

Item: 8

Title: Performance against our annual plan Quarter 1

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|--|---|
| Gweithredu / Action required - | Note for information |
| Amseru / Timing | Routine |
| Argymhelliad / Recommendation | To note and discuss as required. |
| Risg / Risk | <p>Any risks relating to our inability to effectively deliver, report on, and communicate, our impact will have significant reputational damage in addition to failure to meet our obligations within the Health and Social Care (Quality and Engagement)(Wales) Act, 2020 and our Framework Document with our Partnership team within Welsh Government.</p> <p>These risks are monitored through the performance and risk reporting frameworks and escalated through the appropriate sources of assurance.</p> <p>There are currently 8 initiatives/projects that are red risks for delivery in this financial year, and 23 that are amber / behind. More detail on these is contained within the paper.</p> |
| Cyllid / Finance | Within budget |
| Amcan Cynllun Corfforaethol / Corporate Plan Objective | All objectives within Annual Plan 2025 -2026 |
| Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion | Any major policy, process changes, project or events are assessed for their impact on different communities using our updated Integrated Impact Assessment. |
| Cyfathrebu / Communications | <p>Please tick one of the following boxes if this activity will have an impact on:</p> <p>Internal: our people <input checked="" type="checkbox"/></p> |

| | |
|--|---|
| | External: our customers/partners/stakeholders ☒ External: our organisation's reputation ☒ |
| Cymeradwyaeth / Approval/Clearance | Ben Eaton |
| Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions | Standing agenda item on senior leadership and Board meetings. |
| Awdur/ Cyflwyno / Author/presenting | Rebecca Lythgoe / Ben Eaton |
| Dyddiad / Date | 28 July 2025 |
| Cefndir / Background | |

This report aims to provide the Board with a comprehensive overview of organisational performance for the year to date, including detailed performance data and outcomes from the first quarter of 2025 (Q1). It presents a more detailed analysis of activities, measurable achievements, and the impact of our work on individuals and communities.

Work continues to develop a suite of dashboards that will visually summarise and represent key information. Examples attached for information.

Manylion / Detail

Progress against our strategic objectives within the Annual Plan.

| | Status |
|--|--------|
| 0. Our everyday work | |
| 1. Drive a national conversation about the future of health and social care services | |
| 2. Push for services that meet people's needs | |
| 3. Work together better | |
| 4. Help people and services use technology in ways that work for them | |
| 5. Grow and improve as an organisation | |

4 out of 5 priorities remain green overall, with Priority 5 rated as amber in the first quarter due to several initiatives starting later than planned.

This has been a period of meaningful delivery and visible impact, with much of our capacity focused on work that is already making a difference across Wales. However, unplanned demands, staff vacancies, and changes in key roles have required flexibility and responsiveness. As a result, some longer-term development projects have progressed more slowly than intended. Despite this, strong foundations are now in place to accelerate progress in the next quarter.

During quarter 1, our focus has rightly been on meeting core statutory priorities. In workforce and organisational development, the appointment of a new Head of Organisational Development is a welcome step forward, though the post holder will need time to embed.

Meanwhile, the workforce team has diverted significant capacity to manage a high volume of employee relations (ER) issues. This has delayed the start of key projects, including the review of our recruitment processes, development of a locations strategy, and an organisational learning needs assessment to inform our learning and development strategy. Progress on Equity, Diversity and Inclusion monitoring has also been slower than planned but is expected to move ahead in quarter 2.

The recent appointment of a new Head of Insights and Engagement and an All-Wales Engagement Lead is expected to boost our ability to deliver national projects, strengthen our evidence base, and support more timely representations and position statements. These roles will also play a key part in supporting and coordinating local and regional activity.

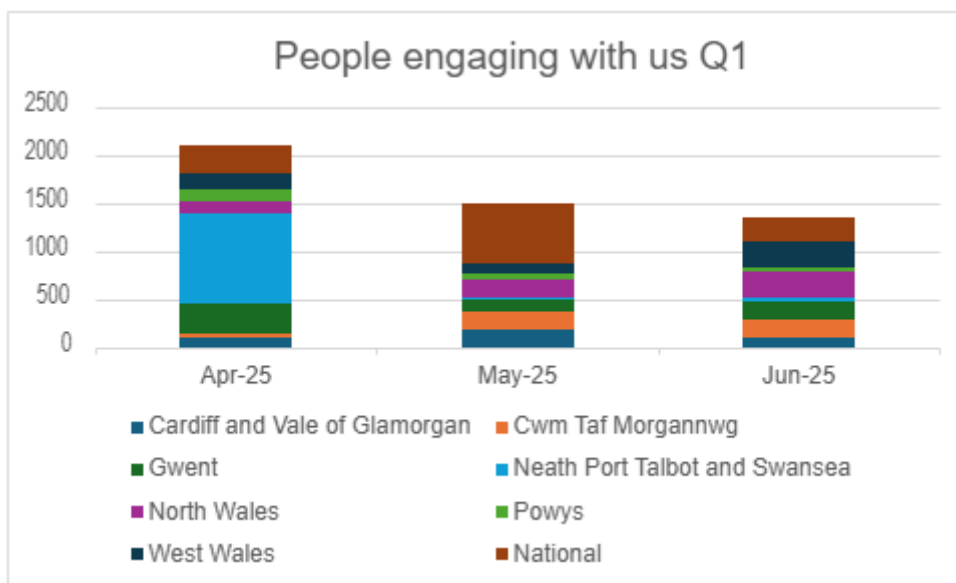
Some regional delivery projects under Priority 0 ('our everyday work') have been rescheduled for later in the year due to temporary absences in key roles across areas such as Neath Port Talbot and Swansea, West Wales, and Powys. These projects remain important and are still expected to be delivered on time.

In the digital area, progress on the Digital Strategy, advanced cyber accreditations, and the implementation of internal audit recommendations has been delayed due to limited capacity and shifting internal priorities. However, a revised delivery plan is now in place to regain momentum in quarter 2.

The Executive Team has reviewed all projects currently flagged as 'at risk' or behind schedule, engaging directly with leads to address issues and agree recovery actions. At this stage, none of the delayed projects are expected to remain incomplete by the end of March 2026.

Headline achievements year to date: Quarter 1

Over 4,078 people have engaged with us between April and June 2025.



We have:

- taken part in 186 engagement activities
- carried out 12 engagement visits to health and social care settings
- Made 141 representations
- Responded to 8 consultations or calls for evidence
- Been involved – on average – in 28 service changes each month
- On average, worked with around 70 partners per month
- Supported people to take forward over 1,060 concerns through our complaints advocacy service.

Overview of quarter 1 2025

| Region | Engagement activities | Visits | Representations | Open consultation | Average Open advocacy cases | No. engaged with |
|-----------------------------|-----------------------|--------|-----------------|-------------------|-----------------------------|------------------|
| Cardiff & Vale | 16 | 5 | 24 | 0 | 119 | 374 |
| Cwm Taf Morgannwg | 22 | 2 | 6 | 0 | 74 | 408 |
| Gwent | 14 | 1 | 21 | 0 | 233 | 630 |
| Powys | 15 | 3 | 20 | 4 | 109 | 231 |
| Neath Port Talbot & Swansea | 14 | 1 | 12 | 0 | 180 | 106 |
| North Wales | 58 | 1 | 28 | 0 | 260 | 597 |
| West Wales | 42 | 0 | 18 | 1 | 116 | 542 |
| National | 5 | N/A | 12 | 3 | N/A | 1190 |
| TOTAL | 186 | 12 | 141 | 8 | 1060 | 4078 |

The themes of what people have told us during this period are:

What's working well

In the first quarter of 2025 we are hearing

GP practices praised for inclusive and responsive care, and those that support people in vulnerable situations including people experiencing homelessness were reported as having ways of working that enabled people to feel valued and access timely treatment.

Community support services delivered by the Third Sector providing social prescribing and peer led groups like Men's Sheds are valued for the support they provide and the accessibility of these services.

Staff in health and social care are frequently praised for their approach and the kindness they demonstrate, with examples of where people feel listened to and valued and the positive effect this has on their experience of health and social care.

Needs improvement

| Theme | Key issues and insights |
|-------------------------------|---|
| GP services | Access to GP services with long waits for appointments and difficulties securing appointments, especially for those without digital access. |
| | Transport difficulties impacted on access to care, particularly in areas with limited public transport services. |
| | Reliance on online booking systems with no alternative excluded some from accessing care. |
| Mental health services | Long waiting times and access to counselling services. |
| | Inadequate support for dual diagnosis (mental health and substance misuse) |
| Maternity | Maternity services were a significant area of concern with experiences of being dismissed during labour reported |
| | Limited aftercare support and poor communication about procedures or next steps. |
| Gender services | Lack of access and long waiting times for treatment. |
| Pharmacy | Reduction in opening hours and communicating these changes with people. |
| | Delays and/ or shortages of medication which is resulting in multiple visits to pharmacies and substitutions. |
| Waiting times | Long waiting times are a recurring theme across multiple services including mental health and specialist referrals. Waiting times often intersected with other issues of staffing and access, disproportionately affecting those with complex needs or living in rural areas. |

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| Transport and accessibility | Lack of suitable transport especially in rural areas is a key barrier. |
| Social care challenges | Difficulty accessing and navigating care packages is a common challenge. |
| | Challenges for unpaid carers securing respite or advice. |
| Staffing concerns | Overstretched staff, cancelled appointments due to staff cover and continuity of care were reported. |
| | People described experiences where staff behaviour felt rushed and dismissive. |
| Integration of services | Lack of coordination between services including gaps in handovers and moving between health and social care. |
| | No single point of accountability with people needing to contact multiple departments for updates. |
| Complaints advocacy cases (Quantitative) | No. new cases opened during the quarter : 429 Total cases: 912 Focus on: Clinical care (165) Communication (136) Waiting times (33) |

Representations

Through our complaints advocacy service and engagement efforts, we have made over 141 representations to health and social care services during this period. In Quarter 1, we developed a specification to commission support for developing our representations framework. This will include a clear framework of standards focused on ensuring our representations are impactful, leading to greater consistency in our approach and an increase in the number of representations reported.

This work will be completed and the framework put in place in Quarter 2.

A summary of the themes, issues and actions / representations are:

| Theme | Key issues | Actions taken |
|-----------------------|--|---|
| Access to timely care | Delays in accessing services, long waiting lists, follow up appointments | Representation letters sent, discussions with health boards. |
| Quality of care | Quality issues including insufficient therapy on wards, poor communication, and delayed discharge. | Representation letters sent to health boards. |
| Mental Health | Difficulties accessing community mental health support | Representation following public fora and ongoing monitoring and dialogues with health boards and local authorities. |
| Neurodiversity | Waiting times for assessments | Representation letters sent and contacted with other organisation to check experiences. |
| Health Inequalities | Barriers for people experiencing homelessness and exclusion from GP lists | Representation letters sent to health boards and local authorities. |

Engagement highlights and outcomes:

- **Maternity:** In May 2025 we published our [*Having a baby in Neath Port Talbot and Swansea*](#) report. The report reflected the experiences shared by people who told us about their use of Swansea Bay University Health Board maternity services. It received nation-wide attention from press and media and resulted in the Cabinet Secretary announcing an all-Wales assessment of maternity services.
- **The health and social care we want:** Preparations for our all-Wales project to find out what people think about their rights, expectations and responsibilities ready for launch in July 2025 have been ongoing throughout quarter 1. We have undertaken a desktop review, created materials to share with engagement teams and volunteers across Wales, self-facilitation guides to support organisations and groups and targeted

engagement guides for children and young people. Working with Four Cymru we have developed the communications campaign and assets.

- **Llais Local:** Engaging with people experiencing homelessness and working with other organisations in Gwent and Cardiff and Vale. This led to examples of good practice and positive feedback from individuals about GP services as well as areas for improvements. In North Wales experiences of GP services, NHS dentists, dementia friendly venues and social care services were shared.

In West Wales we heard concerns about communications between the health board and patients. Cwm Taf Morgannwg collected a wide range of feedback about health and social care and shared volunteering opportunities. Neath Port Talbot and Swansea ran a public fora with feedback about women's hubs and women's health. Llais Locals have proved to be a focused way to speak with local communities and raise the visibility of Llais during those engagement events.

- **National events:** in the first quarter we have hosted stands and conversations at the following national events: Social Care Accolades, Pride Cymru, Eisteddfod yr Urdd, Mental Health and Wellbeing Show, Everywoman Festival. This has given us the opportunity to develop our social care networks, hear more from the LGBTQ+ community, Welsh speakers, mental health service providers and learn more about women's health services in Wales.

Conclusion

In Quarter 1, we have made a strong start to the year, with progress evident across several areas and a continued focus on embedding the priorities set out in our annual plan. Engagement activity has increased, with targeted efforts to reach underrepresented groups and early implementation of our rights, expectations and responsibilities programme. There are positive signs that our national work is becoming more visible and valued.

However, expected and unexpected staffing gaps and subsequent capacity had a noticeable impact on the pace and scale of delivery this quarter. This has affected both operational delivery and opportunities for proactive engagement. Addressing these challenges will be critical to maintaining momentum and ensuring a sustainable approach to delivering on our commitments.

Despite these pressures, positive developments include the roll-out of the rights, expectations and responsibilities programme, progress on strengthening data capture and internal communication, and increasing interest from external partners in working with us.

Our learning this quarter reinforces the importance of a clear, values-led approach to public engagement – one that is inclusive, responsive, and realistic about what is possible with the resources available.