Public Health Wales Draft Baseline Review Report

DRAFT FOR BOARD

02 July 2026

Executive Summary

We welcome the opportunity to present the findings of our baseline review assessment. They include a set of high-level proposals focused on taking forward this work in two phases. Phase 1 sets out the immediate actions that we will complete, while phase 2 describes our broader programme of optimisation. This approach will ensure that we are supporting Welsh Government priorities and our services are operating effectively and efficiently to deliver for the people of Wales.

The proposals within the report reflect our assessment to-date, particularly of our contribution to delivery of the 100 Days Plan. This has focused on setting out the specific actions that we are currently undertaking, along with identifying additional areas where we believe that we will be able to support Welsh Government, including as the plan evolves into the delivery of the new Programme for Government. We have focused on where we can add most value, including in relation to the delivery of broader Manifesto commitments.

We recognise this document, and our Integrated Medium Term Plan (IMTP) Addendum, reflect a point in time and we have detailed actions that we will undertake to further develop this work. This includes agreeing with Welsh Government the specific additional areas of the 100 Days Plan and forthcoming Programme for Government that we can support. Further detail of this is provided in our accompanying IMTP Addendum.

As part of the baseline review, we have completed an initial assessment of our resources mapped to our functions and services to inform the proposals set out below. Our core clinical services are those that are delivered directly to the public and on behalf of system partners. They include areas where we are delivering at the request of Welsh Government Departments, including health and education, and in relation to activity set out in our Remit Letter for 2026/27. Our core services also include our key enabling functions that are fundamental to ensuring compliance with legal requirements, the safe and effective delivery of our services, and the essential requirements for the organisation to function.

The following recommendations are proposed:

- **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. 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 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.

Our Board is fully committed to delivering on the proposals set out within this report to ensure that we demonstrate that we are delivering maximum value to the people of Wales in support of key actions set out within the 100 Days Plan and next Programme for Government. We look forward to the opportunity to work in collaboration with Welsh Government colleagues as we progress this work.

1 Purpose

The purpose of this report is to set out the findings from our baseline review. The review was commissioned by the Welsh Government as part of our Remit Letter requirements for 2026/2027. It includes proposals in relation to the re-prioritisation of resources to support Welsh Government priorities, as reflected within the 100 Days Plan, along with plans to deliver efficiencies through optimising our services and functions. It should be considered alongside our IMTP Addendum. We look forward to working closely with the Welsh Government in relation to taking forward the proposals set out within this report.

2 Introduction

2.1 Supporting the system

As the national public health organisation for Wales, we are committed to working with a range of cross-sector partners to deliver tangible action to improve the health and wellbeing of the people of Wales. The actions set out in our Remit Letter, and the recently published 100 Days Plan, provide significant opportunities for us to support Welsh Government through directly leading key areas of public health activity, along with providing specialist public health advice, evidence, guidance and resources. We recognise that it is essential to ensure that our resources are aligned to key Government priorities and that we prioritise action to ensure that it is delivering maximum value.

Our baseline review has been undertaken in the context of a changing external environment, particularly following the Senedd elections in May 2026. This has provided us with further opportunities to assess our current public health activities in the context of emerging Government priorities, as reflected in the 100 Day Plan and we are conscious of the timeline of the 100 Day Plan. We are currently supporting key areas, including the delivery of the daily mile, increasing opportunities for engagement in sport, provision of cancer data and advice on key areas such as coal tips and housing. In addition, we have identified additional areas where we see us having a role. We have provided a detailed assessment of this within our IMTP Addendum.

We will also undertake a further assessment, following the publication of the Programme for Government, to identify additional areas that we can support and adaptations that may be required in our workplan as a result and propose agreeing these with Welsh Government at the time of publication.

2.2 Baseline review and optimisation

The baseline review will serve as the foundation for broader strategic work that we will commence during 2026/27 to ensure that our organisation is optimised to support future challenges and opportunities. This programme of work will focus on ensuring that we are operating effectively, efficiently and sustainably. It will allow us to deliver maximum value to the people of Wales, support Welsh Government priorities and ensure that we are effectively utilising our resources for the greatest impact.

Work undertaken to-date, and the assessment set out within this paper, reflects where we are now and we propose undertaking further work described below as two specific phases:

- **Phase 1 (Do now) –** Undertake immediate actions focused on the reprioritisation of resources to drive further improvements in screening performance and to support the delivery of key actions within the 100 Days Plan, including rapidly agreeing additional areas of support to the 100 Day Plan with the Welsh Government.
- **Phase 2 (Do within 12 months) –** Commence a strategic programme of organisational optimisation focused on assessing all services and functions to identify further opportunities for more strategic efficiencies, including identifying non-core activity to stop.

3 Approach

Our baseline review has focused on assessing our services and functions through a series of strategic lenses. This has included:

- Undertaking an initial rapid review of all services and programmes, including a high-level assessment of resources.
- Assessing all IMTP milestones against our Remit Letter for 2026/27 and reviewing the 100 Days Plan, to identify areas to prioritise building on already agreed actions.
- Undertaking a strategic resource assessment, including analysis of historic trends, and pipeline activity, to identify potential additional savings.

The assessment has been led by the Executive Team and regular discussions have been held with the Board to provide strategic direction to the work. A summary of the assessment is set out below and in the annexes to this report.

4 Financial assessment

4.1 Overview

Reflecting on the financial landscape in which we're operating is helpful context for understanding our commitment to both deliver our fundamental services, whilst supporting the wider system.

Our total funding for 2026/27 is £213m. The organisation commenced the year with a funded staffing establishment of 2,170 whole time equivalent (WTE). This figure excludes NHS Performance and Improvement staff, which Public Health Wales hosts.

Over recent years, our core funding has not kept pace with inflation or comparative health board funding uplifts, which has resulted in a widening gap between available funding and the cost of maintaining our core clinical services.

4.2 Delivery of financial savings and system benefits

We have a strong organisational track record of delivering financially balanced plans and over the last three years this has required the delivery of cumulative savings of approximately £7m.

The organisation has also supported the wider NHS Wales system, including £5.9m of in-year spending reductions delivered and returned to the Welsh Government on a non-recurrent basis in 2023/24. In addition, £2.8m of cumulative Service Level Agreement (SLA) inflationary uplift has been provided to health boards over the last three years without additional funding (£1.2m per annum on a recurrent basis), and a further £5.4m of under-performance against Screening SLAs between 2023/24 and 2025/26 (relating to the commissioning of health board services) was not recovered to enable health boards to reinvest in services. The above has resulted in a net system contribution by Public Health Wales of £14.1m over the last four financial years.

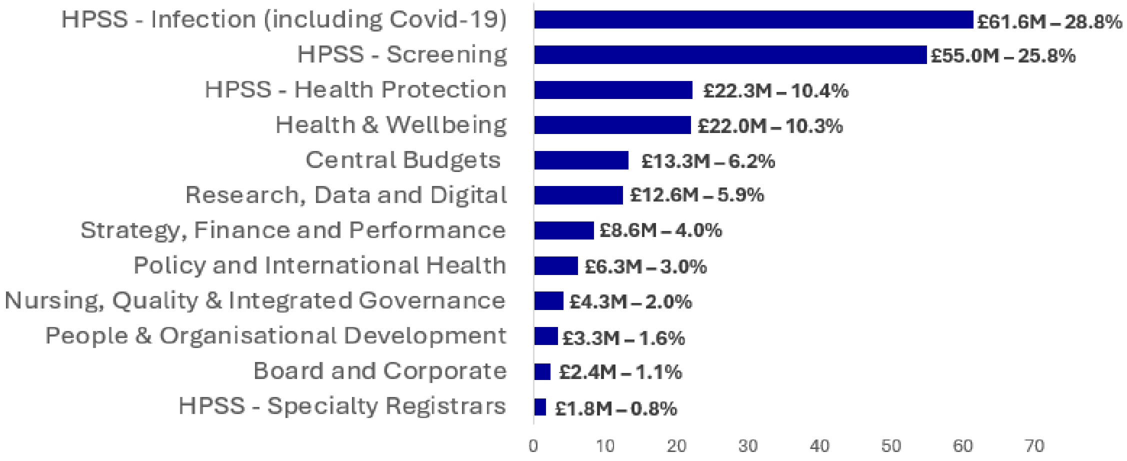
As part of our financial strategy, we have sought to generate internal 'save to invest' schemes of approximately 1%. This strategic approach to resource allocation is focused on prioritising areas that deliver broader system benefits and align to Welsh Government priorities. This has included funding of the Tackling Diabetes Together Programme, including the provision of funding to health boards with a total of £2.1m invested across 2024/25 – 2026/27, the establishment of the Behavioural Science Unit and Sustainability Hub for Wales. New investments were not possible in 2026/27 due to financial pressures.

4.3 Resource assessment

The graphs below provide a high-level overview of our current resource allocation across our functions and services. They show the majority of our resources are directly aligned to our key services, including those that we deliver directly to the public and on behalf of partners. Further detail on how resources align to services is provided in Annex A.

Figure 1 provides a summary of expenditure of directorates and services based on our 2026/27 base budgets, as per our financial plan and IMTP. We have included information at a divisional level for the Health Protection and Screening Services Directorate reflecting the size of the three clinical public health divisions within it. The graph shows the alignment between our expenditure and our key services.

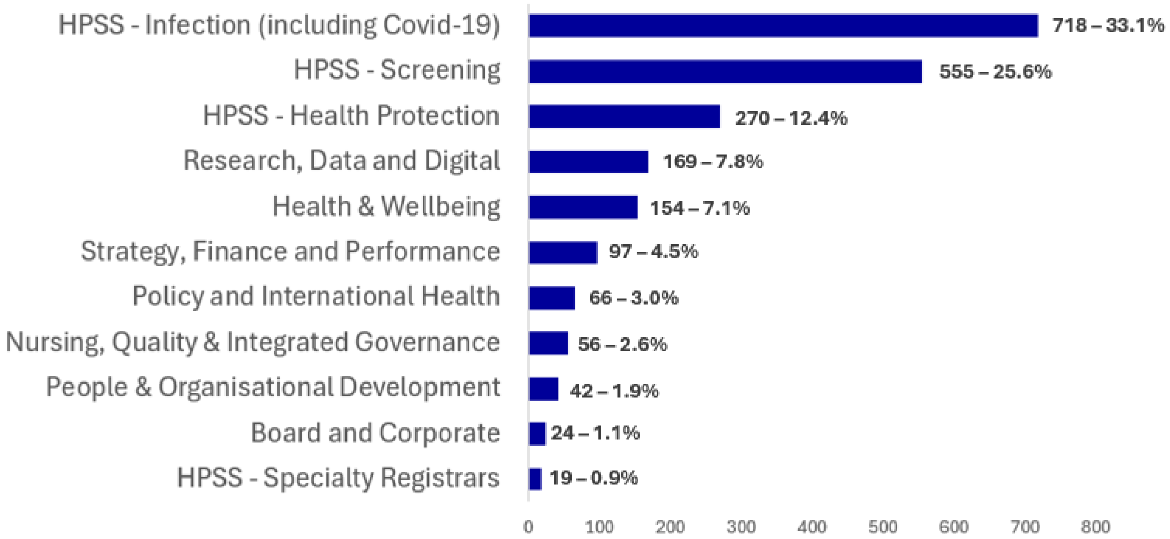
Figure 1: Total expenditure budgets by directorate (£M)



** All figures included are based on expenditure budgets at the beginning of 2026/27, which underpin our financial plan and IMTP. These figures exclude NHS Performance and Improvement, which is hosted by Public Health Wales. Central budgets include Pay Award, Depreciation and Welsh Risk Pool contributions.*

Figure 2 shows the allocation of our budgeted WTE staff by directorate (and division for HPSS). This again shows the alignment between resources and delivery of key services, with our three largest areas being three clinical public health services (Screening Services, Infection Services and Health Protection).

Figure 2: Budgeted WTE by directorate



** All WTE figures included are based on budgeted WTEs at the beginning of 2026/27, which underpin our financial plan and IMTP. These figures exclude NHS Performance and Improvement, which is hosted by Public Health Wales. Workforce analysis included in our IMTP and IMTP addendum focuses on staff in post rather than budgeted posts, and those values are lower due to vacancies.*

4.4 Additional proposed efficiencies for 2026/27

Through the baseline review, we have identified additional non-recurrent savings. This is over and above the £3.1m recurrent savings already identified to be delivered as part of our breakeven plan. It includes:

- **£522m additional spend reductions** – at the end of quarter one, we have identified non-recurring spend reductions that is proposed are redirected to supporting improvements in a number of our screening programmes and to enable initial work to commence in relation to broader screening digital transformation. We will complete the planning for this work by the end of August and if the funding is not fully utilised for these purposes, then we will make it available to the Welsh Government to support system pressures.

The ability for Public Health Wales to deliver these benefits is dependent on the following financial assumptions and risks:

- 2026/27 pay award will be fully funded
- No further contributions being required to the Welsh Risk Pool in 2026/27
- Actual inflationary and growth pressures not exceeding planned levels.

Public Health Wales has also fully engaged with the nationally mandated Grip and Control exercise and is taking forward some improvement actions from the work to ensure our controls enable efficient and effective decision-making delivering maximum value for money. This will be undertaken as part of phase 1 implementation.

5 Activity assessment

5.1 Activity assessment

As part of the baseline review, we have undertaken an initial assessment of activity across our services and functions, informed by our four statutory functions, which are to:

i. provide and manage a range of public health, health protection, healthcare improvement, health advisory, child protection and microbiological laboratory services and services relating to the surveillance, prevention and control of communicable diseases

ii. develop and maintain arrangements for making information about matters related to the protection and improvement of health in Wales available to the public in Wales; to undertake and commission research into such matters and to contribute to the provision and development of training in such matters

iii. undertake the systematic collection, analysis and dissemination of information about the health of the people of Wales in particular including cancer incidence, mortality and survival, and the prevalence of congenital anomalies

iv. provide, manage, monitor, evaluate and conduct research into screening of health conditions and screening of health-related matters.

We have assessed our services and functions to identify:

- Statutory activity that we are legally required to deliver under legislation or statutory guidance.
- Delegated activity where we have been requested to deliver by the Welsh Government (all departments) or another statutory body.
- Discretionary activity where we have prioritised activity to support the delivery of our key areas identified by the Board and Executive Team in support of the delivery of the IMTP and remit letter.

This assessment will form the basis of the next phase of our work and involve a rigorous check and challenge process to determine those activities that we deem as core and those that we identify as non-core. A summary of the key services that we deliver to the public, and on behalf of key partners, is provided below, with a full list included in Annex A:

- **National screening programmes (Budget £55m/Headcount 555 wte)**, including Breast Test Wales, Bowel Screening Wales, Cervical Screening Wales, Newborn Bloodspot Screening Wales, Newborn Hearing Screening Wales, Diabetic Eye Screening Wales and Wales Abdominal Aortic Aneurysm Screening Programme (and the management of the Antenatal Screening Wales Clinical Network). As a result, each year we offer over one million invitations to assist with the early detection, prevention and treatment of disease. We are also currently implementing a new targeted lung cancer screening programme for Wales.
- **Infection Services - accredited clinical microbiology national laboratory network (Budget £62m/Headcount 718 wte)**, including international Specialist and Reference Services, to support clinical diagnostics, surveillance and outbreak management locally, regionally and nationally, and the internationally recognised pathogen genomics service. This includes our Food, Water and Environmental laboratory that tests food samples for microbiological contamination such as Salmonella, Campylobacter, Listeria and E.coli O157. We undertake approximately two million clinical tests per year.
- **Clinical health protection services (Budget £22m/Headcount 270 wte)** providing a specialist proactive and reactive response focused on tackling infectious diseases, environmental threats, foodborne outbreaks and public health emergencies on an all-Wales basis, along with the delivery of specialist clinical services, including the Vaccine Preventable Disease Programme, Environmental Public Health and the Communicable Disease Surveillance Centre.
- **Health and Wellbeing Services (Budget £22m/Headcount 154 wte)** action focused on supporting a strategic shift to prevention and the delivery of key prevention programmes, which reach large numbers of people across schools, workplaces and communities. This includes the delivery of Healthy Weight Healthy Wales, the Whole School Approach, the First 1000 Days Programme, Help Me Quit, National Exercise Referral Scheme and Gambling Prevention. Along with this, we also provide specific tailored action to support primary care, particularly work to support Community by Design.
- **Policy and international health (Budget £6m/Headcount 66 wte)** work focused on informing and supporting policy development and implementation to improve and protect health and reduce health inequities. In addition, we

have established specialist functions to support the health system, the Welsh Government and our partners across sectors in Wales, including the Behavioural Science Unit, Adverse Childhood Experiences Hub and Wales Violence Prevention Unit, the Health and Sustainability Hub, the Wales Health Impact Assessment Support Unit, the International Health Coordination Centre and the Well-being Economics and Value Team.

- **Research, data, digital, evidence and evaluation (Budget £13m/Headcount 169 wte)** focused on improving public health by using data and population surveillance, research and evaluation to better understand the health of the people of Wales – in keeping with our statutory function, along with ensuring our services and functions places users at their heart. Our digital team ensure that we have access to the digital service required to run all our services. This is either through direct delivery, with partners such as Digital Health and Care Wales, or as part of national programmes or through working with suppliers. This ensures we have the right systems, networks and processes in place to deliver the services securely. The team also ensure compliance with Network and Information Systems recommendations a requirement of Welsh Government on cyber security. Our work includes leading the development of a new digital health protection system to support Wales to more effectively respond to, and manage, future public health outbreaks and incidents. We also have an official statistics function and deliver and host public health registries, including the national cancer registry, and undertake a wide range of population surveillance activities, including the child measurement programme and the real time suspected suicide surveillance system.
- **Specialist enabling functions (Combined budget £18m/Combined Headcount 219 wte)** delivering a range of essential enabling functions across four directorates to support the safe, effective and compliant delivery of our public health functions, meet our legislative requirements and effectively support the running of the organisation and the wellbeing and welfare of our staff. This includes financial management, strategic and business planning, people and organisational development, digital and data infrastructure, corporate, information and clinical governance, a number of without portfolio areas (such as the response to the UK Covid-19 Public Inquiry) and communications.

5.2 Alignment with the Remit Letter

Our IMTP for 2026-2029 set out how we will deliver key actions included in our Remit Letter for 2026/27. Following feedback from the Welsh Government, we have developed a supporting Addendum that provides more detail on the delivery of key areas highlighted, along with more explicitly demonstrating how we are supporting the delivery of the 100 Days Plan. We have also assessed our IMTP as part of our baseline work to identify alignment with the Remit Letter and our statutory functions.

The assessment shows that:

- 75% of the public health actions set out within our IMTP relate directly to delivery of our Remit Letter actions.

- The remaining actions relate to the delivery of our statutory functions, which are not included within the Remit Letter, enabling actions to support the delivery of our public health services and programmes, the running of the organisation and broader prioritised actions agreed by the Board.

This assessment reflects the strong alignment between the IMTP, delivery of our statutory functions and associated enabling support and the actions outlined within our Remit Letter. As part of the assessment, we have identified a small number of initial areas where we will stop activity and re-direct resources, particularly to support the delivery of specific actions within the 100 Days Plan. These are set out within the annex to our IMTP Addendum. There is further work to do to fully define the scope of opportunity to optimise our resource.

5.3 Supporting the delivery of the 100 Days Plan

We have undertaken a review of the 100 Days Plan to identify actions where we are currently supporting or could play a role in supporting. A detailed assessment of this is included within our IMTP Addendum.

We have also included an summary of the key areas of initial support that we are providing in the table below:

100 Days Plan Action	Our Support
Commission an independent review of NHS performance in Wales, with a particular emphasis on the impact of waiting lists on population health	Provision of Healthy Life Expectancy data through the lens of waiting list times Working with health boards to provide part of a national "stay healthy while on waiting lists" assessment and digital service, including the national "add to your life" digital resource Secured £8m funding to deliver all Wales weight management and obesity pathway designed to reduce waiting lists for weight management
Created a dedicated Public Health role in government with strategic oversight across departments	We have provided 1.2wte secondment time into Welsh Government from four people to support Welsh Government directly
Begin rollout of preventative health programme: National School Swimming and Water Safety Programme, Daily Mile initiative in Welsh schools	We are supporting the development of Daily Active/Milltir Actif through: • Promotion of the Daily Mile through the Welsh Network of Health and Wellbeing Promoting Schools • Supporting a test and learn phase of the Daily Active with Sport Wales • Delivered proposal with Welsh Government for investment to provide tailored support to schools with most opportunity to benefit. • Made promoting and roll out of Daily Active a core component of our strategic partnership with Sport Wales.

Begin preparing for a new Cancer Plan for Wales	We have held initial discussions with officials and will be providing support to this action, including provision of cancer data for Wales and providing detailed public health advice to pathway design
Press the UK Government on environmental justice for coalfield communities and funding for restoring coal tips and contaminated land	Provision of specialist support and advice through our Environmental Public Health Team
Review the existing Warm Homes Programme and work to introduce changes so that we can go further and faster on improving home energy efficiency – raising living standards, tackling fuel poverty and reducing carbon emissions for more households, more quickly	Our public health Policy Team has provided public health expertise on warm homes and fuel poverty, including a role on the Welsh Government Fuel Poverty Advisory Panel, and is involved as a stakeholder in an evaluation of the Warm Homes Programme. Our Shaping Places Programme has provided training and skills to Public Service Boards to enable them to take action on warmer homes and other determinants
Commission a review of opportunities for investment in culture, the arts and sport to inform a progressive increase in arts, culture and sport spending, tied to a wider shift to preventative health and wellbeing activity across government	We are collaborating with Arts Council Wales, the Office of Future Generations and the Wales Arts for Health and Wellbeing Network (WAHWN) to deliver "Cynefin: A Creative Health Review for Wales".
Establish a dedicated workstream within government to identify opportunities for increased levels of engagement in sport and physical activity and consult on how to strengthen partnership working between health services and sports organisations	We have shared proposals on the National Exercise Referral Scheme (NERS) as an opportunity to increase levels of engagement in physical activity and improve return to work and reduce hospital re-admissions. Our partnership with Sport Wales is focused on increasing participation in physical activity at scale and we are working jointly with WCVA to launch a programme to increase volunteering in sport and physical activity
Commission a comprehensive audit of health data sources in Wales	We have held initial discussions with officials and will be providing support to this action.
Work to end violence against women, domestic abuse and sexual violence (VAWDASV) across all areas of government through a while system prevention led approach.	Our ACEs Hub is supporting the Welsh Government on a whole system approach to violence prevention, including a workshop on a public health approach (utilising a WHO framework), and the Hub Lead is co-chairing a workstream of the VAWDASV Blueprint on gender-based harassment.

We have also outlined the request to discuss with the Welsh Government the potential additional areas in the 100 Day Plan where we can provide support, together with a number of Manifesto commitments, including the development of a Public Health Strategy. We are mindful of the timeline of the 100 Day Plan and would therefore appreciate an early discussion on these areas to re-prioritise resource where needed to support them.

As part of our phase 1 work, we will also undertake an assessment of the Programme for Government, once published, to identify any additional areas for engagement.

6 Recommendations

Following the conclusion of our baseline review, we propose that we implement the following recommendations in a phased approach:

6.1 Phase 1 (do now)

Phase 1 will focus on undertake immediate actions to reprioritise resources to drive further improvements in screening performance and to support the delivery of key actions within the 100 Days Plan, including rapidly agreeing additional areas of support to the 100 Day Plan with the Welsh Government.

Key actions:

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. 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.

6.2 Phase 2 (do within 12 months)

We will commencing a strategic programme of organisational optimisation focused on assessing all services and functions to identify further opportunities for more strategic efficiencies, including identifying non-core activity to stop. We will be developing a more detailed plan for completing this work and would be happy to share/discuss the specific milestones with Welsh Government officials.

Key actions:

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 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.

Annex A – Key services and resources by directorate

Directorate	**Health Protection and Screening Services**	
Directorate expenditure budget	£140.7M	
Directorate WTE	1562.4	
Core Services and Functions	All Wales Acute Response (AWARe)	Emergency Preparedness Resilience and Response (EPRR)
	Abdominal Aortic Aneurysm Screening	Environmental Health Protection
	Antenatal Screening Wales	Genomics
	Bowel Screening Wales	Healthcare Associated Infection, Antimicrobial Resistance & Prescribing Programme (HARP)
	Breast Screening Wales	Infection Services
	Cervical Screening Wales	Lung Screening Wales
	Communicable Disease Inclusion Health Programme (CDIHP)	Newborn Bloodspot Screening Wales
	Communicable Disease Surveillance Centre (CDSC)	Newborn Hearing Screening Wales
	Diabetic Eye Screening Wales	Vaccine Preventable Disease Programme (VPDP)
Directorate	**Health & Wellbeing**	
Directorate expenditure budget	£22M	
Directorate WTE	154.5	
Core Services and Functions	Dental Public Health	Health Improvement - Social Marketing
	Gambling prevention	Health Improvement - Tobacco, Vapes and Nicotine Addiction
	Hapus	Healthy Working Wales
	Health Improvement - Drugs, Alcohol and Gambling	National Exercise Referral Scheme (NERS)
	Health Improvement - Early Years and Child Health	Primary Care
	Health Improvement - Educational Settings	Tackling Diabetes Together
	Health Improvement - Obesity Prevention and Healthy Weight Pathway	Wider Determinants of Health (WDOH) Unit
	Health Improvement - Physical Activity	
Directorate	**Policy and International Health** (WHO Collaborating Centre on Investment for Health and Well-being and International Health)	
Directorate expenditure budget	£6.3M	
Directorate WTE	65.5	
Core Services and Functions	Adverse Childhood Experiences (ACE) Hub Wales and Violence Prevention	Public Health Collaborating Unit

	Behavioural Science	Specialist Projects
	Health & Sustainability	
	International Health Coordination	Wales Health Impact Assessment Support
	Public Health Policy	Well-being Economics and Value (WEAVE)
Directorate	**Research, Data and Digital**	
Directorate expenditure budget	£12.6M	
Directorate WTE	169.1	
Core Services and Functions	Congenital Anomaly Register & Information Service (CARIS)	Knowledge Mobilisation & Evidence
	Child Death Review Programme	Real Time Suspected Suicide Surveillance
	Data Science & Analytics	Research & Evaluation
	Digital Portfolio	Welsh Cancer Intelligence Surveillance Unit (WCISU)
	Digital Services	Cyber Security
Directorate	**Strategy, Finance and Performance**	
Directorate expenditure budget	£8.6M	
Directorate WTE	96.9	
Core Services and Functions	Change Portfolio	Finance
	Communications	Strategy, Planning and Corporate Affairs
	Estates	
Directorate	**Nursing, Quality & Integrated Governance**	
Directorate expenditure budget	£4.3M	
Directorate WTE	56.1	
Core Services and Functions	Integrated Governance	Nursing and Quality
	National Safeguarding Service	
Directorate	**People & Organisational Development**	
Directorate expenditure budget	£3.3M	
Directorate WTE	41.7	
Core Services and Functions	People and Organisational Development	
Directorate	**Board and Corporate**	
Directorate expenditure budget	£2.4M	
Directorate WTE	23.6	
Core Services and Functions	Board and Corporate	