

Item: 08

Title: Performance against our annual plan Quarter 4

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 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>
Cyllid / Finance	Within budget
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	<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> <p>External: our customers/partners/stakeholders <input checked="" type="checkbox"/></p> <p>External: our organisation's reputation <input checked="" type="checkbox"/></p>
Cymeradwyaeth / Approval/Clearance	Ben Eaton, Strategic Director of Organisational Strategy and Engagement
Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	Standing agenda item on senior leadership and Board meetings.

Awdur/ Cyflwyno / Author/presenting	Ben Eaton, Strategic Director of Organisational Strategy and Engagement
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Dyddiad / Date	13 May 2026
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Cefndir / Background

This report provides the Board with an overview of organisational performance for the 2025/2026 year, including detailed performance data and outcomes from the final quarter of 2025/26 (Q4).

Manylion / Detail

Progress against our strategic objectives within the Annual Plan.

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

Progress against the strategic plan at the end of the year was broadly positive, with 4 of the 5 strategic priorities progressing as planned. Priority 5 remained amber, with further work needed in 2026/2027 reflecting continued pressure across several enabling and organisational development workstreams linked to workforce development, organisational infrastructure, information governance, digital systems and reporting arrangements.

Headline achievements in quarter 4 (January to March 2026)

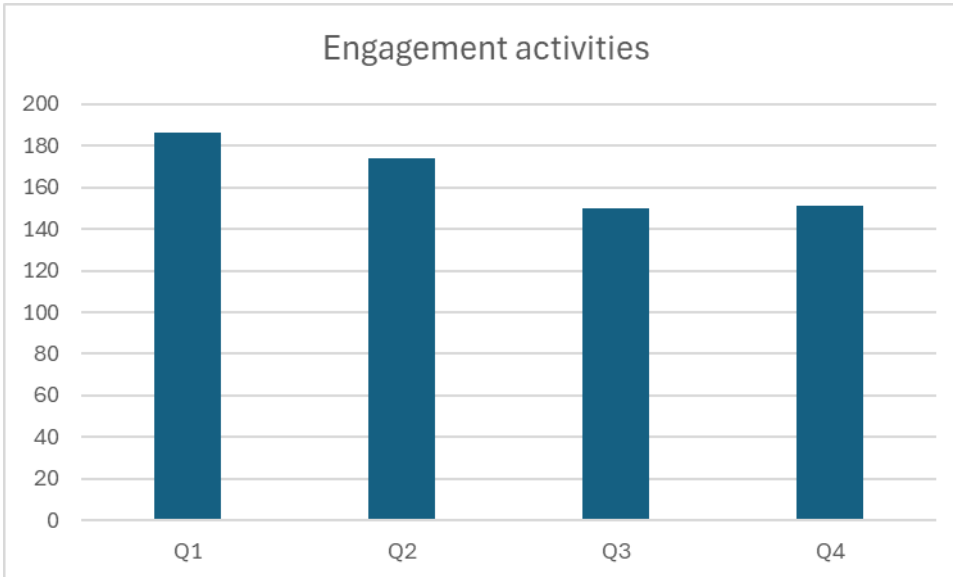
Over 2717 people have engaged with us between January and March 2026.

We have:

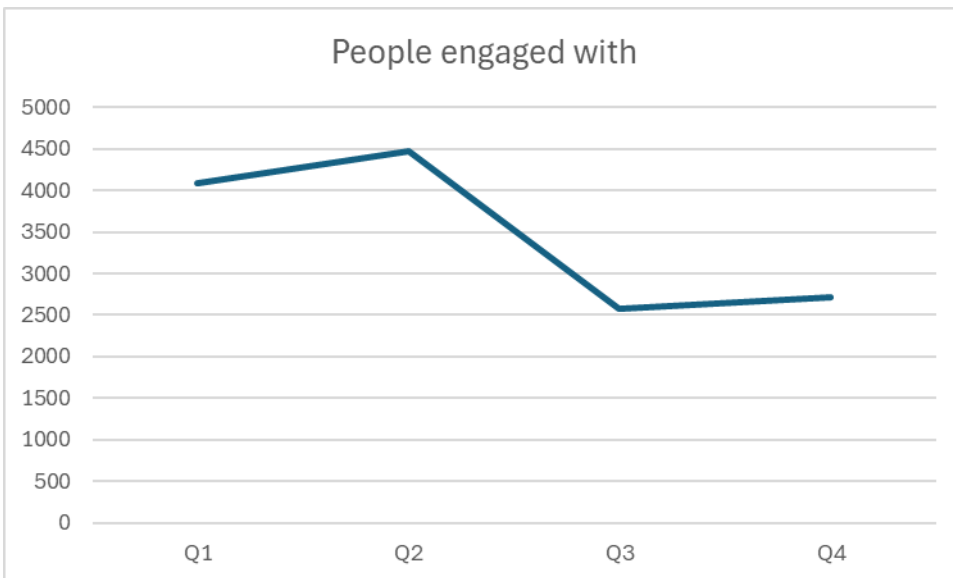
- taken part in 151 engagement activities
- carried out 16 on site engagement visits
- Made 118 representations
- Responded to 5 consultations or calls to for evidence
- Been involved – on average – in 35 service changes each month
- On average, worked with around 66 partners per month

- Supported people to take forward over 1293 concerns through our complaints advocacy service.

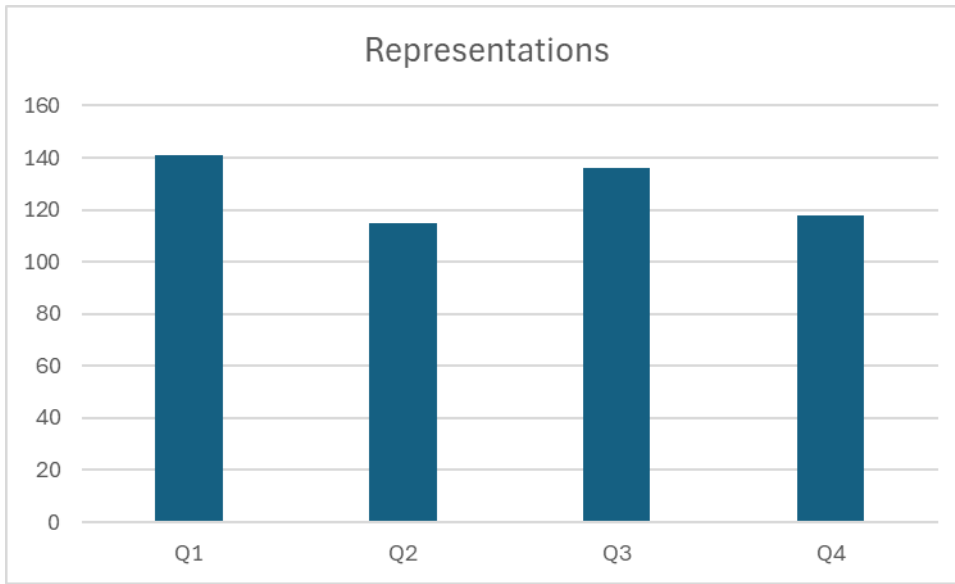
Trends over 2025/26



Whilst the overall number of engagement activities has dropped slightly over the year, regional and national team have consistently delivered over 140 activities each quarter.



As the year as progressed there has been a decline in the numbers of people engaged with, there has been a slight increase between quarter 3 and quarter 4. This reflects the seasonal nature of some of our engagement activity, as well as the adoption of new engagement approaches that provide opportunities for more targeted engagement that can deliver more powerful insight and understanding of people's experiences of health and social care services.



The number of representations made remains relatively consistent quarter on quarter.

Overview of quarter 4 2025/26

Region	Engagement activities	Visits	Representations	Service change	Average Open advocacy cases	No. engaged with
Cardiff & Vale	26	3	23	30	134	464
Cwm Taf Morgannwg	36	7	3	35	76	309
Gwent	8	2	23	9	181	213
Powys	8	4	24	17	108	190
NPT & Swansea	14	0	1	0	312	412
North Wales	40	0	37	10	244	601
West Wales	13	0	7	4	238	247
National	6	0	0	0	0	281

TOTALS	151	16	118	105	1293	2717
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The themes of what people have told us during this period:

What's working well

People continued to share examples of compassionate and committed staff across health and social care services.

Positive feedback included:

- examples of staff going beyond expectations to support people during difficult experiences
- positive experiences of local GP practices where continuity and communication were prioritised
- examples of effective support from community and voluntary sector organisations
- positive experiences within women's health and maternity services
- examples of collaborative working between professionals supporting complex needs
- services where people felt listened to, informed and treated with dignity.

People consistently highlighted the difference that communication, kindness and continuity make to their experience of care.

Needs improvement

Urgent and emergency care

Urgent and emergency care pressures remained one of the strongest themes during Quarter 4.

People described:

- long waits in emergency departments
- corridor care and overcrowding
- difficulties accessing updates and information
- delays in ambulance handovers
- concerns about dignity and privacy

- delays in discharge arrangements and onward care.

People also continued to describe the emotional impact of uncertainty and prolonged waiting within urgent care settings.

Mental health and neurodevelopmental pathways

Mental health continued to be a significant area of concern across Wales.

We heard:

- ongoing concern about long waits for ADHD and ASD assessments
- limited support available while waiting for assessment or treatment
- concerns about crisis response arrangements
- challenges transitioning between children's and adult services
- communication difficulties between agencies and services
- concerns about inpatient environments and therapeutic support.

Access to services

Access issues remained a major theme throughout the quarter.

People continued to report:

- difficulty accessing GP appointments
- ongoing dental access challenges
- long waits for diagnostics and planned care
- digital exclusion affecting access to services
- transport barriers, particularly in rural areas
- delays in referrals and follow-up communication.

Communication and dignity

Communication remained a recurring issue across multiple services and pathways.

People described:

- not feeling listened to
- inconsistent information
- poor communication during delays
- lack of involvement in decisions
- concerns about dignity and respect in pressured environments.

What's working well

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Representations

Representation activity continued throughout Quarter 4 across health and social care.

The main themes included:

Theme	Key issues
Urgent and emergency care	Delays, corridor care, communication and discharge pressures
Mental health services	Waiting times, crisis support, transition arrangements
Rural access	Transport barriers, temporary service changes and travel distances
Women's health	Menopause support, access and communication

Ophthalmology and planned care	Delayed appointments and treatment
Care home concerns	Dignity, safety and standards of care
Access to services	GP, dental and referral pathway concerns

Engagement highlights and outcomes:

The People’s Principles and Senedd engagement

Quarter 4 saw the launch of the People’s Priorities manifesto and our Peoples Principles at the Senedd. This work brought together evidence gathered from thousands of people across Wales.

The Principles are increasingly being used to support conversations with partners, stakeholders and services about what good health and social care should feel like from a public perspective.

Listen to us

We delivered the *Listen to Us* project to strengthen understanding of what meaningful engagement looks and feels like for people from underrepresented groups across Wales. Working through trusted third-sector partners, the project explored how people want to engage, what helps them feel genuinely heard, and what builds trust, accessibility and respect in engagement processes.

The insights gathered focused on lived experience and will inform future engagement practice, ensuring that voices which are often unheard are better understood and reflected in health and social care decision-making.

Call4Concern

During March we ran an online focus group with some of our volunteers from across Wales and the Call4Concern team from NHS Performance and Improvement about the implementation materials that would be available in in-patient settings. In the session discussion focused on wording and images used and this input was used to create a further iteration of materials that has been shared with health boards from across Wales at a workshop in April.

Lithium monitoring and district nursing systems (Powys)

A representation relating to delays and confusion around lithium monitoring highlighted wider concerns about communication and coordination between services. Following escalation, changes were made to local review arrangements and wider discussions began around district nursing blood testing processes and system learning.

Emergency department concerns (Gwent)

Concerns raised through engagement and advocacy activity relating to emergency department pressures and poor patient experience were escalated directly to senior leadership within the Health Board. These included issues relating to waiting times, communication, dignity and flow through urgent care pathways.

We are in active conversations with the CEO and Directors about the actions they will commit to following our representations, these will be included in an improvement action plan. Following confirmation and sight of the action plan we will publish our findings and the detail of the actions taken as a direct result of our intervention.

Care home concerns (CTM)

Concerns raised through engagement activity relating to standards of care at a care home resulted in escalation to the Local Authority and referral to Care Inspectorate Wales (CIW).

CIW have responded by noting the concerns on their brief for the next inspection of the care home and the Local Authority raised our concerns with the Care Home manager who met with the individual who raised the concerns in order to make improvements.

We did a follow-up visits to explore the issues to see if they were persistent or localised, and we are pleased to report that none of the same issues were raised upon follow up.

Complaints advocacy cases

Complaints advocacy teams continued to support high and increasingly complex caseloads during Quarter 4.

The main themes included:

- communication failures
- delayed diagnosis and treatment
- mental health pathways
- access to services
- discharge arrangements
- concerns about patient safety
- coordination between multiple services
- delays in follow-up and updates.

Many cases involved multiple organisations or long-running concerns where people felt exhausted, unheard or unsure how to navigate the system.

Conclusion

Quarter 4 has demonstrated sustained delivery across engagement, advocacy, representation and influencing activity.

Throughout this period, people continued to share clear and consistent messages about what matters most to them when accessing health and social care services. While many people described positive experiences and compassionate staff, recurring concerns around access, communication, waiting times, mental health support and dignity continue to reflect wider system pressures.

The publication of the People's Principles and manifesto work has provided a strong national framework for communicating what people across Wales expect from health and social care services.

The lead up to the election did result in difficulties engaging services in committing to actions in response to our representations as some felt it wouldn't be prudent to commit to change during a period of uncertainty in the run up to the Senedd elections

The next Board performance report for the first quarter of 2026/2027 will move to the new format of separating out performance metrics and key performance indicators from the more narrative format of describing activity, impact and influence. The impact and influencing narrative will be included in the quarterly 'what we are hearing' reports.



Eich llais mewn iechyd a gofal cymdeithasol | Your voice in health and social care