

 GIG CYMRU NHS WALES Iechyd Cyhoeddus Cymru Public Health Wales	Name of Meeting Board Date of Meeting 07 July 2026 Agenda item: 3
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Baseline Review and IMTP Addendum	
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Approval/Scrutiny route:	Approved by Executive Team.
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Purpose
The purpose of this paper is to provide a summary of the Baseline Review Report and IMTP Addendum: • The IMTP Addendum has been developed in response to the Welsh Government, which was received on 09 June 2026. The letter requested further information on a series of key areas within our IMTP to address issues identified during the Welsh Government collective review. • The Baseline Review Report sets out a series of proposals for how Public Health Wales will optimise its service and functions. It has been developed following the commissioning of the review by Welsh Government as part of our Remit Letter requirements for 2026/27. The two papers were considered by the Executive Team on 01 July 2026 and approved, subject to minor changes. The Board are asked to approve the two documents for submission to Welsh Government by 07 July 2026.

Recommendation:				
APPROVE ☒	CONSIDER ☐	RECOMMEND ☐	ADOPT ☐	ASSURANCE ☐
The Board are asked to: • Approve the Baseline Review Report and the IMTP Addendum for submission to Welsh Government.				

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

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
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Summary impact analysis

Equality and Health Impact Assessment	An Integrated Impact Assessment (IIA) of our strategy was undertaken and the learning and recommendations have informed the development of this plan. The assessment took into account: Equality Act 2010: The Socio-Economic Duty, Equality Act 2010: Public Sector Equality Duty, Well-being of Future Generations (Wales) Act 2015, Welsh Language (Wales) Measure 2011 and the Duty of Quality. This plan sets out how we will deliver year three of our strategy and has been informed by the learning and evidence gathered.
Risk and Assurance	The strategic and corporate risks to the delivery of our strategy and plans are reflected in relevant risk registers, including controls and mitigating actions.
Health and Social Care (Quality and Engagement) (Wales) Act	The Act has shaped and informed the development of our 26/27 plans, including acting as a key driver to our integrated planning process. Our approach to quality is set out within the plan, along with the actions we will be taking to deliver our priority focused around delivering excellent public health services.
Financial implications	The financial implications are set out within the Q1 baseline review report.
People implications	The people implications are set out within the people section of our addendum.

1. Purpose / situation

The purpose of this paper is to present the IMTP Addendum and Baseline Review Report for approval for submission to Welsh Government. The addendum sets out how Public Health Wales has strengthened its Integrated Medium Term Plan (IMTP) 2026–2029 in response to Welsh Government feedback. It demonstrates a clear shift from strategy to delivery, providing greater assurance on pace, impact and organisational accountability. It also shows how our delivery is aligned to the Remit Letter and supporting key actions set out within the 100 Days Plan. The strengthened plan has been developed alongside our baseline review to ensure alignment.

The Baseline Review Report sets out the initial findings from our baseline review and provides a series of proposed recommendations to be implemented in phase approach. The review was commissioned by Welsh Government as part of our Remit Letter requirements for 2026/27. It should be considered alongside our Integrated Medium Term Plan (IMTP) Addendum.

2. Background

The IMTP Addendum was developed in response to a letter from Welsh Government on 9 June and subsequent meeting with Welsh Government on 12 June. The Baseline Review Report was commissioned by Welsh Government as part of our Remit Letter requirements for 2026/27. The content of both papers has been discussed by the Executive Team on 17·24 and 29 June 2026. A Board development session was also held on 25 June 2026 to gather Board member views to inform the final submission. Both documents have a deadline for submission to Welsh Government of 7 July 2026.

3. Description/Assessment

The draft IMTP Addendum has been developed following inputs from Directorates to address the need for further information in key areas, as set out by Welsh Government in their letter of 09 June. Welsh Government feedback set out the requirement to provide further assurance around delivery of key areas within our plan. Significant work has also been undertaken to identify areas of the 100 Days Plan that Public Health Wales will support, along with potential additional areas we have identified a role for discussion with Welsh Government.

The Baseline Review report provides a summary of our initial assessment of our services and functions, along with setting out a series of recommendations and proposed next steps. It proposes the following recommendations to be implemented in a phased approach:

- i. We will increase resources and continue to prioritise the improvement in performance across a number of our screening programmes, along with initiating a transformation programme for our screening services.
- ii. We will work with the Welsh Government as part of phase 1 implementation, to continue to re-prioritise our work and ensure our alignment with key actions in the 100 Days Plan, and subsequent Programme for Government, in addition to continuing our current activity in this area. Further detail on this is provided within our IMTP Addendum.
- iii. We will utilise non-recurrent efficiencies of £522k to support the implementation of the above two recommendations and we aim to finalise funding plans for these by the end of August. Should the plans not utilise this resource in full we will provide it to the Welsh Government to support system pressures.
- iv. We will continue to assume contributions of up to £812k to the Welsh Risk Pool and have not made any assumptions that this will be funded by Welsh Government as a result of our financially balanced 2026/27 plan.
- v. We will commence the delivery of an organisational optimisation programme focused on providing further check and challenge on our services and how we are organised. This will consider opportunities to deliver our core services and functions more efficiently and effectively and identify a definitive set of non-core activity that we will stop. It will include:
 - further analysis of our services and functions to identify those that we deem non-core and can stop, thus delivering additional efficiencies and allowing us to redirect resources to support agreed priorities and improve quality, value and impact
 - identifying opportunities to more effectively and efficiently deliver our key services focused on future transformation opportunities, which will focus, in the first instance, on commencing work related to the digital transformation and operating models of our screening services
 - identifying opportunities to deliver organisational-wide efficiencies through reviewing our operating and resourcing model.

The two documents were considered by the Executive Team on 01 July 2026 and approved subject to agreed changes. Work has been undertaken to reflect these changes in the versions submitted to Board. There is the potential that minor amendments will be made to the documents following submission to the Board. An update on any additional changes will be provided at the Board meeting on 07 July 2026.

4. Recommendation

The Board is asked to:

- **Approve** the Baseline Review and IMTP Addendum for submission to Welsh Government .