

Item: 07

Title: Performance against our annual plan Quarter 2
 (July – September 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	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. These risks are monitored through the performance and risk reporting frameworks and escalated through the appropriate sources of assurance. 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.
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	Rox Treacy / Angela Mutlow / Ben Eaton
Dyddiad / Date	Nov 2025
Cefndir / Background	
Overview This quarter has seen a continued emphasis on engagement, visibility, and partnership working. Our deliberate focus on being present at national events and within communities during the summer months has paid dividends, with thousands of people engaging with us through surveys, interviews, and in-person sessions. The launch of our all-Wales project, <i>The health and social care we want</i>, has been central to this effort, over 2,000 people have engaged with us on this project alone, helping us build a rich and diverse evidence base. Compared to the previous quarter: • There has been a decrease in new advocacy cases received, and a slight increase in cases closed, reflecting regular seasonal variations. • Engagement activities and visits have remained at a high level, ensuring that the voices of people and communities are heard across Wales.	

- The number of people engaged with has increased notably, demonstrating our growing reach and influence, and reflecting the seasonal peak in engagement.

This front-loaded engagement is not only about listening; it is the foundation for our future representations. What we have heard is already shaping how we speak up for people and communities, through representations, influencing service change, and helping to develop national policies, strategies, and legislation.

While this period has prioritised engagement and ongoing complaints casework, we recognise the need to strengthen how we demonstrate impact. The effect and value of our work are sometimes going unnoticed, or we are not playing this back to communities as effectively as we could.

Work will be done to support regional teams to understand the ‘impact pipeline’: from engagement, through representations, to communication, and to proactively make our impact visible to people and communities in their local and regional areas. Planned developments to the CRM will also make this easier.

Work is also underway to develop our all-Wales standards, 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 representation effectively, ensuring they deliver meaningful change for communities. This will be a particular focus during quarter 3.

Manylion / Detail

Strategic delivery update

	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

This quarter has been a period of transition and recalibration for Llais. The departure of the Strategic Director of Corporate Services from October 2025 prompted a review and redistribution of responsibilities across the leadership team, with several projects being realigned to reflect shared ownership and capacity.

Despite these changes, delivery against our strategic plan remains robust: 4 out of 5 strategic priorities are progressing as planned. Priority 5, however, is currently rated amber. This reflects a delay in the initiation of several key development initiatives—particularly those underpinning our organisational infrastructure and future capability.

The main factors contributing to these delays have been internal pressures, including vacancies in critical roles and the need to balance competing demands across the organisation. As a result, progress has slowed in areas such as:

- Reviewing and strengthening our recruitment and induction processes, which are essential for building a resilient, well-supported workforce.
- Developing our learning and development offer and skills matrix, to ensure staff have the capabilities needed to deliver our ambitions.
- Implementing our revised information governance framework, which is fundamental to safe and effective data use.
- Rolling out our digital strategy, including improvements to infrastructure, systems, and tools that support smarter, more agile working.

These challenges are now being actively addressed. Recruitment to key posts has been completed, and revised delivery plans are in place to support recovery and regain momentum.

The Executive Team has reviewed all projects currently flagged as 'at risk' or behind schedule, engaging directly with project leads to understand the root causes, assess impact, and agree remedial actions. These actions include:

- Reprofiting timelines to reflect realistic delivery windows.
- Strengthening oversight and reporting mechanisms.
- Prioritising resource allocation to the most critical 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. Ongoing monitoring and targeted support will ensure that recovery stays on track and that the organisation is well-positioned to deliver on all 5 strategic priorities.

Headline metrics: Quarter 2 2025

	Q2 Total	Q1 total	Trend vs Q1
New complaint cases	316	385	
Closed complaint cases	393	357	
Engagement activities	174	186	
Visits	29	13	
Representations	115	141	
People engaged	4,464	4,078	

Regionalised overview of Quarter 2 2025

Region	Engagement activities	Numbers engaged with	Visits	Representations	New advocacy cases	Closed advocacy cases
Cardiff & Vale	16	348	10	5	40	45
Cwm Taf Morgannwg	24	489	3	4	49	34
Gwent	24	660	6	20	35	65
Powys	17	184	2	16	19	36
NPT & Swansea	14	206	3	17	49	61
North Wales	49	2165*	4	17	86	108
West Wales	14	632	1	16	38	44
National	16	508**	0	20	0	0
TOTALS	174	6684	29	115	316	393

*The Insights team are working with colleagues in North Wales on the codification of engagement numbers to ensure consistency with other regions.

** For the We Want project, engagement numbers have been attributed to the regions other than bespoke National Team-run sessions.

National and All-Wales engagement

- The Health and Social Care We Want project:
 Launched in July, this all-Wales initiative has engaged over 2,000 people through a mix of online surveys, 1:1 interviews, and in-person sessions.
 - National Eisteddfod (Wrexham): Llais hosted a stand, using creative tools like speech bubbles and prompt cards to capture feedback from a diverse cross-section of the public.

- Royal Welsh Show: Staff and volunteers engaged with hundreds of attendees, gathering views on access, quality, and priorities for health and social care.
- Online stakeholder sessions: A series of webinars and workshops for organisations and community groups to share information about the project and gather collective insights.

Regional and local engagement

• Cardiff & Vale of Glamorgan:

- Day services listening events: In-person sessions at day centres, focusing on older adults' experiences of support and safety.
- GP practice drop-ins: Staff attended local practices to hear directly from patients about access and continuity of care.

• Cwm Taf Morgannwg:

- Acute Mental Health listening sessions: On-ward engagement with patients and staff, with a focus on occupational therapy and therapeutic activities.
- Community outreach: Attendance at local festivals and community centres to gather feedback on service changes and care experiences.

• Gwent:

- Carers' Network meetings: Regular attendance at carer support groups to understand the challenges faced by unpaid carers.
- Health and Wellbeing Roadshows: Participation in events at colleges and community venues, focusing on young people's access to services.

• North Wales:

- **Llais local engagements (Ynys Môn, Wrexham, Denbighshire):**
 - Stands at community events such as the Diverse Together conference in Llandudno and local carers' groups.
 - Participation in the Betsi Cadwaladr University Health Board Recovery College development event, ensuring the voice of people with lived experience is central.
- **Public forums:**
 - Hosted in partnership with local authorities and third sector partners, focusing on access to primary care, mental health, and dental services.
- **Powys:**
 - Public Forums (e.g., Llanfyllin): Sessions focused on rural access, transport, and cross-border care, with feedback directly informing representations to Powys Teaching Health Board.
 - Men's Shed and Mums Matter Groups: Targeted engagement with groups supporting men's mental health and new mothers.
- **Neath Port Talbot & Swansea:**
 - Regional office engagement meetings: Bringing together staff, volunteers, and partners to discuss local priorities and gather feedback.
 - Women's Health Matters Forum: Co-hosted event focusing on women's experiences of health and social care.
- **West Wales:**
 - Community Outreach (Pembroke Dock, Lampeter): Drop-in sessions at community centres, family groups, and local events, focusing on access to GPs and dental care.
 - Major NHS service change engagement: Llais has actively participated in the public consultation events and activities for the

significant service change programme led by Hywel Dda University Health Board, ensuring that local voices are heard and represented as part of the formal consultation process.

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

What's working well

- **Day services & community support (Cardiff & Vale of Glamorgan):**
Day services for older adults in Cardiff and the Vale of Glamorgan were repeatedly praised for their compassionate staff and the sense of safety and support they provide. Service users described these environments as “lifelines” and highlighted the positive impact on their wellbeing.
- **Primary care access & continuity (North Wales, Cardiff & Vale of Glamorgan, Gwent):**
Several GP practices in North Wales, Cardiff & Vale of Glamorgan and Gwent were commended for offering same-day appointments and for the continuity of care provided by seeing the same doctor. Patients valued person-centred care, with some describing their GP practice as “excellent” and “good to see the same doctor”.
- **Mental health and therapeutic support (Cwm Taf Morgannwg, North Wales):**
In Cwm Taf Morgannwg and North Wales, patients in acute adult mental health wards reported feeling respected, involved, and supported. Occupational therapists were consistently praised for their compassionate and effective work, with service users highlighting the value of therapeutic activities, dignity in care, and being included in decisions about their treatment.
- **Staff attitude and relationships (across most regions):**
Across Wales, positive relationships with staff—whether in primary care, day services, or mental health settings—were a key driver of satisfaction. Where staff were approachable, understanding, and proactive, people reported better experiences and outcomes.

How we used this feedback:

- In Cardiff & Vale of Glamorgan, positive feedback about day services was shared with commissioners, who have since committed to maintaining and expanding provision.
- In Cwm Taf Morgannwg and North Wales, praise for occupational therapy and mental health support was included in formal feedback to health boards and discussed at regional partnership meetings, reinforcing the importance of therapeutic activities and person-centred care.

What needs improvement

- Access to GP appointments and continuity (Powys, West Wales, North Wales, Gwent):

Across Powys, West Wales, North Wales, and Gwent, people reported ongoing difficulties accessing timely GP appointments, especially for routine or follow-up care. Some described long waits, lack of advance booking, and frustration with digital or telephone triage systems. In rural areas, transport barriers further compounded these challenges.

- NHS dental access (West Wales, North Wales, Cardiff & Vale of Glamorgan):

In West Wales, North Wales, and Cardiff & Vale of Glamorgan, limited access to NHS dental care remained a persistent concern. People described long waits, being removed from practice lists, and having to travel significant distances for appointments.

- Waiting times for specialist services (North Wales, Powys, Gwent):

Long waits for mental health assessments, neurodevelopmental services, and elective surgery were highlighted in North Wales, Powys, and Gwent. Some families reported waiting years for support, with negative impacts on wellbeing and daily life.

- Communication and coordination (across most regions):

Across Wales, people described breakdowns in communication between hospitals, GPs, and social care, particularly at points of discharge or transition. Some felt left in the dark about next steps, test results, or care plans, and reported having to chase services themselves.

How we used this feedback and what happened next:

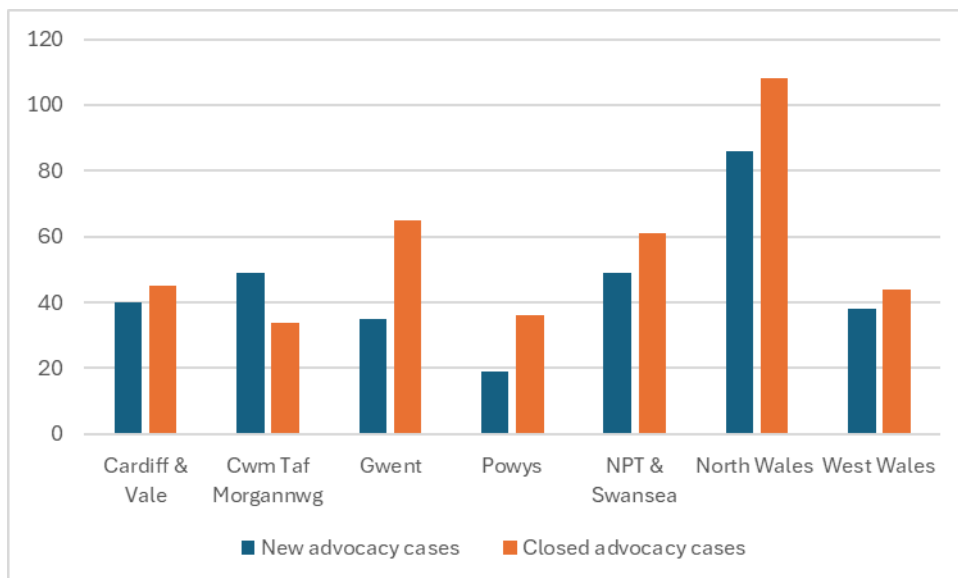
- In Powys, feedback on rural transport and cross-border care was used to influence service planning and partnership discussions.
- In West Wales and North Wales, we made formal representations to health boards regarding NHS dental access and waiting times for elective surgery.
- In Powys and Gwent, we raised concerns about GP access and transport barriers with local health boards and regional partnership boards.

Service responses:

- In several regions, health boards have acknowledged these concerns and committed to reviewing appointment systems, improving communication, and exploring options for increasing dental provision. At a national level, we are engaging with senior policy makers to check on progress with the development of new dental contract arrangements following public consultation.
- Sharing feedback and making a representation on long waits for neurodevelopmental assessments resulted in the health board agreeing to review their referral and triage processes.
- In Cardiff & Vale of Glamorgan, positive feedback about day services was shared with commissioners, who have since committed to maintaining funding and exploring opportunities to expand provision.

Complaints advocacy themes

During this quarter, Llais has supported hundreds of people across Wales to raise concerns and navigate complaints about health and social services. The themes below reflect the most common and significant issues brought to our complaints advocacy service, as well as the actions taken in response.



1. Access to primary care (North Wales, Gwent, Powys, West Wales)

- Persistent difficulties in securing timely GP appointments, especially for routine or follow-up care.
- Barriers include digital-first booking systems, limited advance appointments, and transport challenges in rural areas.

System or policy action: Llais has raised these issues through formal representations to health boards in North Wales and Powys, and through targeted listening events in West Wales and Gwent. In some areas, health boards have responded by reviewing appointment systems and piloting alternative access routes.

2. NHS dental access (Cardiff & Vale of Glamorgan, North Wales, West Wales)

- Long waits for NHS dental appointments, patients being removed from practice lists, and the need to travel significant distances for care.

System or policy action: Formal representations have been made to health boards in North and West Wales, resulting in commitments to review local provision and improve communication with patients.

3. Waiting times for Specialist services (Gwent, North Wales, Powys)

- Extended waits for mental health assessments, neurodevelopmental services, and elective surgery.
- Families report significant impacts on wellbeing and daily life due to these delays.

System or policy action: Llais has escalated these concerns through regional partnership boards and direct engagement with service leads. In North Wales, this has led to a review of waiting list management and improved information sharing with families.

4. Communication and coordination (across all regions)

- Breakdowns in communication between hospitals, GPs, and social care, particularly at points of discharge or transition.
- People report having to chase services themselves, unclear care plans, and lack of follow-up.

System or policy action: Llais has facilitated multi-agency meetings in Powys and Cardiff & Vale of Glamorgan to address these issues, and has worked with providers to improve discharge planning and aftercare communication.

5. Attitude and behaviour of staff (Cardiff & Vale of Glamorgan, Cwm Taf Morgannwg, Gwent)

- Reports of rudeness, dismissiveness, or lack of empathy, particularly in GP practices and mental health services.

System or policy action: Where appropriate, Llais has supported individuals to raise formal complaints and has shared anonymised feedback with providers to inform staff training and service improvement.

6. Social care and support for carers (Gwent, Powys, West Wales)

- Concerns about unstable care packages, lack of access to social workers, and insufficient support for unpaid carers.

System or policy action: Llais has worked with local authorities to review care planning processes and has advocated for better information and support for carers at regional forums.

Impact and outcomes

- In several regions, health boards and local authorities have acknowledged the issues raised and committed to specific actions, such as reviewing appointment systems, increasing dental provision, and improving communication at discharge.
- Where systemic issues persist, Llais continues to monitor progress and escalate concerns as needed to ensure meaningful change.

Service changes

During the quarter, Llais has played an active role in shaping and scrutinising service change across Wales. Our work has focused on ensuring that people's voices are central to the planning, design, consultation, and delivery of health and social care services.

National and strategic service change

- **Major service change engagement (Hywel Dda University Health Board):**

Llais has actively participated in engagement events for the significant service change programme led by Hywel Dda University Health Board, ensuring that local voices are heard and represented as part of the formal consultation process. This has included attending public meetings,

drop-in sessions, and contributing to the formal consultation on clinical service plans, with a particular focus on stroke services and cross-border care for Powys patients.

- **NHS complaints system reform:**

Llais has contributed to Welsh Government's planned changes to the Putting Things Right process, drawing on feedback from over 1,500 people supported through our complaints advocacy service. Our evidence has helped shape proposals for a more person-centred complaints system, including named contacts, listening meetings, and improved communication for those raising concerns.

Regional service change highlights

- **Powys Teaching Health Board:**

Llais attended all public discussion events and drop-ins for the "Better Together" engagement, and made formal representations at Board meetings regarding elective activity and service commissioning. Feedback from Powys residents has directly informed service planning and partnership discussions, particularly around rural access and transport.

- **Aneurin Bevan University Health Board (Nevill Hall Hospital):**

Llais participated in pre-engagement events on the future of services at Nevill Hall Hospital, ensuring that community concerns and priorities are reflected in service redesign proposals.

- **North Wales:**

Llais has contributed to the Betsi Cadwaladr University Health Board Recovery College development event and hosted public forums in partnership with local authorities and third sector partners, focusing on access to primary care, mental health, and dental services. Our engagement has helped shape service change priorities and highlighted areas for improvement in patient experience.

- Planned service changes at Tywyn and Penley Community Hospitals have started their engagement and North Wales colleagues have been attending engagement events on the changes.

- **Cardiff & Vale of Glamorgan, Cwm Taf Morgannwg, Gwent, Neath Port Talbot & Swansea, West Wales:**

Across these regions, Llais has attended consultation events, contributed to service change discussions, and made formal representations on issues such as day services, acute mental health support, and integrated community care. Our involvement has ensured that service users' perspectives are considered in decision-making and that changes are communicated back to communities.

Conclusion

While we have seen strong progress in many areas, including increased engagement and the closure of more complaints advocacy cases than incoming cases, we recognise that challenges remain. The recalibration of responsibilities to respond to the departure of the Strategic Director of Corporate Services and Operations in early October 2025, and delays in several development initiatives, have required us to adapt and refocus our efforts. 4 out of 5 strategic priorities remain on track, with robust plans in place to recover momentum in areas currently rated amber.

Feedback from our engagement and complaints advocacy work continues to shape our representations and influence service change, with health boards and local authorities responding to many of the issues raised. However, we acknowledge the need to further strengthen how we demonstrate and communicate our impact—both internally and externally—so that the difference we make is visible and meaningful to the communities we serve.

Looking ahead, the commissioning of new research and the development of all-Wales standards will underpin our commitment to continuous improvement. By maintaining our focus on evidence-based engagement, partnership, and transparency, Llais is well-positioned to deliver on its strategic ambitions and statutory obligations under the Health and Social Care (Quality and Engagement) (Wales) Act.

Argymhellion/ Recommendations

The Board is invited to note this report, reflect on the progress made, and support the ongoing work to address risks and maximise our impact in the coming months.