROMOTING MENTAL AND SOCIAL WELL-BEING

04

STRATEGIC PRIORITY TWO: PROMOTING MENTAL AND SOCIAL WELL-BEING

Mental and social wellbeing form the foundations of lifelong health, shaping people's ability to thrive, maintain healthy relationships, participate in their communities and manage life's challenges. Decades of evidence show that positive mental wellbeing is strongly linked to improved physical health outcomes, mental health outcomes, lower engagement in health harming behaviours and better resilience in the face of adversity.

> **Wellbeing is not created by services alone; it arises from the conditions in which people live**

Wellbeing is not created by services alone; it arises from the conditions in which people live, including supportive relationships, cohesive communities and environments that nurture belonging, safety and trust. Early experiences – especially nurturing relationships in infancy and childhood – have profound effects on mental development, emotional regulation and later life outcomes.

Conversely, adversity without counterbalancing protective experiences significantly increases the risk of poor mental health across the life course. Adverse childhood experiences (ACEs) can have lasting impacts into adulthood, particularly where wider positive experiences and social support are lacking.

One in three adults in Wales experience low mental wellbeing and one in four experience mental health problems. The cost of mental health problems in Wales is estimated to be at least £4.8bn*. Improving mental and social wellbeing improves quality of life and health outcomes.

Better wellbeing is associated with a lower risk of mental health conditions, such as depression and anxiety and physical health conditions such as heart disease and stroke.

Further information on this priority can be found in our Long Term Strategy.

£4.6bn

The cost of mental health problems in Wales is estimated to be at least £4.8bn*.

4.1 What we delivered

Our work on this priority touches all ages, from the first 1000 days of life through school and working age to older people. Over the past year, we have delivered a broad programme of work supporting the new Mental Health and Wellbeing Strategy Delivery Plan. We strengthened early years wellbeing by co producing a national Best Start in Life: An Early Years Framework for Action and fostered strong system engagement to embed action at national, regional and local levels. We have launched a national breastfeeding welcome scheme and delivered partnership projects in priority areas to improve access to breastfeeding support and breastfeeding rates, supporting early parent-child bonding as well as nutrition.

100%

We supported schools across Wales to embed a Whole School Approach to Emotional and Mental Wellbeing, with 100% of secondary schools and 97% of all schools implementing actions plans, ensuring wellbeing is embedded as a foundation for learning.

We have brought together data, evidence and the voices of young people to improve our understanding of the mental health needs of babies, children and young people and the factors influencing rising levels of distress among children and young people. This work and our engagement with NHS partners and the wider voluntary and community sector is helping to shape new approaches and pathways to support. We supported schools across Wales to embed a Whole School Approach to Emotional and Mental Wellbeing, with 100% of secondary schools and 97% of all schools implementing actions plans, ensuring wellbeing is embedded as a foundation for learning.

The Hapus programme works through a growing network of over 100 partner organisations and is demonstrating behavioural impact, with 59% of people engaging with Hapus content reporting action to improve their wellbeing and 55% re engaging with wellbeing promoting activities.

In addition, workforce engagement programmes reached wide audiences, including webinars with 90 employer representatives, of whom 94% intended to take action in their organisations.

We have expanded support for employers to enhance workforce wellbeing. We launched a new Healthy Working Wales website, employer survey tool, workplace adviser support service, peer-mentoring programme and workplace wellbeing starter pack. We also completed an evidence review and engagement with 16-24 year old employees to understand their needs and experiences to inform future work practices. We have progressed work with partners on violence prevention, adversity and trauma-informed approaches, recognising the profound impact these have on mental and social wellbeing (see Case Study 2).

Community connection remained a central theme, with work to understand and strengthen social connectedness, increase engagement in arts, culture, nature, movement and volunteering through the Hapus programme and improve links between public services and community assets (see Case Study 3).

This collective action is building the enabling conditions for stronger mental and social wellbeing and highlights where deeper community centred approaches are required.

Case Study 2

Developing a Public Narrative for a Trauma-informed Wales

A primary goal of the delivery of the Trauma-informed Wales Framework, co-lead by our ACE Hub Wales, is that it is an all of society approach, inclusive of the experiences of people in all of our communities in Wales. Most importantly, it aims to inspire collective action to prevent distress. The implementation of the Framework is driven by a partnership approach of co-delivery with partners and communities across Wales. It is evidence-led with a focus this year on understanding how racism, stigma and shame, labelling and being treated differently can be traumatic at systemic, organisational, community, and individual levels. People and organisations across Wales have gifted us their stories and shared their aspirations for what a Trauma-informed Wales means to them. As a result, our resources and training have been strengthened to ensure that this knowledge is mobilised into practical action.

As part of this work, we co-developed a public narrative to support further engagement on how we can become a kinder, empathetic and more compassionate society, and a call to action to think about what that means for all our communities. In February 2026, following a programme of engagement events, workshops and creative events with people with living experience, we published our public narrative and 'Time To Be Kind' campaign film 'Kindness – Everyone's Department.' The film aims to inspire kindness and compassion, build belonging, and counter harmful narratives, responding to the rise in misinformation and harmful rhetoric across society. It was streamed across ITVX and S4C and exceeded target reach and with powerfully positive feedback. This will inform further work to help us towards the shared goal of a trauma-informed nation in Wales.

Case Study 3

Hapus Programme

To strengthen system action on promoting mental and social wellbeing, we established Hapus. This programme brings Public Health Wales together with 10 national partners across the community, physical activity, arts, heritage and environment sectors. In addition, the last year has seen the growth of a 'Hapus Supporters' network, with over 100 organisations working with and in communities to support wellbeing. We have delivered training to evaluate impacts on mental wellbeing, delivered guidance on best practice in delivering inclusive wellbeing-promoting community activities and supported the voluntary and community sector to bid for external funding to grow their offer in Wales. Early evaluation shows clear impact: 59% of people engaging with Hapus content reported taking action to improve their wellbeing and 55% re engaged in activities which support their mental health. This clearly demonstrates the programme's ability to influence wellbeing behaviours at scale.

Through sharing evidence, best practice and developing collaborative action, Hapus is building capacity, capability and opportunities across Wales.

Additionally, the 'Hapus National Conversation' provides public information to inform and inspire individual and community action and engages the public to understand changes in perceptions, action and outcomes. Early evaluation of the 'Hapus National Conversation' shows people engaging with Hapus content, such as social media posts or 'wellbeing tools' have taken action for their wellbeing, from discussing it with others (59%) or re-engaging with activities they previously found to help their wellbeing (55%). Work continues to increase the reach of the campaign across Wales and with priority populations.

Furthermore, Hapus is influencing change in the system of support for mental health and wellbeing, with a shift towards community-orientated models of care and embedding action on wellbeing in early intervention and recovery pathways.

05

STRATEGIC PRIORITY THREE: PROMOTING HEALTHY BEHAVIOURS

05

STRATEGIC PRIORITY THREE: PROMOTING HEALTHY BEHAVIOURS

Health related behaviours – such as smoking, physical activity, diet, alcohol use and substance use – are among the most significant contributors to preventable illness, disability and early mortality in Wales. Behavioural risks account for a quarter of the overall disease burden, driving conditions such as cancer, cardiovascular disease and respiratory illness.

However, these behaviours do not occur in isolation: they are shaped by people's social and economic circumstances, their mental wellbeing, and the commercial environments that promote unhealthy commodities.

Our approach recognises the strong socio economic gradient in health behaviours, with higher levels of smoking, inactivity and unhealthy weight concentrated in communities facing financial pressure, insecure housing and limited access to supportive environments. Promoting healthy behaviours therefore requires action across systems and communities – not only supporting individuals but shaping environments, reducing commercial influences, addressing inequalities and strengthening mental wellbeing.

We work with partners to create conditions in which healthy choices are easy, supported and socially reinforced.

We work with partners to create conditions in which healthy choices are easy, supported and socially reinforced. Community centred approaches are a core part of this work, mobilising local assets, reducing barriers to participation and tailoring interventions to cultural, linguistic and social contexts.

Further information on this priority can be found in our Long Term Strategy.

5.1 What we delivered

In the last year, we delivered prevention programmes at national scale, working with local partners. We reached hundreds of thousands of people across Wales and achieving measurable behaviour change.

- Over 33,000 people accessed Help Me Quit services, contributing to smoking prevalence falling to around 10-11.4%, the lowest on record. Last year the programme worked with more than 17,000 smokers and delivered over 8,000 quits, supporting 1 in every 31 smokers in Wales to quit.

- We supported over 300,000 people through Healthy Weight Healthy You, with 130,000 completing assessments and 63% reporting it helped them manage their weight.

- Our National Exercise Referral Scheme received 32,079 referrals, with 17,477 people starting programmes and 9,332 completing, demonstrating sustained engagement in supported behaviour change.

In the last year, we increased referrals to cessation services, improved hospital based programmes and launching new campaigns to support smokers and vapers to quit. The Help Me Quit in Hospital programme has increasing referrals more than threefold, from 3,330 to 10,574 in two years, by embedding smoking identification and referral into routine hospital care and reaching the vast majority of admitted patients and also reaching pregnant smokers. 89% of hospital admissions now recording smoking status, enabling action to help people quit smoking and improve their health.

We deliver impact through a coordinated national–local model, providing leadership, co-ordination hubs, pathways, evidence, national programmes and often funding via Welsh Government while local authorities, health boards and partners deliver services on the ground, combining national consistency with locally tailored delivery at scale. Successes include Healthy advertising in Cardiff and the Vale of Glamorgan, bringing together local authorities, the NHS and regional partnerships to reshape the food and advertising environment in line with national prevention and inequalities policy.

We advanced Healthy Weight, Healthy Wales delivery through food environment improvements, breastfeeding promotion, early years nutrition and local restrictions on unhealthy food advertising. We also expanded work to promote physical activity through school based interventions, national movement campaigns and place based models that integrate local infrastructure changes.

Our digital and community-based healthy weight programmes are delivering both reach and measurable impact. The Healthy Weight Healthy You platform has reached over 300,000 users, with 80% engagement, exceeding our 75% target. Community-based PIPYN (Pwsiau Iach Plant Yng Nghymru:Healthy Children Healthy Weight in Wales) early years pilots reached over 3,000 families, with measurable improvements: in Cardiff, 35% of adult family member participants reduced BMI, and in Merthyr 40% achieved BMI reduction post-intervention, alongside sustained increases in physical activity.

“We advanced Healthy Weight, Healthy Wales delivery through food environment improvements, breastfeeding promotion, early years nutrition and local restrictions on unhealthy food advertising.”

Breastfeeding rates continue to improve, with 64% of babies breastfed at birth, 44% at 6 weeks and 32% at 6 months, representing sustained increases over five years.

With 48% of adults engaging in gambling, including 4.2% experiencing problem gambling and 6% at moderate risk, gambling harm in Wales in significant, informing development of a national prevention system. Our national gambling harm prevention programme made substantial progress, with dedicated resources for schools, population level insights and digital support tools. We procured software which will enable every person in Wales who seeks help for gambling harm to block (free of charge) gambling websites and apps as part of their recovery journey. This is now being rolled out by treatment support services.

Oral health programmes continue to deliver population-level prevention, through the Designed to Smile programme with over 60,000 children participating in supervised toothbrushing programmes, contributing to a long-term reduction in dental decay in Wales from 47.6% to 32.4% in Year 1 children.

Taken together, these programmes demonstrate sustained population reach, measurable behaviour change and equitable outcomes, with quit rates and service access comparable across deprivation and demographic groups.

300,000

The Healthy Weight Healthy You platform has reached over 300,000 users

64%

Breastfeeding rates continue to improve, with 64% of babies breastfed at birth

Case Study 4

Smoking Prevention Campaign Launched

Smoking is the leading cause of preventable death in Wales, causing around 3,845 deaths each year, with over one in ten deaths among people aged 35+ and significant health inequalities, with mortality rates three times higher in the most deprived areas. Significant public health work has reduced smoking rates with a fall in prevalence to 10% in the most recent National Survey. This work has contributed to Wales now having the lowest smoking prevalence on record, reflecting sustained, system-wide progress in reducing tobacco use across the population.

Building on this work, we launched a new smoking prevention campaign targeting 16–24-year-olds with messaging developed using research insights with this age group and then tested with focus groups. Data indicates that the most risky period for smoking initiation and establishing lifelong smoking habits is between the ages of 25 and 34 years. This campaign had the aim of targeting young people before they reach 25 years to prevent this from happening.

It has involved working closely with social media influencers to convey authentic messaging, in their own voices and words, on relevant channels for this age group including TikTok, Snapchat, Meta/Instagram and YouTube. Both influencers have a large following in Wales with Roseanne providing bilingual content on healthy living and the value of spending time in nature and Lloyd capitalising on the importance of looking after your body to perform sport at your best, in his case as a rugby player.

The campaign, which launched on the 12 January 2026, provided links to the Help Me Quit website and was supported by paid ads on key channels. In the first two weeks of the campaign:

The campaign generated 3.9 million social media impressions and 6,183 clicks to the Help Me Quit website.

- It accounted for 23% of all Help Me Quit website visits during the campaign period.
- Among engaged visitors, 43% viewed the “How to quit vaping” page, indicating strong interest in vaping support.
- TikTok and Snapchat delivered the highest engagement (4,728 clicks), while Meta generated the most reach (almost 1.4 million impressions).
- Organic influencer content performed well: Roseanne’s posts achieved 30,000+ views and 1,300 likes, generating stronger campaign relevant conversations, while Lloyd’s content reached 34,000+ views with around 3,000 likes.

The campaign is being continued this year to support joint work planned with the Further Education and Higher Education sectors to prevent smoking – and support quitting vaping - among this age group.

06

STRATEGIC PRIORITY FOUR: SUPPORTING THE DEVELOPMENT OF A SUSTAINABLE HEALTH AND CARE SYSTEM FOCUSED ON PREVENTION AND EARLY INTERVENTION

06

STRATEGIC PRIORITY FOUR: SUPPORTING THE DEVELOPMENT OF A SUSTAINABLE HEALTH AND CARE SYSTEM FOCUSED ON PREVENTION AND EARLY INTERVENTION

A sustainable health and care system is one that prevents illness wherever possible, identifies risk early, intervenes quickly, and supports people to live well with long term conditions. Prevention and early intervention are therefore essential not only to population health but also to system sustainability, reducing avoidable demand and ensuring the NHS can meet current and future needs.

> **Wales faces increasing pressure from an ageing population, rising levels of chronic disease, persistent health inequalities and the long term effects of the pandemic.**

Primary care sits at the centre of this ambition, providing the first point of contact for most people and the greatest opportunity to prevent disease and reduce inequalities.

Wales faces increasing pressure from an ageing population, rising levels of chronic disease, persistent health inequalities and the long term effects of the pandemic. These challenges require a coordinated system shift, embedding prevention into clinical pathways, strengthening community based models of care, and supporting multidisciplinary teams to deliver equitable, person centred services.

We play a national role in shaping this transformation – providing evidence, tools, frameworks, data, evaluation and leadership to ensure prevention is systematically embedded across the NHS and aligned with community centred approaches.

Our aim is to create a health and care system that is proactive, equitable, environmentally sustainable and rooted in the needs and strengths of communities.

Further information on this priority can be found in our **Long Term Strategy**.

6.1 What we delivered

This year we made significant progress in embedding prevention and strengthening system capability.

Across prevention programmes, we are delivering measurable system impact.

We launched the national Cardiovascular Disease (CVD) Prevention Plan, ACBD+, demonstrating the potential to prevent over 1,000 heart attacks and strokes through improved risk management. Through this we have already supported General Medical Services (GMS) contractors treat an additional 30,687 patients to target blood pressure levels and expanding access to prevention interventions across communities in Wales and an increase of 30,085 patients on the national hypertension register. This will prevent heart attacks, strokes and deaths, and will free up hospital time.

We produced and disseminated key tools for the national architecture required for prevention and action to reduce inequalities, including The Healthcare Public Health Framework for Wales, the Prevention Based Health and Care Framework and Teg I Bawb: Fair Action for All, giving the NHS a unified approach for population level planning, earlier risk identification, and equity focused decision making.

The All Wales Diabetes Prevention Programme is now delivering at scale, already reaching over 20,000 people across 51 of 60 primary care clusters, with modelling suggesting the potential to prevent around 4,600 cases of Type 2 diabetes. Our Evaluation of the Programme confirmed its effectiveness in reducing progression to type 2 diabetes by nearly a quarter (23%) making it a high impact prevention programme.
We have both supported and helped lay foundations for the national Community by Design Programme, reshaping how health and care services are delivered across Wales to help people stay well in their communities, access care more easily, and only go to hospital when it's truly necessary.

20,000

The All Wales Diabetes Prevention Programme is now delivering at scale, already reaching over 20,000 people across 51 of 60 primary care clusters

Over the past year, we have already laid strong foundations by publishing national prevention frameworks and driving population health management approaches, informing the Community by Design programme's prevention workstream and supporting clusters and Health Boards to use evidence and data to redesign pathways and tackle inequalities.

We published A Public Health Approach to Primary and Community Care by 2035 which sets out a vision for primary and community care in Wales by 2035. Embedding principles such as prevention, equity, sustainability and data-driven decision-making, to build on what's already working well and create a fairer, greener, and healthier Wales.

We published A Public Health Approach to Primary and Community Care by 2035 which sets out a vision for primary and community care in Wales by 2035.

We led the national evaluation of the Primary Care Model for Wales (PCMW) which includes Cluster Self-reflection, Cluster Peer Review, Focus Groups and system leadership to develop PCMW Key Indicators. The findings of which have been incorporated into a PCMW Evaluation Triangulation report which is now being used by the system alongside our 2035 report to strengthen cluster working and implementation of the PCMW and to inform the Community by Design Transformation Programme.

We advanced work on women's health, publishing a contraception after pregnancy e-learning module for healthcare workers, musculoskeletal health, social prescribing, financial wellbeing and health inequalities and supported primary care through new training programmes, population health tools and integrated data systems. We also contributed to dental system reform, environmental sustainability and greener primary care initiatives and the development of wellbeing economics approaches to guide investment decisions.

This combined work has strengthened the foundations for a prevention led, equitable and sustainable health and care system.

Case Study 5

New Cardiovascular Disease Prevention Plan

Our new Cardiovascular Disease (CVD) Prevention Plan was launched in September 2025. If fully implemented this plan could prevent people from having more than 1,000 heart attacks and strokes, making a significant impact patient on outcome and quality of life and also saving £18m for the NHS and Social Care sectors in Wales across three years. The new plan called an ABCD Plus Approach seeks to bring successful experience from other countries to Wales. This builds on wider system improvements, including over 30,000 additional people treated to target blood pressure levels in 2025–26, demonstrating the real-world delivery of prevention at scale.

1,000

We launched the national Cardiovascular Disease (CVD) Prevention Plan, ACBD+, demonstrating the potential to prevent over 1,000 heart attacks and strokes through improved risk management.

Case Study 6

Putting people at the heart of diabetes care: citizen engagement in the Tackling Diabetes Together Programme

Across Wales, more than 220,000 people are living with diabetes, highlighting the scale of impact this work is designed to influence and numbers are rising.

Every person with diabetes spends over 8,700 hours each year managing their condition outside of clinical settings. This can disrupt lives and employment with people making around 180 health-related decisions every day. Education and early empowerment the single most powerful tool for driving better self-management and outcomes. Delivering the step-change needed to slow that trend and improve lives requires more than clinical expertise - it requires genuinely listening to the people the system is designed to serve. This year, the Tackling Diabetes Together Programme (TDTP) has done exactly that, embedding patient and citizen engagement at every stage of its work in a way that is genuinely distinctive within the diabetes system in Wales.

The programme established a model of ongoing, structured engagement with people living with diabetes - not as a one-off consultation, but as a continuous feedback loop that informs, directs and helps evaluate our work in real time. This began with face-to-face visits to peer support groups across Wales, building trust and relationships with communities before asking anything of them. From this foundation, the programme developed a series of innovation events - Hackathons - bringing together people living with diabetes, clinicians and system partners to identify problems and find solutions together. The award-winning events were delivered in both North and South Wales, collectively bringing together more than 140 people to help shape better care for all. Deliberate efforts were made to include voices that are too often missing from service design, with the engagement team investing significant one-to-one time supporting participants from disadvantaged backgrounds to attend and contribute, recognising that meaningful engagement must actively remove barriers, not just open a door.

“Every person with diabetes spends over 8,700 hours each year managing their condition outside of clinical settings.”

> **Our engagement activities already involved hundreds of participants directly. But the outputs are designed to influence care and outcomes for over 220,000 people living with diabetes in Wales.**

Alongside these events, the programme has maintained a regular newsletter to keep participants informed of the changes their contributions have driven, closing the feedback loop and building genuine accountability to the communities involved. This is complemented by wider public insight through our Time to Talk Public Health panel, which has provided population-level data on attitudes to Type 2 Diabetes to inform programme direction.
This commitment to listening has produced tangible, system-level outputs. Patient surveys involving 57 people living with Type 2 Diabetes, focus groups with 23 participants, and consultation with 32 clinicians directly shaped the design of the new Point of Diagnosis (POD) packs - two complementary resources for healthcare professionals and newly diagnosed patients, developed and tested with the people who will use them. Patients told us clearly what they needed: 90% wanted practical food guidance, 88% wanted to understand their appointments and health checks and 67% described feelings of shame or guilt at diagnosis. Every one of those insights is now embedded in how the packs look, feel and communicate. Our engagement activities already involved hundreds of participants directly. But the outputs are designed to influence care and outcomes for over 220,000 people living with diabetes in Wales.

The patient engagement has also informed the redesign of NHS Wales diabetes webpages, behavioural research into barriers to self-management and the development of a behaviourally informed communications framework to guide all future diabetes communications in Wales.

This approach directly supports our strategic priority of supporting a sustainable health and care system focused on prevention and early intervention. By investing in early, high-quality engagement at the point of diagnosis and beyond, the programme is helping to build the foundations for better self-management, reduced complications and a system that people trust and choose to engage with. In a diabetes landscape where patient engagement of this depth and consistency is rare, TDTP has demonstrated what it looks like to genuinely put citizens at the centre of change.

07

STRATEGIC PRIORITY FIVE: DELIVERING EXCELLENT PUBLIC HEALTH SERVICES TO PROTECT THE PUBLIC AND MAXIMISE POPULATION HEALTH OUTCOMES

STRATEGIC PRIORITY FIVE: DELIVERING EXCELLENT PUBLIC HEALTH SERVICES TO PROTECT THE PUBLIC AND MAXIMISE POPULATION HEALTH OUTCOMES

Protecting the public from the effects of infections and exposure to environmental harms, such as air pollution and the delivery of our national screening programmes are core responsibilities for our organisation.

> **We provide a range of core public health functions and clinical services to the public and our partners, including NHS Wales.**

As a Civil Contingencies Act Category 1 responder, we collaborate with others to safeguard the public from major infectious diseases and environmental risks through robust emergency planning, preparedness, and response actions. This includes addressing inequalities that may arise from health protection threats, existing population health status, and wider determinants influencing health.

To achieve this, we provide a range of core public health functions and clinical services to the public and our partners, including NHS Wales. We deliver, monitor and evaluate seven population-based screening programmes, and coordinate the all-Wales managed clinical network for antenatal screening. This means nearly 175,000 women were invited to be screened by Breast Test Wales in 2025, 105,000 cervical samples were processed, approximately 112,000 screening appointments offered by Diabetic Eye Screening Wales and more than half a million people invited to take part in our Bowel Screening Programme.

We deliver our accredited clinical microbiology laboratory network by managing 15 laboratories across Wales to deliver a full range of standard infection diagnostics, with additional speciality testing in many areas. Through our network approximately 2.1 million samples a year are tested by our diagnostic service and almost 15,000 samples sequenced by our Genomics Programme.

We provide health protection and clinical services that enable specialist proactive and reactive response, handling over 12,800 notifications of communicable disease in 2025.

The delivery of these clinical services is core to our operational work. While the full breadth of this sits outside the scope of our Strategic Plan, we recognise that significant performance pressures have emerged over the past year, particularly in our Breast, Bowel and Diabetic Eye Screening programmes and our Sexual Health Services. In response, we are prioritising a targeted programme of performance improvement. This includes establishing clear strategic milestones to drive measurable gains in service delivery, strengthening our quality and assurance functions and enhancing our Clinical Governance and Board oversight arrangements. These actions are designed to accelerate recovery, improve consistency, and sustain high quality outcomes for the population we serve.

In November 2025, concerns emerged regarding our Sexual Health Test and Post service, relating to information governance, patient safety and safeguarding. The management of the incident is ongoing and improvements have been made to the service to mitigate against the failures that occurred.

Alongside these focused improvements, we will continue to embed excellence across all services, enabling us to support the wider NHS system and deliver on Welsh Government policy priorities.

We continue to participate in efforts led by the Chief Medical Officer for Wales to strengthen the health protection system. This includes focused work at both Wales and UK levels to learn lessons from the COVID-19 response, implement recommendations from the COVID-19 Public Inquiry, and enhance planning and preparedness for future pandemics. We provide system leadership to further strengthen the health protection system, including multi-agency work to implement lessons from the COVID-19 response and Public Inquiry.

15

We deliver our accredited clinical microbiology laboratory network by managing 15 laboratories across Wales

We continued to support the UK COVID-19 Inquiry by producing witness evidence, documentary evidence and oral evidence at Public Hearings against the 10 module areas. Upon the publication of module reports, we will ensure the reports are considered in detail, recommendations are addressed, organisational learning is captured and is implemented within our emergency preparedness planning process.

We deliver national population-based screening programmes that aim to detect disease early, reduce health inequalities, and improve outcomes for people in Wales. Together with our NHS partners in Wales, we are responsible for the safe, effective and equitable delivery of screening for conditions such as breast, bowel and cervical cancers, newborn and antenatal conditions as well as adult health risks such as abdominal aortic aneurism and diabetic eye screening. We ensure our programmes are evidence-based and quality assured.

Delivering excellent service quality and striving for continuous improvements are vital. This includes developing new programmes or deploying innovative tools and technologies to better understand and respond to threats, ultimately supporting people to live longer and healthier lives. Protecting the health of Wales' population from infections and environmental threats is crucial for achieving a healthier Wales. The COVID-19 pandemic highlighted the importance of health protection and health security, emphasising the role of health inequalities in exposure risks and health outcomes.

The Health and Social Care (Quality and Engagement) (Wales) Act (2020) underscores the Duty of Quality to provide safe, effective, person-centred, timely, efficient, and equitable healthcare within a learning culture. We aim to deliver the best outcomes for the people of Wales by focusing on equity to reduce health inequalities and support all people in Wales to lead healthier, longer lives. Ensuring equal access to services, including screening, vaccination, diagnostic, and treatment services, is essential for excellent service quality.

Further information on this priority can be found in our Long Term Strategy.

7.1 What we delivered

Over the last twelve months, we have delivered a coordinated, system-wide programme of improvement which has significantly strengthened the national health protection function. This progress reflects the Digital, Quality, Workforce, Evidence and Innovation and Delivery themes within our approved strategic route maps, ensuring our achievements are not isolated actions but sequenced steps towards our long term 2035 goals.

Key figures illustrate our service delivery in 2025/2026:

- Approximately 2.1 million samples a year tested by our diagnostic service.
- Almost 15,000 samples sequenced by our Genomics Programme.
- 12,800 notifications managed for notifiable communicable diseases
- More than 500,000 people invited to take part in our Bowel Screening Programme with 328,800 tests returned (64% uptake).
- 100% of screening FIT samples were tested within the BSW 7-day standard.
- 171,136 women invited to screening by Breast Test Wales with 118,197 women screened (69% uptake).
- 92,433 cervical screening samples processed.
- 111,240 screening appointments offered by Diabetic Eye Screening Wales with 90,677 participants attending (82% uptake)

The uptake for breast screening was 69%, just below the standard 70%. We have been working through the year to improve the three-week waits for assessment, and this has improved through the year, with the latest compliance of 46% in March 2026.

We have continued to work with Health Boards, as service providers commissioned by us, to improve the wait times for screening colonoscopy, which are below the standard of 90% below four weeks. The position has improved throughout the year, but this needs to be accelerated. We have established a national Screening Colonoscopy Improvement Programme in conjunction with Health Boards to address critical issues, including workforce and training.

> **Our genomics team has been at the forefront of innovative pathogen detection and outbreak investigation.**

We have made substantial progress in developing Wales' first national lung cancer screening programme, due to launch in 2028. Following Welsh Government's decision to introduce targeted screening for high-risk individuals, we rapidly advanced programme design, secured approval of the full business case, and established the foundations for a high-quality, safe, and equitable screening service. This demonstrates our ability to translate strategic commitments into deliverable, population-impacting services.
We played a central role in Exercise Pegasus, the UK's largest pandemic simulation in nearly a decade. As a Category 1 responder, we coordinated across partners to test readiness, strengthen response protocols and ensure that learning is systematically embedded into revised emergency preparedness plans. This work strengthens resilience and aligns with our Delivery and Quality themes.

All of our 15 laboratories in Infection Services achieved network-wide accreditation under ISO 15189:2022, demonstrating high standards of quality management, clinical governance and evidence-based practice. This achievement followed extensive preparation, including the submission of over 300 quality documents and an 18-day UKAS assessment. The accreditation strengthens the reliability, safety, and national consistency of Wales' diagnostic services.

Innovation has further advanced clinical microbiology and infection diagnostics:

- Rapid molecular testing now enables diagnoses within hours rather than days.
- Multiplex assays for Mpox and other pathogens ensure equitable access to timely diagnostics across Wales.
- Robotics and multi-professional workforce models have enhanced efficiency and resilience.
- Advanced molecular tools, such as **M**ulti-**L**ocus **V**ariable-Number Tandem-Repeat **A**nalysis (MLVA) typing for Cryptosporidium parvum and assays for invasive aspergillosis, improve outbreak management and clinical outcomes.

These developments reflect the Evidence and Innovation, Quality and Workforce themes of our route maps.

Our Screening Division Laboratory successfully renewed ISO 15189:2022 accreditation across the Bowel Screening and

symptomatic FIT elements, underpinning safe and high-quality diagnostic support. Accreditation for the cervical screening element was suspended following review in March with work now underway to address UKAS recommendations and achieve reaccreditation as soon as possible. Workforce and digital improvements continue to support sustainable delivery.

The Healthcare Associated Infection, Antimicrobial Resistance and Prescribing Programme (HARP) team developed a national prescribing indicator for respiratory tract infection antibiotics, aligned with national clinical standards. With a 75% target agreed until March 2028, this work improves prescribing quality, reduces antimicrobial resistance risk, and provides a clear roadmap for improvement across Wales.

Cross-directorate engagement approaches have been developed to strengthen co-production and ensure more consistent, community-centred design of public information and service support. The transition to digital-first information materials enhances accessibility, sustainability, and user experience.

Our genomics team has been at the forefront of innovative pathogen detection and outbreak investigation. The implementation of metagenomic sequencing enabled the first rapid identification of Clade 1b Mpox in Wales in October 2025, demonstrating real-world application of novel diagnostics.

The Vaccine Preventable Disease Programme (VPDP) successfully supported the introduction of a targeted gonorrhoea vaccination programme for GBMSM (Gay, Bisexual, and other Men who have Sex with Men) at highest

ISO

15189:2022

Our Screening Division Laboratory successfully renewed ISO 15189:2022 accreditation across the Bowel Screening and symptomatic FIT elements

risk. Through co-designed information materials, clinical training, community insight gathering, and the development of surveillance tools, VPDP ensured a safe, person-centred, and effective launch. This work reflects our Quality, Delivery and User-centred Coproduction themes.

Across surveillance, digital transformation, laboratory capability, incident management and clinical pathways, we have advanced a single, connected programme of modernisation. These developments improve our ability to detect, respond to and mitigate infectious diseases and environmental hazards. While delivered through distinct projects, they collectively strengthen Wales' resilience and readiness and are aligned to our long-term strategic route map.

Case Study 7

New Lung Cancer Screening Programme Announced

On 28 June 2025, Jeremy Miles MS, Cabinet Secretary for Health and Social Care, announced that Wales would introduce a national lung cancer screening programme. This followed a scoping report submitted by us in March 2025, which outlined a recommended pathway, expected benefits and estimated costs. His statement confirmed that we had been asked to begin implementation planning straight away.

Soon after the announcement, Welsh Government issued formal confirmation of the commitment, and work began immediately on setting up programme governance, recruiting key staff and preparing detailed implementation plans. Engagement was a major focus, with a wide range of stakeholders identified to help shape the service.

The new lung cancer screening programme is expected to be launched in 2028.

The introduction of lung cancer screening in Wales offered a major opportunity to improve early detection and save lives, marking an important step in strengthening prevention and improving health outcomes for people across Wales.

Case Study 8

First UK Vaccine for Gonorrhoea Administered in Wales

We were proud to work with Cardiff and Vale University Health Board to deliver the first gonorrhoea vaccine in the UK on the 21 July 2025 at Cardiff Royal Infirmary. This followed the Joint Committee on Vaccination and Immunisation's 2023 recommendation for a targeted programme and the Welsh Government's decision in June 2025 to introduce the vaccine from the summer. The vaccine was offered through specialist sexual health services to people at higher risk.

Mark, from Cardiff, became the first person in the UK to receive the Meningococcal type B (4cMenB) vaccine for gonorrhoea after hearing about the programme through social media and charities such as the Terence Higgins Trust. He was pleased to receive it earlier than expected as part of his routine care. Mark said he took the vaccine because he hoped it would help reduce the spread of gonorrhoea in the same way PrEP (Pre-Exposure Prophylaxis) had reduced HIV (Human Immunodeficiency Virus) transmission. His vaccination was administered by Sam Buckley, Nurse Practitioner at Cardiff Royal Infirmary.

The launch of this programme marked an important step forward in prevention and public health innovation in Wales. This is a tremendous accomplishment which has strengthened the vaccination offer for people in GBMSM (Gay, Bisexual, and other Men who have Sex with Men) networks and reflected ongoing commitment to improving health outcomes. Public Health Wales thanked everyone involved for helping deliver this milestone in protecting communities.

Case Study 9

New figures show how Respiratory Syncytial Virus (RSV) vaccine cuts hospital stays for older adults and infants

Working with our partners across the UK, we have studied the effectiveness of RSV vaccination in preventing hospitalisation with RSV in adults aged 75-79 years during the winter of 2024-25.

We found that the RSV vaccine lowers the risk of hospitalisation from the virus by 75%, not only benefitting individuals but easing pressure on the NHS in Wales. The findings arrive as the offer of RSV vaccination – first introduced in 2024 for people aged 75-79 - is extended to those aged over 80 in Wales.

The study, published in the Lancet Regional Health Europe Journal, provides some of the first real-world evidence of the vaccine's effectiveness in older adults. It found that between October 2024 and April 2025, RSV vaccine reduced the risk of being hospitalised with RSV by 75% in adults aged 75 to 79 years.

We have also used modelling approaches to understand the population-level impact of RSV vaccination on hospital admissions in babies and older adults during the 2024-25 winter. These studies found that hospitalisations fell by around 13 per cent among the eligible 75-79 age group and by around 34 per cent in babies in their first 6 months, despite the programme being in its early stages.

RSV is a common virus which can lead to serious health problems - such as bronchiolitis and pneumonia - in babies and older people. It is estimated to lead to between 700 and 1,000 hospital admissions among over-75s every year. Up to 9,000 GP appointments are caused by RSV annually.

Dr Christopher Johnson, Head of the Vaccine Preventable Disease Programme (VDVP) at Public Health Wales, said: "These early results are very encouraging and show that the vaccine is providing strong protection for older adults and infants in Wales. More than 130,000 people have already taken up the offer of RSV vaccination."

"We know that vaccination is the best way to protect ourselves and others against illnesses like RSV and COVID-19 and the expansion of the programme to people aged 80 and older gives even more people to opportunity to benefit from it. I would encourage everyone who is invited to take up the offer of vaccination this spring."

A catch-up programme will see people aged 80 and over, and residents in care homes for older adults, offered the RSV vaccine between April and June this year. Where possible, the COVID-19 spring vaccination will be offered at the same time.

08

STRATEGIC PRIORITY SIX: TACKLING THE PUBLIC HEALTH EFFECTS OF CLIMATE CHANGE

STRATEGIC PRIORITY SIX: TACKLING THE PUBLIC HEALTH EFFECTS OF CLIMATE CHANGE

Climate change is recognised as the most significant public health threat of the century, endangering physical health, mental health and wellbeing. It threatens all areas of life that impact our ability to achieve and maintain good health. In 2019 the Welsh Government declared a climate emergency for Wales and in October 2021 the World Health Organization declared climate change to be the single biggest health threat facing humanity.

In short, climate change is already adversely impacting the health of people in Wales and will continue to do so well into the future.

The earth has already warmed by 1.1C above pre-industrial levels as a result of human activity. Urgent action is needed to limit global temperature rise to 1.5C to prevent devastating harm to health. Reducing emissions of greenhouse gases through better transport, food and energy-use choices, results in improved health – particularly through reduced air pollution.

The impacts of climate change are multifaceted, impacting the social and environmental determinants of health (clean air, food security, safe homes, and access to services). The impacts of climate change are already being felt within Wales, both in terms of physical threats to life through extreme weather events, as well as climate related anxiety. In short, climate change is already adversely impacting the health of people in Wales and will continue to do so well into the future.

We know that some communities in Wales are likely to be more adversely impacted by the effects of climate change than others, and some less likely to be able to take action to respond to these effects.

For example, lower income households in areas that are prone to flooding, and those living with disabilities and/or chronic conditions and their carers. As such, the effects of climate change are likely to exacerbate existing health inequalities in Wales. Our focus must be on ensuring that efficient and equitable adaptation policies and interventions are in place that help to reduce health inequalities.

We have a role in supporting the climate change and sustainability agenda, including developing, understanding and interpreting the evidence to inform action; providing evidence-based interventions; and providing integrated technical advice to partners. This includes key functions such as policy advice, behavioural change, communication, surveillance, and guidance.

Climate change affects many areas of public health and therefore work to tackle the public health effects of climate change is also incorporated in other Strategic Priorities – particularly Delivering Excellent Public Health Services and Supporting a Sustainable Health and Care System.

Further information on this priority can be found in our Long Term Strategy.

8.1 What we delivered

We have established new structures to deliver our short, medium and long-term climate priorities recognising that climate change disproportionately affects those already experiencing the greatest health inequalities and emphasising the need for a fair and equitable transition.

8.1.1 Climate Resilient and Environmentally Sustainable Public Health

Over the past 12 months, we have made significant progress in tackling the public health effects of climate change and embedding environmental sustainability across our organisation. Our work this year has focused on building robust evidence, supporting system wide action, and accelerating organisational progress towards net zero.

8.1.2 Enabling Active and Sustainable Travel

A key component of a climate resilient Wales is ensuring that everyone has access to sustainable modes of transport, particularly those that support active travel such as walking, cycling and wheeling.

During the year, Healthy Travel Charters became fully established across all regions of Wales, providing a consistent national framework to support active and sustainable travel in workplaces and communities.

Building on this success, we expanded the programme through the introduction of a Business Charter and a Level 2 Charter, enabling organisations to develop their commitments over time at their own pace. This offer supports a wider range of organisations to move beyond entry level actions and embed healthy, low carbon travel more systematically, delivering co benefits for health, wellbeing and environmental sustainability. Case study 10 provides further information on the Healthy Travel Charter.

In June 2025, a Public Health Wales Business Travel Policy was launched, providing staff with clear guidance on making sustainable travel choices. The Health and Sustainability Hub undertook a staff travel survey and focus groups to evaluate and embed the policy. Our work on Active and Sustainable Travel is included in Strategic Priority 6.

8.1.3 Building System Wide Collaboration and Research Capability

In 2025 we launched the Climate and Health Research Network for Wales, creating a dedicated platform to coordinate research partnerships, share evidence and support collaborative funding bids. The network enhances Wales' research capability in this critical area and helps accelerate action to address the public health impacts of climate change.

8.1.4 Strengthening Evidence on Climate, Health and Biodiversity

Throughout the year we strengthened the evidence base on climate related health and ecological risks affecting Wales. We published the Heat Morbidity Annual Report 2024, which provided detailed analysis of heat associated mortality during periods of extreme heat and identified a small but statistically significant increase in heat related deaths.

This evidence reinforces the urgency of action to protect vulnerable populations as climate risks intensify. Case Study 11 provides further information on Heat Morbidity and Mortality in Wales.

Alongside this, we published our Biodiversity Plan and Biodiversity and Resilience of Ecosystems Duty Report, setting out how we are meeting our statutory responsibilities and strengthening organisational resilience to the combined impacts of climate change and biodiversity loss. Together, these publications demonstrate our commitment to evidence informed action and long term environmental stewardship. All these elements supported our collaborative work with local and regional partners on climate risk assessments to ensure Wales specific risks are identified, understood and addressed consistently across the system. Our Biodiversity Action Plan was shortlisted at the 2025 NHS Wales Sustainability Awards, reflecting the breadth of sustainability activity across the organisation.

In response to growing climate impacts, the Health and Sustainability Hub has worked with staff across the organisation to develop a Climate Risk Assessment and plan, identifying short and long-term actions to strengthen organisational resilience. Priority adaptation actions are included in Public Health Wales' Climate Response Plan (2026–28), published on 1 April 2026, which aligns work on decarbonisation and climate risk to support progress towards Net Zero.

In response to growing climate impacts, the Health and Sustainability Hub has worked with staff across the organisation to develop a Climate Risk Assessment and plan, identifying short and long-term actions to strengthen organisational resilience.

8.1.5 Accelerating Progress Towards Net Zero

We completed a comprehensive evaluation of our Decarbonisation and Sustainability Action Plan (2024–26), assessing implementation progress, organisational impact and delivery against our net zero ambitions.

The evaluation concluded that even with full delivery of the current plan, additional and more ambitious action would be required to meet NHS Wales net zero targets by 2030. Seven recommendations were identified and have directly informed the development and publication of our Climate Response Plan. This new plan sets out a clearer, more targeted programme of action aligned to IMTP milestones and our ambition of becoming a carbon neutral organisation and ultimately a carbon-negative organisation by 2035. We are also building a Climate Smart public health workforce through a new learning and action framework.

84,000

Switching to electronic test requesting in the Bowel Screening laboratory, saving 84,000 sheets of paper annually

One example of action to reduce our carbon emissions is the work our Infection Services staff, who have formed a Green Lab Champions Group and are working to reduce single-use plastics and waste across our laboratories. With over 90 members the group is embedding sustainable practices and already delivering significant reductions. Key actions include switching to electronic test requesting in the Bowel Screening laboratory, saving 84,000 sheets of paper annually and replacing plastic non-sharps containers with cardboard alternatives, expected to remove over 20,000 plastic jars from waste. Additional progress includes energy-saving initiatives, reusable scalpels, trialling tablets for training portfolios and collecting data to scale successful actions across the network.

8.1.6 Improving Carbon Measurement and Decision Making

We have improved our approach to carbon measurement and now routinely measure our carbon footprint across direct emissions, indirect energy related emissions and wider value chain emissions. This enables us to have a more comprehensive understanding of where our carbon impacts arise.

To support this, we developed new carbon emissions dashboards that enable real time monitoring throughout the year. These tools improve transparency, support informed decision making, and help prioritise action where it will have the greatest impact, embedding carbon awareness more consistently across the organisation.

Case Study 10

New Lung Cancer Screening Programme Announced

The Healthy Travel Charters provide a national framework to help organisations in Wales promote healthier, more sustainable and low carbon travel. By signing up, employers can support staff wellbeing, reduce sickness absence and cut carbon emissions, while employees benefit from increased physical activity, reduced stress and improved overall health. Healthy Travel Charters are now established across all Welsh regions. Building on this success, we developed new Healthy Travel Charter Standards for Wales in partnership with Welsh Government and Transport for Wales. This work was guided by a national steering group aimed at strengthening workplace sustainable travel and identify funding opportunities.

The Standards introduce clearer, more specific actions, three achievement levels, and greater flexibility for multi-site organisations. These changes are designed to ensure a more consistent and impactful approach to improving workplace travel across Wales.

The Health and Sustainability Hub led the service design of the Standards and will oversee delivery, monitoring and evaluation, with Transport for Wales supporting communications and engagement. We have achieved Level 1 status under the Cardiff and Vale Charter and will sign up to the new Standards, committing to Level 1 achievement by 2028.

Case Study 11

Heat Morbidity and Mortality in Wales

In Wales, the ten hottest years on record have all occurred since the early 2000s, with temperatures continuing to rise due to climate change. Projections indicate that this warming trend will persist, leading to hotter and more frequent heat events in the coming decades. While the global burden of heat related morbidity and mortality is increasingly recognised, the specific health impacts in Wales have historically been under explored. The UK Climate Change Risk Assessment 2022 identified temperature related health effects as a growing concern, particularly in relation to heat related mortality and the resilience of health and social care systems. Until recently, however, Wales lacked tailored evidence and consistent surveillance systems to fully understand these risks.

To address this gap, we published the Heat Morbidity Annual Report 2024, alongside a comprehensive literature review on heat related morbidity and mortality. The report provides robust, Wales specific analysis of deaths associated with periods of extreme heat. During heat events in 2024, an estimated 557 deaths occurred, with an average of nine additional deaths per day compared to non heat periods, representing a statistically significant increase. Across the summer months, mortality was higher than the long term seasonal average, highlighting the growing health risks posed by rising temperatures, particularly for older adults and those with cardiovascular and respiratory conditions.

This work represents a step change in how heat related health risks are monitored and understood in Wales. The findings have informed climate risk assessments, supported adaptation planning, and strengthened alignment with national heat health preparedness arrangements.

09

ENABLING THE SUCCESSFUL DELIVERY OF OUR PLAN

09

ENABLING THE SUCCESSFUL DELIVERY OF OUR PLAN

Our enabling functions continue to be pivotal to the successful delivery of our strategic priorities, playing a critical role in the leadership and delivery of a number of major areas of work, alongside the delivery of our full range of statutory functions and activities. We have focused on delivering maximum impact by building on innovative approaches that work, placing users at the heart of what we do and through an unwavering focus on quality improvement.

We aim to ensure that local, national and international learning from policies, research and practices are brought together to support our partners in Wales.

9.1 Using behavioural science and international partnerships to drive quality and collaboration

As a World Health Organization (WHO) Collaborating Centre on Investment for Health and Well-being, our work focuses on how best to invest in better health, reduce inequalities, build stronger communities and resilient systems in Wales, Europe and worldwide. We advocate for more sustainable policies, embracing the principles of human rights, equity and evidence-based interventions and help address the health and well-being needs of current and future generations.

Working with our partners, we provide evidence for action, as well as direct support for stakeholders to improve the impact of public health activities across Wales and further afield. We aim to ensure that local, national and international learning from policies, research and practices are brought together to support our partners in Wales.

GIG CYMRU NHS WALES
Iechyd Cyhoeddus Cymru
Public Health Wales
Welsh Immunisation Conference
Mae Brechu yn achub bywydau
Vaccination saves lives
Rental
Day's

Our work is underpinned by our International Health Strategy which supports our national role and strategic priorities, ensuring Wales remains a global leader in public health by fostering partnerships and driving impact across borders. Our international health vision is to be a globally connected and inspiring national public health organisation, working towards a healthier and fairer Wales to address worldwide challenges and shared goals. This learning can improve population health and well-being and reduce inequalities for the people of Wales. Over the last year, we have continued to strengthen our international partnerships, collaboration and joint working, contributing to the global health agenda through expertise, evidence and dialogue. We have worked across the organisation and with our partners to support the delivery of the Public Health Wales International Health Strategy and maximise the impact of the International Health Coordination Centre (IHCC) across the NHS, developing and sharing opportunities, tools and resources, such as the Global Citizenship modules, toolkits, internships, study visits and others.

Over the last year, we have continued to strengthen our international partnerships, collaboration and joint working, contributing to the global health agenda through expertise, evidence and dialogue.

Our Behavioural Science Unit plays a key role in developing the routine and systematic use of behavioural tools, frameworks and theory to drive innovation and impact. Through the provision of technical advice and assistance; rapid feedback on policy, services and communications; building capability for deploying behavioural science; and advocacy and engagement the Unit enables continuous improvement in quality across the public health system. Over the past year, our Behavioural Science Unit has published a comprehensive enabling plan and undertaken activity to build specialist expertise, wider capabilities, and enable activity in this field, to improve health and well-being and tackle health inequalities. For example, we have been supporting more impactful health communications through a Behaviourally Informed Communications Initiative (BICI) to improve the impact of letters and texts from our screening, vaccination, and tobacco control services.

9.2 Maximising the use of digital, data and evidence to improve public health

Insights from population data are essential to improve the health and wellbeing of Wales and to reduce inequalities. We draw on data from across multiple sources to improve health. These data sources include the services we provide, the NHS, public sector (e.g. schools), government, research data and national surveys. However, the NHS in Wales does not systematically collect the necessary data to ensure that services are delivered equitably and improve outcomes in all populations. Nor it is proficient in using data and analysis from other sources to support this function. We cannot effectively monitor health outcomes, progress reducing inequalities, or service user complaints, and our ability to build on the evidence base on what works to reduce health inequalities is weak.

In 2023, we published our *Digital and Data Strategy* that set out our alignment with our organisational strategy and key external strategies for digital and health, including from NHS Wales and Welsh Government.

Our Research and Evaluation Strategy continues to support as we strengthen the generation, use and sharing of public health research across Wales. It helps us to produce evidence to contribute to a national, system-wide effort to improve decision-making, tackle inequalities and deliver better outcomes.

With the diversity in programmes of work within our Research, Data and Digital Directorate, we have delivered many key achievements across the organisation and in collaboration with key partners.

During the past year, we have continued to strengthen our approach internally and with the organisations we work with to ensuring we have the data, analysis and insights needed to inform action to improve health, wellbeing and equity in Wales.

We have progressed the five key workstreams set our digital and data route map:

- Data, Analysis, Registers and Cloud (DARC) Programme: this programme will deliver migration of our analytical capability into the National Data Resource's National Data and Analysis Platform (NDAP) over the next two years. It also supports the development of cloud enabled front-line services, initially for the Digital Health Protection Programme. The DARC Programme is also responsible for managing the changes to systems that will be required as Digital Health and Care Wales (DHCW) replace the audit + (primary care data) software.

- Digital Systems: which set out our priorities for modernisation of our service delivery. This has been updated in 2025/2026 to reflect the growing demands and the need to move into Digital Health Improvement. This included delivery of a replatform of our newborn screening system; the start of the Digital Health Protection system to ensure we can deliver day-to-day and in a pandemic and the start of the digital enablement around the new lung cancer screening programme.

- Cyber Security: to ensure we maintain and develop our cyber posture in line with NIS and our Cyber Resilience Unit Audits.

- Artificial Intelligence (AI) and Automation: in April 2025, we established the AI Design Authority, whose purpose is to assure the use of AI in our organisation, to develop guidance and good practice to support the safe, effective and legal use of AI, to establish a programme of work to safely and securely use AI where it adds value and is safe to do so and use automation to deliver efficiencies.

- People, Infrastructure and Tools: to develop common tools, ways of working and job families to support our ambitions.

We continue to understand and monitor the impacts of stresses on health such as the cost-of-living crisis, gambling harms, obesity and climate change, across all aspects of population health.

We have continued to publish our rapid overview dashboard, which provides real-time monitoring across the organisations' six strategic priorities. This will move us closer to real-time monitoring of public health threats.

We have supported the development of research within our organisation aligned to our strengths and continue to influence the wider research landscape and funders to address evidence gaps in priority areas for health in Wales.

Designation as World Health Organization (WHO) Collaborating Centre on Digital Health Equity

In May 2024, we were invited by WHO Europe to become the world's first WHO Collaborating Centre for Digital Health Equity, recognising its growing work and partnerships on digital health equity. After further discussions in Wales and negotiations with WHO, the designation was approved in principle in July 2025. A full application was then submitted with Welsh Government support, and on 11 September 2025, WHO Europe confirmed that the application had been successful. This achievement added to Wales' existing status as a WHO Collaborating Centre on Investment for Health and Wellbeing, first granted in 2018.

The new Collaborating Centre was set up to support WHO Europe's efforts to ensure fairness in digital health transformation, both in Wales and internationally. Its work focused on strengthening digital health equity, shaping WHO technical guidance and supporting cooperation across the region. The designation highlighted the expertise of our Research, Data and Digital Directorate. Plans were also put in place with WHO to organise communications and a launch event, with hopes that the Minister for Mental Health and Wellbeing would join the official launch.

9.3 Workforce – Our People

We face a future of increasing demands and evolving public health challenges. To deliver our Long-Term Strategy, we must develop an engaged and high-performing workforce. The fast-moving external environment and evolving expectations of individuals demand a workplace that prioritises wellbeing, flexibility, inclusion and growth. We need to adapt to attract and retain top talent.

In 2025, we published our People Strategy for 2025-2035 to ensure it remains fully aligned with our organisational strategy and future workforce needs. The refreshed Strategy was approved by the Board in May 2025. It has been shaped by extensive engagement with our people, our staff networks and our Trade Union partners, which has been vital in ensuring the Strategy reflects the lived experiences, aspirations and challenges of our workforce. It sets out clear priorities to attract, retain, develop and support a flexible, sustainable and thriving workforce and is central to our ability to deliver

our long-term strategic priorities and improve organisational health and performance.

In response to the current and emerging external context, our immediate focus is centred on strengthening organisational foundations critical for stability and performance: our desired organisational culture, organisational design and learning and development for our organisational leaders and people managers. By investing strategically in these areas, we will be well-positioned to meet future challenges, deliver our Long-Term Strategy and achieve our vision of a healthier Wales for all.

9.3.1 Culture and Experience

Our cultural narrative and commitment to compassionate leadership underpin our People Strategy. Work on our culture priorities is key to mitigating our strategic risk on organisation health. We have invested in developing a community of Cultural Advocates across the organisation, a group dedicated to championing positive change and playing a key role in sharing local best practice, particularly from directorates who have shown most progress.

Over the last 18 months, we have taken significant steps to strengthen and embed a positive organisational culture. Our work has focused on the principle that culture is shaped by everyday behaviours, the decisions we make and the systems we use. Our refreshed Cultural Narrative, within the People Strategy, alongside delivering internal engagement session and events reinforces our values and expectations. These internal engagement sessions bring together staff from across the organisation, including our staff conferences as well as 'Time with Tracey' live (and recorded) open questions and answers session and 'Spotlight on' different areas and topics across the organisation. The Being Our Best Behavioural Framework, which emphasises trust, respect and speaking up, is being embedded into various organisational processes, including My Contribution meetings and objective setting discussions.

Leadership capability has been strengthened through the Transforming Leadership Programme, the "Just One Thing" campaign to emphasise that everyone to culture through daily actions and nearly 50 accredited Cultural Advocates supporting directorates and senior teams. We have developed an organisation-wide Integrated Engagement Action Plan, informed by staff surveys and cultural assessments, alongside tailored Directorate and Divisional plans.

"In 2025, we published our People Strategy for 2025-2035 to ensure it remains fully aligned with our organisational strategy and future workforce needs."

Nursing and Midwifery Leadership Development Programme

We delivered our first Nursing and Midwifery Leadership Development Programme in partnership with the Royal College of Nursing, concluding in 2026. Fifteen nurses and midwives completed the bespoke six-month programme, which was designed specifically for the public health context and aligned with Agored Cymru Level 7 learning outcomes. Participants undertook a service-improvement project and a written leadership assignment, while also benefiting from peer support, professional development and the opportunity to gain a Level 7 leadership qualification. The final day celebrated their achievements through poster presentations and featured contributions from senior nursing and midwifery leaders across Wales.

The programme's aim was to build leadership capacity and develop a new generation of confident, compassionate and strategic nursing and midwifery leaders within our organisation. Following the success of this inaugural cohort, plans are in place to run the programme again.

In addition, all nurses and midwives from across our organisation now have access to Restorative Clinical Supervision (RCS) delivered through the Professional Nurse Advocate (PNA) model to support wellbeing, professional development, and quality improvement. This is to comply with the Chief Nursing Officer mandate that all Nurses and Midwives have access to RCS.

9.3.2 Equality, Diversity and Inclusion

We continue to strengthen our approach to Equality, Diversity and Inclusion, with clear progress across several indicators. We have maintained strong engagement with our seven staff networks and in addition to the networks we have a Neurodiversity Sub-group, Menopause Café and Moon Café. Between August and December 2025, network membership grew by 110, to 907 staff members actively involved, from 30% to 34% of our workforce.

We hold Gold level with Distinction in Diverse Cymru's Cultural Competence Scheme. This is the highest level of the scheme, which is independently assessed by UK Investors in Equality and Diversity (UKIED). We have improved our Disability Confident Leader accreditation and sustained high levels of ESR data reporting. We are a proud supporter of the Armed Forces Covenant, and our Employer Recognition Scheme Gold Renewal Application was successful and will be valid for another five years from December 2025.

Whilst our gender pay gap has continued to narrow, we recognise widening gaps for some groups and have committed targeted actions through the Workforce Race Equality Standard to address inequitable progression, recruitment outcomes and disproportionate use of formal processes.

We take great pride in being a bilingual organisation, championing the Welsh language at every level. Our Welsh Language team plays a vital role in ensuring compliance with Welsh Language legislation, providing expert guidance, templates, and delivering high-quality Welsh content. They also lead Welsh Language Awareness training and support staff in learning and using Welsh in their daily work.

907

Between August and December 2025, network membership grew by 110, to 907 staff members actively involved, from 30% to 34% of our workforce.

9.3.3 Partnership Working

We are committed to a strong and constructive partnership with our recognised Trade Unions: General, Municipal, Boilermakers and Allied Trade Union (GMB), Managers in Partnership (MiP), Royal College of Nursing, Society of Radiographers, UNISON (The Public Service Union), Unite the Union, and the British Medical Association (BMA). Trade Union representatives attend the Board and all Committees, providing valued input into discussions and decision-making. Our Local Partnership Forum (LPF), a key component of our governance framework, acts as the formal mechanism for consultation, negotiation and communication on strategic workforce matters. Together, management and Trade Union colleagues work collaboratively on areas, such as policy development, organisational change, workforce modernisation, and cultural improvement.

4%

The rolling 12-month sickness absence FTE% has fluctuated around 4% over the past three years with a peak of 4.6%.

Our Joint Medical and Dental Negotiating Committee (JMDNC) provides structured partnership working with medical and dental colleagues and the BMA. This approach ensures open dialogue, supports staff wellbeing, promotes early resolution and strengthens shared ownership of organisational priorities, including effective use of facilities time and continued commitment to meaningful partnership working.

9.3.4 Staff Wellbeing

The rolling 12-month sickness absence FTE% has fluctuated around 4% over the past three years with a peak of 4.6%. For December 2025, the rolling 12-month absence FTE% was 4.58% (1.78% short-term and 3.16% long-term absence), excluding NHS Wales Performance and Improvement, compared with 4.23% (1.57% short-term and 3.47% long-term absence) for the same period last year. Long-term sickness absence continues to be the main driver of overall performance, accounting for around 80% of FTE days lost across the year.

An Internal Audit of the effectiveness of arrangements in place to monitor, support, and respond to mental health-related sickness absence has recently examined compliance with aspects of the all-Wales Managing Attendance at Work Policy and concluded 'Reasonable Assurance' overall. An action plan is now in place to address the audit findings and make further improvements.

Anxiety, stress, depression and other psychiatric illnesses remain the leading causes of long-term absence across the organisation. Work is underway to improve the coding of absence reasons and strengthen managers' confidence in applying the All-Wales Managing Attendance at Work Policy. The organisation has increased proactive wellbeing activity, including communications which highlight the full suite of wellbeing support, resilience resources, and routes for staff to seek help.

9.3.5 Recruitment, Retention and Workforce Planning Challenges

We continue to experience recruitment and retention pressures, particularly in specialist, technical and hard-to-fill roles. These challenges are driven by national workforce shortages, the geographical availability of skills, labour-market competition and short-term funding constraints, with the greatest impact felt across medical, digital, data, scientific and programme-critical administrative functions.

Our refreshed People Strategy recognises these system-wide constraints and commits to strengthening talent pipelines, widening access into public health careers and developing future-ready skills within the existing workforce. In response, workforce planning is embedded within Directorate plans, supporting clearer forecasting of skills gaps, succession planning and early identification of roles at greatest risk. Targeted recruitment campaigns, early-career pathways, apprenticeships, structured development programmes and improved internal mobility are being used to strengthen resilience and reduce reliance on scarce external expertise.

Welsh Public Health Conference

On the 22 October 2025, around 400 delegates attended the Welsh Public Health Conference at Glamorgan Cricket Ground, the first since 2019. The theme, "Action today, for a healthier nation tomorrow," was introduced through a creative performance by Duke Al and Dom Tsoi. Key speakers included Monika Kosinska from the World Health Organization (WHO) and Sarah Murphy MS, Minister for Mental Health and Wellbeing, who emphasised the importance of prevention. A youth panel also highlighted why young people must be involved in shaping public health.

Workshops and lightning talks explored health inequalities, wider determinants of health, wellbeing and climate action. The event had a positive, energetic atmosphere and marked a strong comeback for our flagship conference. Thanks were given to the Communications Team, partners, contributors and the Minister for helping deliver a successful and inspiring day.

> We have strengthened our infrastructure and governance across Quality Planning, Quality Control, Quality Improvement and Quality Assurance.

9.4 Organisational Quality, Improvement and Risk Management

We aspire to be an exemplar in quality and aim to deliver excellent public health services. We have continued to develop our approach to quality and continuous improvement utilising a Quality Management System to effectively describe organisation design and participate in system transformation and continuous quality improvement.

9.4.1 Quality and Improvement

We have strengthened our infrastructure and governance across Quality Planning, Quality Control, Quality Improvement and Quality Assurance. We are committed to growing our Quality Management System which is designed for excellent outcomes and driven by the needs of the population we serve. This in turn enables a quality culture and learning environment which supports our staff to deliver the best services and provides a great place to work. This approach supports the achievement of our Long-Term Strategy and strategic priorities, and our cultural ambition as an organisation. Our pursuit of an organisation-wide approach to managing quality enables us to implement the Duties of Quality and Candour within the Health and Social Care (Quality and Engagement) (Wales) Act (2020). It also enables us to focus more clearly on the needs of the system and purpose of the organisation. The twelve Health and Care Quality Standards are framed around six domains of quality and six quality enablers (as shown below), to describe what good quality care looks like.

Our Quality Management System is structured around quality control, planning, improvement, and assurance, supported by resources such as the Quality Oversight Dashboard, Health and Care Quality Standards assessments, Quality Impact Assessment and the Improvement and Innovation Hub. Our Quality Oversight Group provides operational oversight for the Duty of Quality, leads self-assessment against Health and Care Quality Standards, analyses results via a comprehensive dashboard, and oversees the development and piloting of the new digital Quality Impact Assessment tool. For the Health and Care Quality Standards, we have co-developed standards, implemented baseline self-assessments focused on the quality domains, created dashboards, and introduced a peer review process.

Following the introduction of the Duty of Quality and the Duty of Candour, we continue to work with our staff and key stakeholders to ensure we meet the requirements of both duties, with the ultimate aim of delivering excellent public health services and functions.

In 2025/2026 there were a total of:

- 2,091 incidents, with 70% of incidents closed within 30 days (March 2026 data).
- 154 Early Resolution and formal complaints received. 73% were managed as Early Resolution and 27% of these were managed as formal complaints.
- 231 Freedom of Information Requests received. 10 of these exceeded the 20-day compliance due to the complexity of the requests. Significant performance management has improved compliance with the turnaround time since 2024-25.
- 44 Subject Access Requests received. Four of these exceeded the one month compliance period, primarily due to the complexities of the request.

Compliance for all Safeguarding Level 1 and 2 remains above the 85% national target. Compliance against Safeguarding Level 3 is just below the 85% target, with remedial training planned. Overall, we prioritise the performance management of Safeguarding Training, based on role specific competency requirements.

9.4.2 Infection Prevention and Control

In 2025/2026, a Respiratory Infections Risk Assessment Tool was developed following discussions with the national Infection Prevention and Control (IPC) Leads, with the intention of standardising the assessment process. The IPC Quality Statement was published in 2025 with significant leadership from us. The Cleaning Standards and the Code of Practice have also been produced and approved nationally, with both of these national pieces having been led by us. The introduction of new IPC environmental cleaning audits has given greater assurance and oversight of areas requiring improvement.

The IPC Quality Statement was published in 2025 with significant leadership from us.

9.4.3 National Safeguarding Service

The National Safeguarding Service has led the development of a national safeguarding quality statement and aligned metrics for NHS Wales, establishing a consistent, outcomes-focused approach to measuring safeguarding effectiveness and strengthening system-wide assurance and oversight. A comprehensive programme of national improvement has also been delivered.

National Safeguarding Service – delivering a programme of national improvement

- *Strengthened recognition, morale and system identity across the safeguarding workforce* through delivery of the first NHS Wales Safeguarding Celebration Event, bringing together multi-agency partners to acknowledge the complexity and impact of safeguarding practice

- *Enhanced multi-agency learning and practice improvement* via a highly evaluated national learning event on the Child Practice Review 'Our Bravery Brought Justice', increasing practitioner understanding of perpetrator behaviours and strengthening safeguarding decision-making across NHS Wales.

- *Improved consistency, fairness and defensibility in managing Position of Trust concerns* through the launch of a national NHS Wales approach, supporting organisations to apply proportionate, transparent and legally robust processes when responding to allegations.

- *Established a standardised, all-Wales approach to 'Was Not Brought' and 'No Access Gained'* for both children and adults, reducing variation in practice and strengthening early identification of risk, escalation pathways, and accountability—ultimately improving protection for individuals who may be unseen or unheard.

- *Strengthened safeguarding responses for children at highest risk* through development of All-Wales guidance on pregnancy in under 13s, ensuring a trauma-informed, multi-agency approach that prioritises safety, dignity and wellbeing, and supports practitioners to respond confidently and consistently to highly complex situations.

- *Increased capability and consistency in safeguarding training delivery across Wales* through the national launch of bespoke video training resources (Train-the-Trainer event, October 2025), providing eight scenario-based learning videos, three awareness-raising animations, and comprehensive training packs to support local delivery.

> **We are committed to strong leadership at all levels, good governance and the delivery of excellent and impactful public health services and functions.**

9.4.4 Risk Management

Managing risk is essential to running a safe, effective, progressive and successful organisation. It should be at the heart of decision-making, business agendas and allocation of resources at both an operational and planning level and should aim to identify opportunities to innovate and invest, alongside the need to minimise risk exposure.

During 2025/2026, we completed the implementation of our Risk Management Development Plan. Significant work was undertaken to rearticulate and strengthen understanding of the organisation's strategic risks and their relationship to our Strategic Plan (IMTP). A rolling programme of Executive led strategic risk deep, including with Board and Committees, supports improved assessment, interdependency mapping and Executive ownership of each strategic risk. During 2025/2026 we rearticulated all of our Strategic Risks and amended our Risk Appetite Framework. We have also strengthened the management and impact of our Corporate Risk Register.

9.5 Leadership and Governance

We are committed to strong leadership at all levels, good governance and the delivery of excellent and impactful public health services and functions. Our Board Assurance Framework describes the functions, enablers, assurance framework, integrated governance system and operating guidance that we have in place to support good governance. It is a living document and is regularly reviewed and updated to ensure that it remains fit for purpose. Following our cultural survey, we are undertaking a range of actions aimed at developing our organisational culture and strengthening leadership across the organisation.

The 2025 Structured Assessment concluded that we have maintained strong and effective corporate governance, with the Board and its committees operating transparently and using clear, high-quality information to support scrutiny and decision-making. We have continued to strengthen corporate assurance arrangements, refining its strategic and corporate risk registers, improving performance reporting, and maintaining robust tracking of internal and external audit recommendations. The development of detailed route maps for each strategic priority, alongside a collaborative and

evidence-based Integrated Medium Term Planning process, demonstrates a coherent approach to long-term planning. The Assessment highlighted our commitment to listening to staff and service users, with expanded feedback mechanisms, strengthened staff networks, and greater triangulation of insights across committees. Financial governance remains a major strength reflecting that we achieved all financial duties, achieved planned savings, maintained strong controls, and demonstrated disciplined financial planning aligned to strategic priorities.

9.6 Financial Performance

We entered 2025/2026 with a financially balanced and Board approved Strategic Plan (also known as the Integrated Medium Term Plan). This was subsequently approved by the Cabinet Secretary for Health and Social Care and continues our record of successfully developing and delivering our Strategic Plan and returning a breakeven position every year.

We have a history of strong financial performance and stewardship, having received an unqualified audit opinion, including delivery of all statutory financial duties every year since inception in 2009. We rely on funding from a variety of sources, including the Welsh Government core income, non-core Welsh Government grants, Health Board Service Level Agreement income and other non-NHS income. We work closely with those organisations to secure and maximise funding to deliver our front line clinical, public health and prevention services, which together account for around two-thirds of our organisation and 67% of our total spend.

We have submitted a breakeven financial plan for the three years commencing 2026/2027 as part of our Strategic Plan (IMTP) 2026-2029 submission to Welsh Government at the end of March 2026. Within this plan, we are managing a number of cost pressures and financial risks including an estimated significant inflationary cost pressure of circa £1.5m mainly linked to infection and screening delivery services and digital contracts.

Our 2025/2026 financial statements provide a detailed overview of our financial performance over the past year are contained within the Annual Accounts Report.

9.7 Sustainability

Our Decarbonisation and Sustainability Plan 2024-2026 details the actions we are taking to be a carbon-negative organisation (removing more carbon dioxide from the atmosphere than we release). The plan builds on our previous progress and includes actions we are taking across the Organisation to support the foundational and circular economy agendas and contribute to the goals outlined in the Well-being of Future Generations (Wales) Act 2015. We have integrated these agendas within our planning due to the significant overlaps between them, to ensure that we have one plan that demonstrates our commitment to reducing our carbon footprint.

Our Decarbonisation and Sustainability Plan 2024-2026 details the actions we are taking to be a carbon-negative organisation (removing more carbon dioxide from the atmosphere than we release).

As a key provider of NHS services across Wales, we have an important role to play in supporting sustainability activities. We aligned our own ambition with key priorities and targets set out in the NHS Wales Decarbonisation Strategic Delivery Plan to ensure we reduce our carbon emissions to work to achieve Net Zero emissions. We have continued to work in co-ordination with our partner NHS Health Boards and Trusts and with NHS Wales's Shared Services Partnership, to deliver our 2024-2026 Decarbonisation and Sustainability Plan.

Further examples on our sustainability actions undertaken in 2025/2026 with the aim of reducing our environmental impact that contribute to the organisation's decarbonisation, circular and foundational economy agenda are included in our update on Strategic Priority Six and Well-being of Future Generations Act. In line with Welsh Government guidance, we will also be publishing a separate Sustainability Report covering sustainability data and our carbon footprint for 2025/2026 on our website once finalised data is available in September 2026.

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WELL-BEING OF FUTURE GENERATIONS ACT (WFG) ACT (WALES) 2015

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WELL-BEING OF FUTURE GENERATIONS ACT (WFG) ACT (WALES) 2015

10.1 Opportunities to do things differently

Wales has unique opportunities to do things differently and drive meaningful change. The Well-being of Future Generations Act (WFGA), together with the Equality Act, including the Socio-economic Duty and Duty of Quality ensure we consider the long-term impacts of our decisions on people's health and well-being. Health Impact Assessments further strengthen our focus on the building blocks of health.

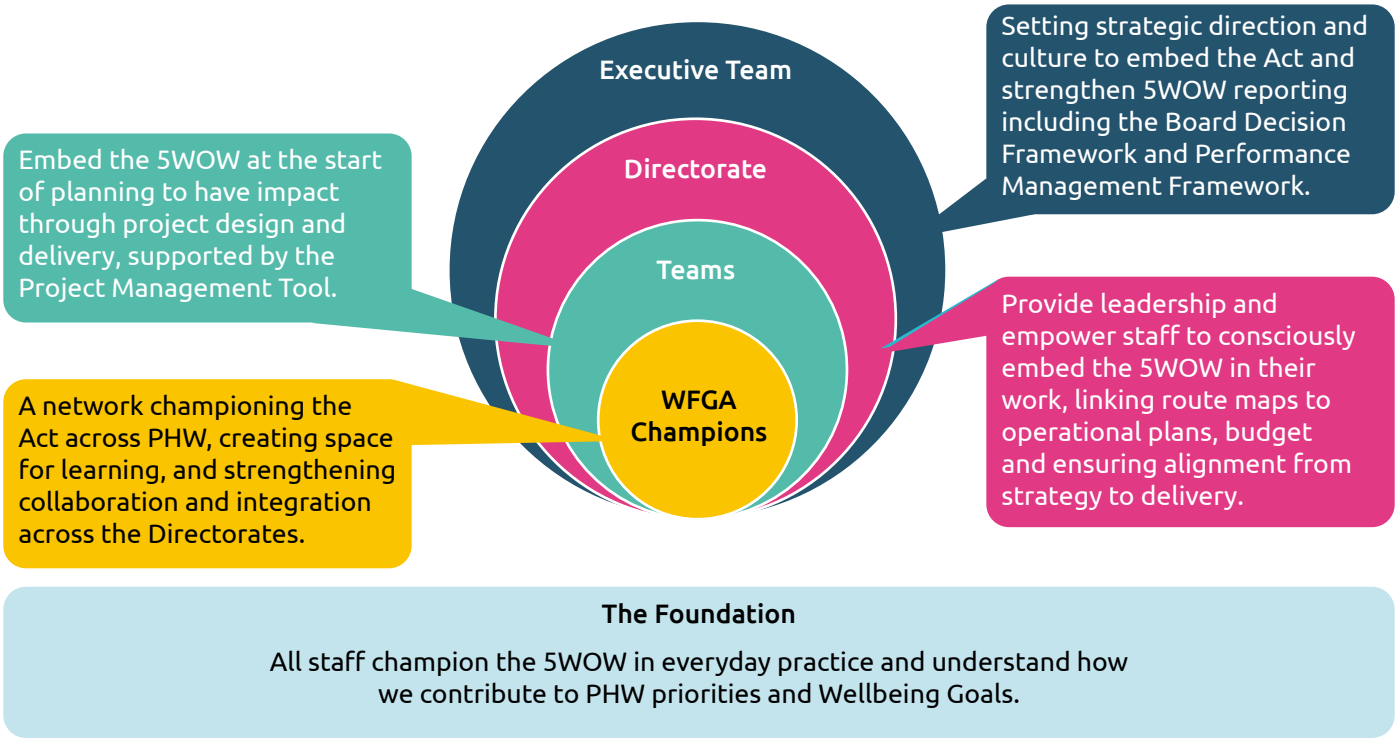
> **Our well-being objectives take a long-term, systems approach to improving public health and tackling inequalities - an area central to our work.**

Our well-being objectives take a long-term, systems approach to improving public health and tackling inequalities - an area central to our work. By working differently and in collaboration with partners, we can ensure more people in Wales have a fair chance to live longer, healthier lives, increasing healthy life expectancy, improving well-being and reducing inequalities for current and future generations.

This chapter outlines how we are strengthening our implementation of the Act to drive positive change.

10.2 Maximising our impact

We are maximising our impact by supporting individuals, teams and the organisation to adopt, learn and embed the sustainable development principle (5 Ways of Working (5WOW)) more consistently to deliver meaningful contributions.



Examples of how we have embedded the 5WOW are outlined below.

We published a report Investing in a Healthier Wales: prioritising prevention which reinforced the importance of investing in the building blocks of good health to improve well-being outcomes and reduce inequalities in Wales. The report emphasised that prioritising prevention lowers the financial burden of illness on both the health and care system and wider society. Since its launch, the report has received significant media attention, been widely referenced and has informed our policy and advocacy messages on the value of prevention. It was referenced in the Audit Wales report 2025 No time to lose: Lessons from our work under the Well-being of Future Generations Act. We continue to collaborate with partners to strengthen the case for preventative action and support system-wide change.

PIPYN (Pwysau Iach Plant Yng Nghymru: Healthy Children Healthy Weight in Wales) aims to increase the proportion of children leaving the Foundation Phase at a healthy weight and reduce population-level inequalities through a whole systems approach, in three distinct communities across Wales. Using the 5WOW, the Health Improvement Division worked with the three areas to review and refine the pilot model, building on the learning, increasing system change that will increase opportunities at community level for families to eat well and build movement and play into their family habits.

Most recently the Health Improvement Team have co-developed a new approach to the weight management pathway in Wales using the 5WOW, leading to a successful UK-wide innovation grant for obesity prevention and wider collaborations to progress a national, digitally enabled, community-led healthy-weight pathway.

Across Wales, too many families continue to live in housing which is cold, damp, insecure, overcrowded, or unaffordable. These conditions can have profound and lasting impacts on children's physical and mental health, educational outcomes, and long-term life chances. The Policy team have published two reports informed by futures methods to guide discussion. Exploring how the future may unfold differently for different people is necessary to ensure no one if left behind in policies seeking to achieve a healthier and more equal Wales. The recent publication, Creating healthier homes for children and families in poverty across Wales brings together the voices of families living in unhealthy homes with evidence and insights from stakeholders to inform policy, build a shared and holistic understanding of "healthy homes," and highlight practical examples and solutions that demonstrate how housing can promote health and well-being for all people in Wales.

The Wales Health Impact Assessment Support Unit (WHIASU) supported the development of the Health Impact Assessment (Wales) Regulations, passed by the Senedd in November 2025. These regulations require relevant public bodies to assess the health impacts of strategic decisions. Over the next 12-month ahead of the commencement on 7 April 2027, the team will support organisations with guidance, training and advice. This work reinforces the value of prevention, collaboration and long-term planning to improve health and well-being across Wales.

10.3 Creating the right space

Our *People Strategy (2025-2035)* sets out our vision for our workforce and underpins delivery of our Long-Term Strategy by ensuring our people are engaged, valued and supported to reach their full potential. It promotes collaboration, diversity and continuous development, enabling teams to learn, innovate and deliver effectively. As we work to embed the 5WoW, our people and culture are central to its success, shaping the behaviours and ways of working that bring the framework to life. Through our People Strategy and improving our Culture, we are creating the conditions for everyone to perform at their best as we work together for a healthier Wales.

As we work to create the conditions that enable our people to thrive and deliver for the population of Wales, culture has become a shared priority across our organisation. There is strong commitment at every level to continue making progress. Findings from our recent Culture Pulse survey showed that leaders tend to view our culture more positively than other colleagues. This insight has informed our current approach, which focuses on staying closely connected to staff experiences through initiatives such as Cultural Advocates, helping to strengthen collaboration at all levels. There is a collective understanding that meaningful cultural change takes time, and the Integrated Engagement Action Plan, launched in 2025, has set a clear direction and is beginning to shape new ways of working.

The Engagement and Collaboration Team is developing a framework for how we engage and involve people and communities. Since October 2024, the team has carried out a baseline assessment to understand current engagement activity across the organisation, how well it is embedded in our work, and what the organisation needs to do to engage and involve others effectively.

We take great pride in being a bilingual organisation, and championing the Welsh language at every level. Our Welsh Language team ensures compliance, provides guidance and templates, delivers high-quality content and offers awareness training. Our *Ymlaen* staff network supports cultural learning and practice and is one of our largest networks. We have streamlined translation processes and expanded training, including Welsh Language for Managers and *Defnyddio eich Cymraeg yn Effeithiol*. We continue to work closely with the Learn Welsh Centre, offering Croeso and *Building Confidence* sessions, and have joined the NHS Wales-wide Cynllun Siarad to pair learners with fluent speakers, with plans to expand this over the coming year.

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> To support delivery of our Long-Term Strategy (2023–35), we used futures thinking to develop route maps for each of our six strategic priorities.

10.4 Implementing the Act towards Healthier Wales: Route Maps

To support delivery of our Long-Term Strategy (2023–35), we used futures thinking to develop route maps for each of our six strategic priorities. These outline the steps needed to achieve our objectives and identify what we need to start, stop or do differently to increase healthy life expectancy in Wales. This approach helps us embed long-term thinking into our everyday decisions, ensuring we stay focused on the future health and well-being of the population while navigating present day challenges.

Approved by the Executive Team in October 2025, the route maps help staff understand how their work contributes to improving health, supported by an animation that shows how they align with wider organisational plans.

The route maps underpin our new Strategic Plan (2026–2029), with their incremental steps translated into milestones, developed collaboratively across Directorates using back-casting techniques. Because the six strategic priorities are integrated, many areas of work span multiple priorities. Priority leads meet monthly to ensure alignment, manage cross-cutting issues, and maintain a coherent single approach.

10.5 Addressing Health Inequalities towards an Equal Wales

Our *Approach to Health Inequalities* is a cross-organisational programme embedding action on health inequalities across the six strategic priorities of our long-term strategy. A framework with case studies, a health equity narrative and a supplementary resource pack have been developed to support staff, particularly those involved in planning and decision-making.

A user-testing workshop with colleagues from Public Health Wales, Llais, the Behavioural Science Unit and the Engagement Team helped refine these materials. Practical examples include the:

- Health Protection Inequalities Best Practice Guide sets out practical actions the organisation can take to reduce inequities arising from health threats. It provides strategies and recommendations for our staff and supports collaboration with partners across Wales to better protect vulnerable communities.

- Screening Division has a health equity strategy supported by programme-level equity champions. They routinely monitor screening inequities using data, ongoing engagement through a network and close collaboration with local public health teams, primary care clusters and the voluntary sector to share learning and strengthening collective action.

10.6 Partnership with the Future Generations Commissioner's Team

We continue to collaborate with the Future Generations Commissioner's team, to work on shared priority areas. Examples of achievements include:

- Behavioural Science Unit contribution to the Future Generations Report 2025, providing expert insight on incorporating behavioural science into its approach.

- Shaping Places for Well-being programme applying complex systems thinking and futures thinking tools with Public Services Boards.

- The Principles of Community Engagement for Empowerment tool to support partners to involve and empower communities.

- National and international sharing of futures and foresight work increasing capability and understanding.

- Gathering insights to understand the barriers and opportunities in implementing the Act across the public sector.

10.7 Embedding the Well-being of Future Generations Act

The Health and Sustainability Hub continue to identify opportunities to strengthen the Act strategically and operationally and support staff to recognise their contribution to the Well-being Goals. Recently we have delivered a session as part of the Public Health Wales Leadership and Management Academy focusing on how we to effectively enact the 5WoW effectively in our day-to-day work, exploring practical ways to translate the framework from policy into meaningful change. We also coordinate the WFGA Champions group and explore ways for staff to access training to increase understanding of the Act. We are leading an approach to further support the 7 Corporate Areas to address the Commissioners recommendation. We are developing a holistic approach to align other enabling functions to maximise opportunities across corporate and statutory areas. The aim is that this will lead to strong engagement, aligned objectives, with enhanced monitoring and reporting.

Together, these examples of our actions demonstrate our continued commitment to the Well-being of Future Generations Act and our ambition to create long-term, sustainable improvements for the people of Wales. By doing things differently, strengthening our systems, culture and partnerships, we are building the foundations for a healthier, more equal future and ensuring that our work today delivers lasting benefits for generations to come.

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CONCLUDING REMARKS

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The progress we have made during the past year is a considerable achievement for the organisation and reflects the exceptional work and dedication of our people alongside our partners, during an extremely busy and challenging time in Wales.

As we look forward, we have developed our new Strategic Plan for 2026-2029 which sets out how we will deliver a healthier Wales for the people of Wales, focussing on our six strategic priorities set out in our Strategy Working Together for a Healthier Wales (2023-2035) and our overarching outcomes, which are to increase healthy life expectancy and narrow the gap in healthy life expectancy between the least and most deprived areas in Wales.

We will do this by delivering a range of core clinical public health services to the public and our partners, working in partnership across the public health system and with partners across all sectors, to advise on key public health data and evidence, advocate for evidence-based action to improve and protect health and mobilise the translation of evidence into practice. We do this to support the strategic direction set out by Welsh Government and is reflected in our Remit Letter for 2026/2027.

This plan also sets out how we will address specific service and quality improvements issues identified within our Breast, Bowel and Diabetic Eye Screening Programmes, and our Sexual Health Test and Post Service. We have set out the specific actions that will address these issues as pace, along with how we will further strengthen our quality assurance arrangements across all services and functions.

Our strategic priority route maps show us the path that we need to take over the coming years to address these challenges. We have drawn on international learning, innovative solutions and the best examples from across Wales. This has shaped and driven our focus on how we can deliver maximum value to the people of Wales and our partners. We know that to realise these improvements will not be easy and will require us to work differently. We will work across organisational and professional boundaries and will demonstrate a commitment to not only collaborate but to listen – to our staff, stakeholders and the public. We will embrace feedback, learning and identify opportunities to improve.

We also must ensure that as an organisation we are delivering at pace and demonstrating agility to respond dynamically to emerging challenges and stakeholder needs. This includes ensuring that we have robust quality assurance arrangements in place and that we rapidly address any emerging service performance issues.

We recognise that we cannot succeed alone or continue to adopt traditional approaches to the challenges that we face. We will harness the potential of innovations within digital and data, particularly in relation to artificial intelligence, while maintaining appropriate caution and focus on quality and safety. We will seek to create new two-way partnerships and relationships, particularly with areas such as the third sector and with the public.

We do not underestimate the challenges that we face. Success will be underpinned by the commitment, professionalism, and efforts of our wonderful staff and it is through their leadership and drive that we will build on progress to-date and continue to rise to the challenges, and seize the opportunities, that we will face in the coming years.

“We will harness the potential of innovations within digital and data, particularly in relation to artificial intelligence, while maintaining appropriate caution and focus on quality and safety.”

GIG CYMRU NHS WALES

Iechyd Cyhoeddus Cymru

Public Health Wales