

Item: 07

Title: Performance against our annual plan Quarter 3
 (October - December 2026)

Gweithredu / Action required	Review
Amseru / Timing	Routine
Argymhelliad / Recommendation	That the Board reviews and notes performance against our annual plan commitments for the period October to December 2026.
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
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	Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input checked="" type="checkbox"/> External: our organisation's reputation <input checked="" type="checkbox"/>
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	March 2026
Cefndir / Background	
<p>Quarter 3 has seen sustained delivery across engagement, insight and advocacy with activity levels remaining strong. Regional teams have continued to be present in communities, work with partners, and gather insight from diverse communities across Wales.</p> <p>A significant element of Q3 was the extension of our all Wales engagement project, the Health and Social Care We Want to the end of October 2025. This included some targeted engagement to engage with communities whose voices had been underrepresented and to gather additional feedback.</p> <p>This period also allowed the team to begin the analysis of over 3000 contributions to our 'We Want' project and begin to develop the People's Principles. The launch of the Llais Manifesto took place in December and planning also advanced for the Senedd event scheduled for January 2026.</p> <p>This quarter also saw the development of our new podcast series, "In conversation with", which aims to widen our reach and provide opportunities to explore issues in health and social care. Each episode features a discussion with a leader or expert from the sector and guests have included the Future Generations Commissioner, Social Care Wales and the National Office for Care and Support.</p>	

At the same time, we recognise that while our engagement evidence base is strong we need to strengthen how we demonstrate and communicate our impact. We are continuing with work to support all teams to show impact to our communities and partners.

Compared to the previous quarter:

- Engagement activity increased significantly, rising from 59 activities in Q2 to 150 Q3 demonstrating a strong organisation focus on visibility and deep listening across Wales.
- The number of people engaged with grew markedly from 1664 in Q2 to 2578 in Q3 reflecting extensive outreach, seasonal opportunities and proactive community engagement.
- Complaints advocacy casework remained high with an average of 1207 open cases per month in Q3, consistent with Q2’s higher demand, though new cases dipped slightly due to seasonal variation.
- Representations increased from 33 in Q2 to 136 in Q3.
- Consultations returned to higher levels, rising from 7 in Q2 to 14 in Q3.

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

Quarter 3 has been a period of consolidation and forward planning for Llais, with steady progress made across the organisation's five strategic priorities. Work has continued to embed consistency, strengthen organisational capability, and ensure that our evidence, insight and advocacy activity translate into meaningful influence across Wales.

Delivery against the strategic plan remains broadly positive.

4 of the 5 strategic priorities are currently progressing as planned. Priority 5 is rated amber, reflecting slower than anticipated progress in several enabling and developmental workstreams. These areas are important for strengthening our organisational infrastructure and future capability, and work continues to bring delivery back on track.

The areas experiencing slower progress include:

- Review of our recruitment arrangements, workforce development and induction
- Learning and development framework and skills
- Information governance
- Digital infrastructure and tools.

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







The Executive Team has reviewed all projects currently flagged as 'at risk' or behind schedule. Engagement with project leads has focused on understanding the underlying causes, assessing impact, and agreeing the required remedial actions. These actions include:

- Reprofiled timelines to reflect realistic delivery windows
- Strengthening oversight and internal reporting
- Prioritising available capacity towards the most critical activities

- Ensuring alignment with wider organisational developments, such as CRM enhancement and the emerging all Wales standards.

The current amber ratings reflect temporary pressure on delivery pace rather than risks to overall achievement, although some projects are expected to continue into 2026/2027. Targeted support and regular monitoring continue to be applied so that progress continues through Quarter 4.

Headline metrics: Quarter 2 2025

	Q3 Total	Q2 total	Trend vs Q2
New complaint cases	538	316	
Closed complaint cases	388	393	
Engagement activities	150	59	
Visits	19	7	
Representations	136	33	
People engaged	2578	1664	

Performance report October–December 2025

Over 2,578 people have engaged with us over Quarter 3 (October–December 2026).

We have:

- taken part in 150 engagement activities across Wales
- carried out 19 on-site engagement visits
- made 136 representations to health and social care services
- responded to 14 consultations or calls for evidence

- been involved in 94 service changes across Health Boards and Local Authorities
- on average, worked with over 60 partners per month (rising to 81 in November and 47 in December alone)
- supported people to take forward around 1,207 concerns per month through our complaints advocacy service (based on average open cases across Q3).

Overview of October–December 2025

Quarter 3 activity by region

Region	Engagement activities	Visits	Representations	Consultations	Average open advocacy cases	No. engaged with
Cardiff & Vale	13	6	27	0	137 avg	194
Cwm Taf Morgannwg	10	1	16	1	67 avg 33 avg cancer advocacy	236
Gwent	22	1	25	0	255 avg	272
Powys	14	2	20	13	106 avg	164
Neath Port Talbot & Swansea	17	2	8	0	165 avg	525
North Wales	58	0	18	0	261 avg	928

West Wales	16	7	22	0	197 avg	259
Totals	150	19	136	14		2578

Our community and national engagement

Llais submitted 6 national consultation responses in addition to those responded to regionally, including the Joint Committee on Hepatobiliary Cancer Surgery and responses linked to the Rural Health and Social Care spotlight report. In addition, we had a presence at 7 national engagement events:

- Minority Ethnic Communities Fair
- National Social Care Conference
- Sigt Cymru
- Children in Wales: Young Wales Festival
- Rural Health and Care Wales Conference
- Learning Disability Wales Conference - North Wales
- Learning Disability Wales Conference - South Wales.

Through these activities we have directly informed national programmes and policy discussions.

Quarter 3 has seen a range of engagement work take place across Wales. December saw reduced activity in some regions due to seasonal and staffing pressures. The quarter as a whole produced a good base of evidence across urgent and emergency care, mental health, primary care access, children and young people's experiences, social care pressures, and the arrangements between primary, community and specialist services.

Over the quarter many people shared experiences involving multiple services, transitions between pathways, or care arrangements that break down at key

points. These stories highlight the importance of strong communication, continuity, and clear expectations.

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

What's working well

Between October and December 2025, some of the key things we heard were working well included:

- GP practices in several regions were praised for offering same day- appointments, taking time to listen, and providing continuity of care.
- Sexual health clinics in Cardiff and Vale of Glamorgan were consistently praised for being welcoming, well organised-, and responsive, with people describing them as among the “best-run services” they had used.
- Maternity services received some positive feedback, including from Prince Charles Hospital, where people valued staff compassion, expertise, and communication.
- Occupational therapists across several mental health settings stood out as providing skilled, therapeutic, person centred care, demonstrating the value of professional groups who focus on recovery and participation.

Needs improvement

Mental health services

Mental health continues to be one of the strongest and most consistent areas of concern across Wales. In Quarter 3 we heard:

- Long waits for ADHD/ASD and other neurodevelopmental assessments across Wales continued, with some families describing waits of several years.

- Parents and carers reporting crisis situations where no interim support was available while on lengthy waiting lists, a theme particularly visible at the Cwm Taf Morgannwg public forum attended by over 130 people.
- People describing feeling dismissed, not listened to, or not taken seriously, particularly in crisis settings or early triage.
- Inpatient concerns around ward environments, dignity, overstretched staff, and a lack of therapeutic activity.
- Disconnection between children's and adult services, leading to young people "falling between systems" during transition.

Access to services

Access to health services drove a significant proportion of negative experiences during this quarter.

- Difficulty getting GP appointments remained widespread, with many describing the 8am phone queue as stressful, uncertain, and frequently unsuccessful.
- Diagnostic waiting times, particularly ophthalmology, orthopaedics, neurology and cancer pathways continued to cause anxiety and delays in treatment.
- Digital exclusion remains a real barrier for people unable to use or access online systems, apps, or automated call-back systems.
- Urgent and emergency care pressures were visible in every region, especially as winter began. People described long waits, limited updates, and insufficient space, with staff shortages affecting care and people's journey through the system.

- Difficulty getting Non-Emergency Patient Transport services and ambulance services.

Social care

Social care concerns continued to shape people's experiences of both health and community services.

- Delays in assessments, care package reviews, and access to support workers placed significant strain on families.
- Carers reported feeling excluded from discharge planning conversations and not being recognised as partners in care, despite carrying substantial responsibility.
- Some people described assumptions made about family capacity to provide care, even when carers were already overwhelmed.
- Access to respite and breaks for carers remained inconsistent, with people reporting a lack of clarity about eligibility.

Dental services

Dental access remains one of the most visible issues across Wales.

- People reported being unable to register with an NHS dentist, in some cases for two years or more.
- In some regions, there are no local NHS options, leaving people to travel long distances or pay privately.
- People shared their worries about the future of NHS dental provision and the impact of contractual changes.

- Feedback from specific communities, including Gypsy and Traveller groups highlighted some additional cultural and communication barriers.

Our complaints advocacy cases in numbers

Across Quarter 3, complaints advocacy teams supported an average of 1,207 open cases per month. These cases continue to rise in complexity.

The main themes include:

- Clinical practice
- Communication
- Mental health pathways
- Access & delays
- Quality and safety issues in inpatient and community settings
- Failure to follow up or update people in a timely way.

Our representations

Through our complaints advocacy service and engagement efforts, we recorded **136 representations** over this period.

A summary of the themes, issues and actions / representations recorded are set out below.

Theme	Key issues
Patient safety on mental health wards	Concerns related to capacity, safety risks, and ward environment.
Hospital discharge	People discharged late at night or without adequate communication with carers.

Access to prescribed medication	Stock shortages, delays in processing, confusion around repeat prescriptions.
Children's services	Issues in CAMHS/ND services, transition issues, lack of support for families.
Waiting times	Diagnostic waits exceeding 8 weeks; planned care waits over 12 months.

Making a difference through our engagement and representations

Engagement highlights and outcomes

The Health and Social Care We Want

- Engagement was extended due to gaps in representation and strong demand for 1:1 interviews, which offered deep, nuanced insight into peoples' lived experiences.
- Thousands of insights have now been gathered from across Wales.
- The full report was completed.
- The People's Principles were finalised.
- System partners engaged in discussions on how the Principles can support future service improvement, including Public Health Wales, Health Boards and third sector partners.

Engaging with children & young people

- Delivered an interactive session with the Cardiff & Vale Youth Board, focusing on the role of public voice in influencing services.



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- Used case studies to show tangible impact of Llais engagement.
- Developed early relationships supporting future engagement with neurodivergent young people, including with Snakes and Ladders in Merthyr.
- Attended the Young Wales Youth Summit and engaged young people and youth organisations.

Strategic partnership work

Key partnership contributions during Quarter 3 included:

- Ongoing engagement with Public Health Wales, academics, and primary care networks to share insight and identify opportunities for collaboration.
- Collaboration with Call4Concern on the acute deterioration pathway, testing communication materials with volunteers and feeding back to improve clarity and accessibility.
- Continued engagement with organisations focused on women's health, health inequalities, and seldom heard communities.

Here are some examples of the difference we have made through our activities and actions during Quarter 3:

- **Cedar Ward, Cardiff & Vale, environmental improvements**
Representations following visits resulted in updated ward information, repairs, and improvements to Welsh language signage.
- **The Joint Commissioning Committee (JCC) Emergency Medical Retrieval and Transfer Service (EMRTS)**

We have attended each public board meeting, holding them accountable for commitments made to to not close any base until recommendation 4 was implemented.

With the introduction of the new WAST performance framework, the Joint Commissioning Committee thinks that the context has changed. We have worked closely with the team to make sure there is further engagement with the public.

At its March meeting, the Joint Commissioning Committee reaffirmed its public commitment that no bases will close until there is further public engagement on the issues related to Recommendation 4.

- **Welsh Ambulance Services Trust (WAST)**

We have been involved in the development of the new performance framework for WAST. Since the introduction of the new framework, early indicators showed a reduction in handover times, but we continue to monitor the framework's implementation as figures then increased in January.

- **Non-emergency Patient Transport Service (NEPTS)**

We've heard concerns from people about transport cancellations, and the impact this had on them, particularly when these cancellations were notified late. Having raised these concerns with the Joint Commissioning Committee, the Committee has commissioned the Welsh Ambulance Services Trust to review the service to identify how improvements can be made.

- **Urgent & Emergency Care focused winter engagement (National)**

Our work focused on revisiting what we heard from the previous year's project into urgent and emergency care and to understand whether the improvements Health Boards committed to in response to our representations are being felt by people accessing those services. Although COVID restrictions limited our ability to carry out visits, the feedback we gathered highlighted ongoing issues affecting people's experiences while waiting and moving through the different stages of care. Communication issues remained a problem.

We have talked about what we saw and heard with the urgent care team at NHS Performance and Improvement and are now preparing our follow up report.

We are waiting for more information about people's experiences of Emergency Departments gathered directly by health boards. This will give us a broader picture of people's experiences over the winter period so we can focus our attention on the aspects people highlighted.

- **Child and Adolescent Mental Health Services (CAMHS) & Neurodevelopmental Services in Cwm Taf Morgannwg region**

Engagement with families through a public forum in October 2025 highlighted long waits, lack of support whilst waiting, inconsistent support during crisis, difficulties obtaining medication and confusion around referral pathways.

People also raised concerns about gaps in communication between the Health Board, Social Services and Education, and the lack of coordinated support following diagnosis.

We made a range of representations to the Health Board and to Social Services and Education leads in Bridgend, RCT and Merthyr Tydfil. These set out the specific questions and issues raised by families and highlighted the need for clearer information, better communication, and improved support before, during and after assessment.

The organisations involved were asked to provide written responses by mid-January and contribute to a new Frequently Asked Questions resource for families who were unable to attend the event. A follow up event with young people is planned for March 2026.

We received a collective response to our representation from all of the bodies we contacted. The response shows they are making tangible shifts toward earlier support, multi-agency coordination, localised services, improved transitions, enhanced communication with families, greater acceptance of private diagnoses, and expansion of respite and residential options.

Many changes are already underway, while others e.g., emotional well-being panels, new respite facilities are due to be introduced during 2026.

- **Primary care sustainability & branch surgery closures (Cwm Taf Morgannwg)**

Following an estate review the health board said it wanted to bring 3 GP surgeries into 2. During an 8-week public consultation period between

October and November Llais got involved in the public engagement activities which included an in-person event with the Health Board present.

People were worried about whether they would still be able to get appointments and which surgery they would have to go to. As a result, the health board said that there would be no reduction in the number of appointments available, and that people could choose which surgery they went to for their appointments.

We will check back in on this later in the year with people who use these services to see how things are working.

Llais' role in this process was facilitative, supporting discussions between the affected communities and health services and making sure services respond to the things people said would affect them most about the proposals.

- **Temporary service changes impacting rural populations (Powys)**

We shared with the health board what we were hearing about the impact of temporary closures and relocations of Minor Injuries Units and “Ready to Go Home” units in Powys. People highlighted travel burdens affecting families, as well as the cumulative effects of long-term ‘temporary’ arrangements-.

We made representations to the health board about what we heard. The health board told us these issues would be responded to in the design and development of new, permanent arrangements through its Better Together consultation, making sure rural voices shape future services.

- **Care home dignity and standards of care (Neath Port Talbot and Swansea)**

People raised concerns about the dignity and basics of personal care within a local care home, including questions about whether residents were being supported appropriately and treated respectfully.

We submitted a representation to the Local Authority asking for clarifications about what had happened and what actions were being taken to ensure the dignity of residents, their safety and wellbeing. The representation made sure the issue was escalated to the regulator and supported the independent scrutiny of care arrangements. Therefore, helping to make sure vulnerable residents receive safe, respectful and person-centred care.

We are currently following this up as no response has been received.

- **Ophthalmology delays & equipment failures (North Wales)**

People reported cancelled appointments, extended waits and communication issues linked to equipment failures in eye care services. We raised these issues directly with the health board, prompting a review of maintenance processes and improved communication to patients awaiting appointments.

Complaints advocacy service impact

Here are some examples of how supporting people to raise their concerns has had wider impact.

1. We supported a client to escalate a GP complaint about delays in setting up a shared-care agreement for ADHD medication following a private diagnosis. The Ombudsman upheld the complaint, resulting in: an apology for administrative failings, £307.24 reimbursement for privately funded medication, and system-wide learning shared with the health board and

neighbouring practices to improve ADHD referral handling, documentation processes, and communication standards.

2. We supported a client through the PTR process after 47 weeks of delays in accessing shoulder decompression treatment, which caused ongoing pain, sleep disruption, and impact on caring responsibilities. The provider apologised for poor communication and long waits, explained the pressures affecting specialist availability, and confirmed that additional treatment sessions are now being scheduled to reduce the backlog. Communication processes are being improved by the Health Board to give patients clearer updates, and the client was reassured that care will continue to meet NHS Wales standards.
3. We supported a client to raise concerns about new blister-pack charges and their financial impact on vulnerable and protected groups. Following informal escalation, our advocates worked with the Head of Community Pharmacy for clear guidance on Equality Act exemptions, supported by an anonymised case study we provided. The case study will now feature in the Health Board's pharmacy newsletter, helping to reinforce pharmacies' obligations under the Equality Act and protect people's rights.

In summary

Quarter 3 demonstrates strong and sustained delivery across all aspects. Our engagement activity continued to capture diverse and rich insights that reflect the lived experiences of thousands of people.

During Quarter 4, we are continuing to focus on getting better at recording, analysing and reporting the difference we are making across all our activities. Strengthening our engagement with groups whose voices are less often heard,

and using this evidence to influence service change and improvement across Wales.

Appendix: Communications Quarter 3

Media

Press notices issued:

- EMRTS <https://www.llaiswales.org/news-and-reports/news/keeping-you-informed-emergency-medical-retrieval-and-transfer-service-emrts>
- Rural spotlight <https://www.llaiscymru.org/newyddion-ac-adroddiadau/adroddiadau/sbotolau-ar-iechyd-gofal-cymdeithasol-gwledig-yng-nghymru>
- The People's Priorities - Llais Manifesto <https://www.llaiscymru.org/manifffesto-etholiadaur-senedd-2026>

Our media coverage:

- [Improvements to be made to NHS Wales complaints system | cambrian-news.co.uk](https://www.cambrian-news.co.uk)
- [Cyhoeddi Dyddiad I'w gadarnhau Gwelliannau i system gwynion GIG Cymru | LLYW.CYMRU](https://www.llyw.cymru)
- [Deadline nears for shaping health and social care in Wales | Tenby Observer](https://www.tenbyobserver.com)
- [Public urged to help shape future of health and social care in Wales](https://www.walesonline.co.uk)
- [Tywyn Hospital ward campaigners challenge health board options | Cambrian News](https://www.cambrian-news.com)

- [Progress made on Powys critical service after NHS meeting | County Times](#)
- [Temporary hospital and MIU changes to be in place for two years | Brecon & Radnor Express](#)
- [Uncertainty over Tywyn Community Hospital set to continue until after Senedd election - Herald.Wales](#)
- [Mum's 'life sentence of pain' after death of nine-year-old son | Wales Online](#)
- [Mum told for 2 years she was just a bit chesty - but doctors were horribly wrong | Wales Online](#)

	Oct	Nov	Dec	Total
Online	30	24	13	67
Print	11	11	10	32
Broadcast (TV and Radio)	9	3	1	13
No. Mentions in news stories	50	38	24	112

Commentary provided to media

Reports published

- [Llais consultation response: National strategy for preventing and responding to child sexual abuse](#)



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- <https://www.llaiswales.org/news-and-reports/reports/llais-consultation-response-national-strategy-preventing-and-responding>
- <https://www.llaiswales.org/news-and-reports/reports/llais-response-ligature-reduction-assessment-policy-and-procedure>
- <https://www.llaiswales.org/news-and-reports/reports/llais-response-code-practice-quality-assurance-and-performance-management>
- <https://www.llaiswales.org/news-and-reports/reports/llais-gwent-region-report-abuhb-public-meeting-nov-2025>
- <https://www.llaiswales.org/news-and-reports/reports/llais-gwent-region-report-gwent-regional-partnership-board-nov-2025>
- <https://www.llaiswales.org/news-and-reports/reports/public-board-meeting-papers-19-november-2025>
- <https://www.llaiswales.org/news-and-reports/reports/annual-report-accounts-2024-2025>
- <https://www.llaiswales.org/news-and-reports/reports/peoples-priorities-senedd-2026-letter-our-chair-professor-medwin-hughes>
- <https://www.llaiswales.org/news-and-reports/reports/peoples-priorities-senedd-election-2026-manifesto>



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Social media

	Oct	Nov	Dec	TOTAL
Number of followers across social media platforms	5,606	5,721	5,790	-
No. Posts	283	190	164	637
No. Post impressions	80,506	35,788	58,770	175,064

Newsletter

No. Subscribers	5,373	5,374	5,340
Newsletter open rate	32.55%	31.21%	30.19%
Newsletter unsubscribers rate	0.12%	0.29%	0.12%