

Item: 5**Title: Chief Executive's report****Introduction**

This report sets out some of the activities of the Chief Executive since the last full public Board meeting on 24 January 2024. More detailed information about our key activities and developments since the last board meeting is included in other Board papers.

Developing relationships & working with partners

I have met with lots of key partners to talk about our role, developing our plans and activities, our ways of working, key issues in health and social care and how we can work together to strengthen the voice of people in health and social care services. This included:

- Meetings with the Llais partnership team to talk about Llais's activities and performance, development activities, budget position in 2023-2024 and allocation for 2024-2025.
- Quarterly meetings with the Public Services Ombudsman for Wales, Care Inspectorate Wales, Healthcare Inspectorate Wales, and the Older People's Commissioner for Wales.

We talked about the development of our strategy, priorities, and ways of working in the difficult financial climate affecting all public sector bodies in Wales and agreed our approach to information sharing in the context of the challenges facing health and social care services.

- Meeting with the Bevan Commission to agree the contents of a new compact. This sets the framework for a new 3-year partnership between the Commission and Llais. The framework aims to make the best use of our distinctive roles by working together to help inform and shape people-centred solutions for the future of health and social care.
- Meeting with the Senedd health and social care research team. We agreed arrangements to share information, including planned activities to inform our respective work programmes – with a particular focus on social care services.
- Meeting with Audit Wales to talk about its national review of NHS Planned Care in Wales, and arrangements to share the information have about people's experience of planned care in Wales.
- Meetings with a range of health and social care policy makers. These talks were aimed at identifying and linking in with key programmes of activity around health and social care planning and performance. This included talking to Taryn Stephens,

Deputy Director Improvement, Social Services and Integration, Nick Wood, Deputy Chief Executive NHS Wales, and a range of NHS Executive staff, including the Strategic Programme leads for Planned Care.

Developing ourselves to deliver

I have spent lots of time working with our organisation's leaders and staff to continue to build our capacity, capability, and ways of working as a new organisation. This included:

- Appointing to key leadership roles including:
 - Strategic Director for Operations and Corporate Services. We expect the appointee to start with us in July 2024. In the meantime, the Director of Operations will continue to carry out the role on a temporary basis.
 - Director of Operations. The appointee will start their role when the new Strategic Director for Operations and Corporate services joins us.
 - Interim Director of Governance and Board Secretary. We have appointed an experienced Director of Governance and Board Secretary on a temporary basis, reporting directly to me and the Chair.
This appointment will drive the continued development of our governance and accountability framework, as well as oversee the smooth running of our board and committees and advise on the further development of a permanent role.
- Agreeing arrangements, including increased specialist capacity to support our corporate team to drive forward a new 'task and finish' project focusing on the development of our business continuity planning arrangements.

I have also agreed to continue support for specific projects where there are gaps in our existing staffing, as we continue with our recruitment programme and the finalisation of our organisation structure.

This includes specialist staff to support the delivery of our Strategic Equality Plan, the development of our skills framework, and the further design and development of our intranet and records management arrangements.

- Talking with our Internal Auditors and External Auditors about audit activity relating to 2023-2024, and internal audit planning arrangements for 2024-2025.
- Attending our first all Wales Complaints Advocacy Service staff event. This event, led by our Head of Profession for Complaints Advocacy brought together complaints advocates and advocacy support staff from all 7 regions. We talked together about

developing the service and ways of working in a range of key areas including:

- professional supervision and support
- client feedback and evaluation
- case allocation, including understanding complexity
- consistent working practice.

Tîm Arwain will review the resulting proposals at its June 2024 meeting.

- Attending a ‘Service Design in Practice’ show and tell event. This event celebrated the achievements of a range of people working in public services who have participated in a 6-month accredited service design course. This included 3 of our staff members Leanda Wynn, Donna Coleman, and Ben Eaton.

The focus of the programme is on designing services that work and meet the needs of service users and the organisations delivering them. The learning will help our staff in designing our own ways of working as well as informing and influencing the way health and social care services are designed.

- Attending an all-Wales staff event. This event focused on understanding and delivering our proposed 3-year organisational strategy and our newly developed draft behavioural standards.

Once agreed, these behavioural standards will be reflected in every aspect of our work. They will be underpinned by our recruitment approach, learning and development activities and performance appraisal arrangements.

- Visiting potential new office space for the Llais national team and Cardiff and Vale of Glamorgan region. A potential move could provide better value for money and a better and more accessible environment for our staff and visitors.

In line with our partnership arrangements with recognised trade unions, action will now be taken to formally consult with staff on a potential move before making any proposals to Board.

Involvement in health and social care service national developments

I have met with a range of health and social care bodies to share what we are hearing about people’s experiences of health and care services, to talk about what needs to happen to make things better and to talk about plans and proposals to change the way services are provided nationally.

I have met and talked with:

- Welsh Government officials about the introduction of the Health Service Procurement Reform Regulations and statutory guidance, following public consultation. The regulations and statutory guidance would be introduced under the provisions of the Health Service Procurement (Wales) Bill.

The consultation closed on 23 February 2024, and it is expected that regulations and guidance will be published in Summer 2024. The revised arrangements would change the way that health services provided as part of the NHS are procured in Wales. Our meeting talked about the role and involvement of Llais in matters relating to the quality of procured services.

- Powys residents affected by the proposals of the Chief Emergency Ambulance Services Commissioner and his team relating to the further development of the Emergency Medical Retrieval and Transfer Service in Wales.

As of April 1st, 2024, The Emergency Ambulance Services Committee evolved into the NHS Wales Joint Commissioning Committee. Most recently, I have written to the Chief Emergency Ambulance Services Commissioner to set out continued concerns relating to the timing of a decision on the proposal to close bases in Powys and North West Wales and move to a new base in North Wales.

We are concerned that a decision now would be premature without first helping people to understand more about related proposals to further develop services for people living in rural and remote areas in Wales. We are waiting for a response to the matters we raised.

- A range of health and social care staff and Welsh Government officials as part of a 'National Emergency Department Measurement Review task group'.

Alongside the publication of a Quality Statement for Care in Emergency Departments¹ the Minister for Health and Social Services announced she was setting up a national task group to review emergency department measures.

It will consider whether there are better measures of quality, value, experience, and outcome for care provided in emergency departments to help inform the Welsh public about what to expect when accessing these services and to help drive improvements.

¹ You can find out more about the Quality Statement for Care in Emergency Departments at the following link: [Written Statement: Quality Statement for Care in Emergency Departments \(15 March 2024\) | GOV.WALES](#)

- Welsh Government officials about its review of proposed changes to the NHS complaints system called 'Putting things right'. There is a public consultation² to gather views on the way concerns and complaints about NHS care are raised, investigated, and responded to.

The proposed changes will also impact on the delivery of our complaints advocacy service. We are preparing our response to the consultation.

Planning and reporting arrangements

We published our Strategic Equality Plan 2024-2028³ in early April 2024.

Upcoming events and activity

Some of the upcoming activities and events I will be involved in during the coming weeks include:

- Visit to Llais North Wales region
- Healthcare Summits
- Presentation to Public Health Wales Board

² You can find out more about the public consultation on Putting things right at the following link: [Consultation on proposed changes to the Putting Things Right process \[HTML\] | GOV.WALES](#)

³ You can see our Strategic Equality Plan at the following link: [Our Strategic Equality Plan 2024-2028 | Llais \(llaiswales.org\)](#)