

**Y Pwyllgor Cyfrifon Cyhoeddus a
Gweinyddiaeth Gyhoeddus**

**Public Accounts and Public
Administration Committee**

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Jacqueline Totterdell
Director General for Health, Social Care and Early Years and
Chief Executive of NHS Wales
Welsh Government
Via email

20 March 2026

**Follow up from Public Accounts and Public Administration Committee evidence session on NHS
Governance**

Dear Jacqueline,

Thank you for attending the Public Accounts and Public Administration Committee meeting on 19
March 2026.

We would be grateful if you could provide information in response to the following questions that were not reached at the session by 31 March.

1. In relation to NHS structures and governance, are there areas where performance management and accountability need to be strengthened or enhanced?
2. What is your view on the culture within NHS Wales in terms of openness, transparency, willingness to accept challenge, and responding to complaints?
3. This Committee's report on cancer services found widespread confusion over roles and responsibilities between Welsh Government, NHS Performance and Improvement, and health boards. What assurances can you give that the governance changes now being put in place will ensure there is clear accountability for driving improvement?

Croesewir gohebiaeth yn Gymraeg neu Saesneg.
We welcome correspondence in Welsh or English.

4. Is there sufficient capital investment to deliver the changes needed to the NHS estate, including addressing the significant maintenance backlog, and to modernise digital infrastructure?
5. Are there any plans to make greater use of the Mutual Investment Model within the NHS, beyond the example of the new Velindre Cancer Centre?
6. In your view, why has NHS Wales struggled to achieve the pace and scale of digital transformation needed to modernise services, and what do you see as the solution?
7. What needs to change to shift the NHS towards genuinely prioritising prevention and longer-term thinking, and what do you see as the greatest opportunities for impact?

During the meeting, officials **offered to write to the Committee** explaining the function and objectives of the All Wales Programme Board and what it has achieved. The Committee would be grateful to receive this as part of your response to this letter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Mark Isherwood', with a long horizontal line extending to the right.

Mark Isherwood MS

Chair of the Public Accounts and Public Administration Committee