

Item: 9

Title: Performance against our annual plan July – August 2025

Gweithredu / Action required	Review
Amseru / Timing	Routine
Argymhelliad / Recommendation	That the Board reviews and notes performance against our annual plan commitments for the period July to September 2025.
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 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	None.
Amcan Cynllun Corfforaethol / Corporate Plan Objective	All objectives within Annual Plan 2025 -2026
Cydraddoldeb / Equality	Any major policy, process changes, project or events are assessed for their impact on different communities using our updated Integrated Impact Assessment.
Cyfathrebu / Communications	Please tick one of the following boxes if this activity will have an impact on:

	Internal: our people ☑ 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	10 September 2025
Cefndir / Background	
<p>This report aims to provide the Board with an overview of organisational performance for July and August 2025, including performance data and outcomes for that period.</p> <p>Overview</p> <p>This period has been defined by extensive engagement activity, with a deliberate focus on visibility and reach during the summer months, when people are out and about and more likely to participate in national events and community conversations. The launch of our all-Wales project, <i>The health and social care we want</i>, has been central to this effort.</p> <p>Thousands of people have engaged with us through surveys, interviews, and in-person sessions, helping us build a rich and diverse evidence base. This front-loaded engagement is not only about listening, it is the foundation for our future representations. What we hear now will shape how we speak up for people and communities in the months ahead.</p> <p>While this period has prioritised engagement, we recognise the need to strengthen how we demonstrate impact. Work is underway to develop our standards and frameworks for representations, aiming to improve consistency, clarity, and evidence of influence. We also know that more needs to be done to support people, internally and externally, to understand and use our powers of</p>	

representation effectively, ensuring they deliver meaningful change for communities – something we plan to focus on during quarter 3.

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	

Delivery against priorities

4 out of 5 strategic priorities remain on track, with Priority 5 currently rated as amber. This reflects a delay in the start of several development initiatives, particularly in areas that underpin our organisational infrastructure and future capability.

The delays have been driven by internal pressures, including vacancies in key roles and competing demands across the organisation. These have affected the pace of delivery in areas such as:

- **Review of our recruitment and induction processes**, which are critical to building a resilient and well-supported workforce
- **Development of our learning and development offer and skills matrix**, essential for ensuring staff have the capabilities needed to deliver our strategic ambitions
- **Implementation of our revised information governance framework**, which underpins safe and effective data use

- **Roll-out of our digital strategy**, including improvements to infrastructure, systems, and tools that support smarter working.

These areas are now being actively addressed. Recruitment to critical roles has been completed, and revised delivery plans are in place to support recovery and ensure momentum is regained.

The Executive Team has discussed all projects currently flagged as 'at risk' or behind schedule. This has included direct engagement with project leads to understand the root causes of delay, assess the impact, and agree remedial actions. These include:

- Reprofiled timelines to reflect realistic delivery windows
- Strengthening oversight and reporting mechanisms
- Prioritising resource allocation to priority activities.

At this stage, none of the delayed projects are expected to remain incomplete by April 2026. The amber rating reflects a temporary dip in delivery pace, not a risk to overall achievement. Continued monitoring and support will ensure that recovery remains on track and that the organisation is well-positioned to deliver on all 5 priorities.

Headline achievements: July-August 2025

Over 3,790 people have engaged with us over July and August 2025.

We have:

- taken part in 77 engagement activities
- carried out 21 on site engagement visits
- Made 62 representations
- Responded to 17 consultations or calls to for evidence
- Been involved in 26 service changes
- On average, worked with around 52 partners per month

- Supported people to take forward over 1,115 concerns through our complaints advocacy service.

Overview of July and August 2025

Region	Engagement activities	Visits	Representations	Open consultation	Average Open advocacy cases	No. engaged with
Cardiff & Vale	11	7	3	0	117	258
Cwm Taf Morgannwg	10	0	4	0	74	181
Gwent	19	6	18	0	208	409
Powys	11	2	8	10	97	428
NPT & Swansea	8	3	0	0	176	135
North Wales	30	3	13	0	233	1304
West Wales	10	0	16	7	204	574
National	16	N/A	-	1	N/A	508
TOTALS	107	21	62	17		3,797

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

What's working well

Day services in Cardiff and the Vale praised for compassionate staff and the support people receive when attending, one being described as a safe and supportive environment for older adults for example.

Some GP practices are consistently offering same-day appointments and people have mentioned praise for person-centred care and understanding. GPs practices have been described as ‘excellent’ and ‘good to see the same doctor’.

Across several regions, patients in mental health settings reported feeling respected, involved and supported. Occupational therapists were consistently praised for their compassionate and effective work, particularly in acute adult wards. Patients described Occupational Therapists as ‘doing amazing work’ and highlighted the value of therapeutic activities, dignity in care, and being part of the decision-making process.

Needs improvement

Theme	Key issues and insights
Mental health services	Long waits for neurodiversity assessments.
	Feelings of being dismissed and not listened to by staff, with some people wanting staff to get further training.
	Lack of continuity of care and follow up care in community mental health services.
Access to services	Long waits for specialist services including neurology, cataracts, and orthodontics.
	Difficulty getting GP appointments for both same-day and routine appointments.
	Digital exclusion for people who don't have mobile phones or access to the internet reliably.
Social care	Lack of tailored support and assumptions about the capacity of family members to provide care.
	Long waiting lists and poor access to sensory support workers.
	Poor communication, particularly around respite and carer entitlements.

Dental Services	Long registration waits and lack of local availability.
	Concerns about proposed changes to NHS dental services in Wales, and that access will reduce further.
Complaints Advocacy Cases (Quantitative)	<p>Total open cases: 2,230</p> <p>Themes relate to:</p> <ul style="list-style-type: none"> clinical practice communication procedures.

Representations

Through our complaints advocacy service and engagement efforts, we have made over 50 representations to health and social care services during this period.

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

Theme	Key issues
Patient safety on mental health ward	Capacity issues raised safety concerns.
Hospital discharge	Patients discharged to care homes late at night
Access to prescribed medication	Concerns about ability to access prescribed medication due to stock issues, communication or delays in processing.
Children's services	Changes to the system design and gaps in resources
Waiting times	Diagnostic delays exceeding 8 weeks and planned care over 12 months.

Outcomes and impact examples

We made All Wales representations on sepsis awareness following the tragic experience of one of our Gwent volunteers, whose son Dylan died: ([Hospital apologises after nine-year-old died after being discharged | Wales Online](#)).

In a co-ordinated approach, each of our Regional Directors made a representation to their Health Board on sepsis awareness and training and implementation of new guidance¹ to identify and act early to respond to the deterioration in people's conditions.

All 7 Health Boards have responded to our representations, outlining the actions they have taken or plan to take:

Public awareness: through campaigns including posters, leaflets, social media, and events, some reaching tens of thousands of people and available in multiple languages.

Staff training: training through online modules, in-person sessions, and induction programmes.

Implementation of National Early Warning Score 2: This is a new tool to help staff identify deteriorating patients. It is being rolled out across Wales between July and September 2025. Additional tools for children, maternity, and newborns are also being introduced.

Each Health Board has tailored its approach based on local needs, with rural areas like Powys focusing on supporting people and communities to understand sepsis and the role community-based care should play.

Llais will:

- Share this report with national stakeholders, including Welsh Government and NHS Wales Executive.
- Follow developments in the rollout of NEWS2 and related training.
- Continue promoting public awareness and community engagement around sepsis.
- Work with public and third sector partners to share good practice.

¹ [Timelines and responsibilities for Early Warning Scores \(EWS\) \(WHC/2025/002\) \[HTML\] | GOV.WALES](#)

Llais remains committed to making sure that Dylan's story leads to lasting change in how sepsis is recognised and treated across Wales.

Dignified care, mental health unit

During Llais' visit to a mental health unit at Glan Clwyd Hospital, a patient shared a concern about the lack of sanitary bins in the toilets. She said it was embarrassing to give used sanitary products to staff and that she had raised the issue before, but nothing had changed.

Llais raised this matter, and it was explained that the bins had been removed after a serious safety incident. Because of this, the bins were taken away while safer options were looked into.

After Llais' visit brought fresh attention to the issue, the ward reviewed the situation and installed specialist sanitary bins that are both safe and hygienic. These bins protect patient dignity while keeping everyone safe.

This shows the practical impact Llais' can make:

- People were listened to and their concerns acted on.
- A long-standing problem was solved through open conversation.
- A safer and more respectful solution was put in place.
- Llais' visit helped make a positive change, showing how important it is to listen to people and involve them in improving care.

Clarifying patient protections in commissioned services linked to waiting list recovery funding

Having previously raised concerns about patient protections in services commissioned by the NHS from independent healthcare providers, we asked for clarity on patient protections as part of our follow-up discussions on how the £120 million funding to reduce waiting lists was being used.

In response, NHS Wales confirmed:

- Complaints and incident handling by independent providers commissioned for this programme follows NHS processes, ensuring consistency for patients.
- Contractual safeguards are in place: Compliance with *Putting Things Right* and redress requirements was built into the tender specification, making them binding under contract.
- Providers must hold £10 million per-patient indemnity, as a condition of being commissioned. However, liability sits with the provider and clinician, not the Health Board.
- Additional feedback channels (e.g. QR codes) allow patients to share insights beyond formal complaints to allow real-time review and adjustment.

This reassures patients that services commissioned on an all-Wales basis to reduce waiting lists uphold NHS standards and protections, and will help our complaints advocacy service in supporting people who may need to raise a complaint with these services.

Engagement highlights and outcomes:

- **The health and social care we want:** The launch of our all Wales project took place in July 2025 and we have engaged with nearly 750 people since then via a variety of engagement activities. We have developed stakeholder toolkits and social media campaigns to engage with people across Wales. Our survey has over 300 responses and we have received a lot of interest in 1:1 interviews that provide the opportunity to discuss issues and experiences further.

There has been a number of online sessions aimed at organisations and groups to share information about the project and how to take part as well as gathering some views. In-person engagement has taken place at the National Eisteddfod and Royal Welsh Show alongside regional activities.

- **Regional events:** with support from the national team we have started to explore some creative and different approaches to engagement. On stands at events we have used speech bubbles with prompts to capture

ideas and feedback for example. In planning a public forum we are starting with a quiet hour for people to complete surveys before launching into a session with a number of participative activities available alongside conversations with Llais staff and volunteers.

- **National events:** We held stands and events at the Royal Welsh Show and National Eisteddfod. The stands were well visited by people and many engaged in conversations and/ or completed postcards. We also held a roundtable event about rural health and social care at the Royal Welsh Show. At the National Eisteddfod we delivered a panel discussion alongside the National Office for Care and support.

Management Information Dashboards

We are continuing to improve how we present and understand our performance data. A number of dashboards are now in place or being finalised, helping us to better track activity and impact across areas like complaints advocacy, engagement, finance, and risk. A selection of the established dashboards are attached for information.

Update:

- The complaints advocacy dashboard now separates data for different roles, making it easier to understand how Advocates and Advocacy Support Officers are working.
- The engagement dashboard will be further developed once our Customer Relationship Management system is updated. This will allow us to better capture themes and show which partners we've worked with over time.
- Dashboards for representations and service changes are on hold until improvements in our Customer Relationship Management System are made, which will allow us to report more clearly on these areas.
- We've made good progress on the risk dashboard, with new visuals showing how risks are changing over time and how they relate to our key performance indicators.
- A new finance dashboard has been built and is being checked for accuracy before it goes live.

- We're also exploring a new way to connect directly to NHS systems, which could allow us to get finance and HR data more quickly and reliably. This would save time and improve how we report.

Guides are being developed to help staff use the dashboards confidently, and a new Llais Impact dashboard is being created to bring together data from across the organisation.

Some of this work depends on staff availability and technical developments, and we're keeping an eye on any risks to delivery. We're also considering whether dashboards for external audiences should be developed in future.

Conclusion

We have seen good progress over July and August 2025 and the capacity to offer a variety of engagement methods through the *health and social care we want* project. We will continue to reflect on what this means for methods across our engagement practice.

Overall this project has been going well with good levels of engagement. Work to produce an interim report is underway, with the full report being published in the next quarter. Through this project we continue to build relationships with stakeholders and will consider how we stay in touch and keep people engaged after the project has reported.

We will be commissioning research into several key areas as we go into the autumn that will enable us to build on our engagement activities and identify further work. This will include understanding how the Health and Social Care (Quality and Engagement)(Wales) Act is making a difference to people, good practice in social care, integrated community care and patient participation groups.