

Item: 10

Title: Performance Report for Q1 and Q2

Gweithredu / Action required	For assurance and discussion.
Amseru / Timing	Covers the first half of 2026–27: Quarter 1 (April to June) and Quarter 2 (July to September). The Quarter 3 report will come to the Board in January 2027.
Argymhelliad / Recommendation	The Board is asked to: 1. note Llais’s performance in the first half of 2026–27, including the difference our work has made for people and communities across Wales; 2. take assurance from the progress made against the Annual Plan and the improvement work under way on quality, data and recording; 3. Feedback on the updated approach to performance reporting.
Risg / Risk	The main risks to delivery are understood and being managed: • Demand and complexity for complaints advocacy functions (including enquiries) continues to rise, partly seasonally. This is being managed through the complaints advocacy improvement programme. • Timeliness of responses to representations. A new representations procedure, co-produced with teams, launches in October. • Data and recording. Our ability to evidence outcomes depends on consistent recording. Work is need on the development of our people, and related processes and policies. Development of our data, insight and CRM capability (key result 5.2) is under way but behind.

	Growth in service change. Service change is increasing across Wales and is resource intensive. We will keep our capacity under review. These risks are reflected in our network of risk registers.
Cyllid / Finance	No direct financial implications. Welsh Government funding supports the new social care champion role. Any resource implications of rising demand will be considered through business planning and budget processes. Additional external expert support has been engaged in some areas to support with capacity.
Amcan cynllun blynyddol / Annual plan objective Amcan cynllyn strategol/ Strategic plan objective	All six Annual Plan objectives, in particular objective 0 (our everyday work), objective 1 (drive a national conversation) and objective 2 (push for services that meet people's needs).
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	Hearing from people whose voices are less often heard runs through our work (key result 2.3). Our planned listening included events with racially and ethnically diverse communities, people with learning disabilities, young people and Welsh speakers. In service change we seek out people who may see things differently or are less able to attend public meetings.
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	Executive Director and Deputy Chief Executive
Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	The Board has asked that performance reports tell the full story of our work: what we planned to listen to, what we heard, what we did, what we

	secured and what changed for people. This report responds to that request.
Awdur/ Cyflwyno / Author/presenting	Rebecca Lythgoe / Executive Director and Deputy Chief Executive
Dyddiad / Date	October 2026
Cefndir / Background and Manylion / Detail	
1. Purpose This paper introduces the Performance Report for April to September 2026. It should be read alongside the What We Are Hearing paper (item 11), which sets out what people told us. The Performance Report shows what we did with what we heard, and the difference it made. 2. Why this matters Llais exists so that people's voices shape health and social care in Wales. Behind every figure in the report is a person's experience, or a community telling us how health and social care feels to them. Many share their experiences because they want things to improve for others as well as for themselves. The examples in the report have been chosen as representative examples and do not cover all examples of impact achieved during Q1 and Q2. The Board has asked to see not only what we do, but the difference it makes. This report therefore follows each representative example through five steps: • Planned: the work links to our Annual Plan; • Listened: we heard from people; • Acted: we did something with what we heard; • Secured: a service or decision-maker made a commitment, gave an answer or changed its process; • Outcome: something changed for people. We hope this gives the Board a clear and honest picture of our impact. 3. Highlights from the half year We engaged 11,940 people through 265 activities and 11 visits, supported 1,912 people with complaints about NHS care, made 229 representations and represented Llais at 270 meetings, boards and working groups. Our plan is on track. After a slower first quarter due to the pre-election period, five of our six objectives are ahead of their expected position. Growing and improving as an organisation is slightly behind.	

We are making a difference for people. The report traces 28 examples of impact. In eight, we can show a confirmed change for people, and in a further fifteen a service has made a commitment or changed its approach. For example a woman's care hours were reinstated after we secured a reassessment. A GP practice apologised to a patient and committed to review other patients on potentially addictive medicines. Communities in Gorseinon gained a full eight-week consultation on the future of local beds after we challenged the original plan.

We are giving communities a voice in service change. Service change is increasing across Wales and is one of the most visible and resource-intensive parts of our work. Many changes carry strong local feeling, and some communities have organised themselves to make their case to Welsh Ministers. We meet and listen to them, and we also seek out people who may see things differently or are less often heard. Our role is to make sure all people and communities are properly engaged, their views reach decision-makers before decisions are made, and the process is fair.

Local voices are shaping national policy. Responding to consultations and calls for evidence is where our local, regional and national voice comes together. Over the half year we contributed to 16 consultations and policy activities, including the Dementia and Unpaid Carers strategies, and gave oral evidence to the Welsh Affairs Committee on cross-border care.

More people are hearing what we hear. Press notices rose from 6 to 14 between quarters and media mentions from 126 to 176. The open rate for our Impact newsletter rose to 57% in September. "What we heard" reports from our Quarter 1 events were published so that communities could see what came of what they shared.

4. Strengthening quality, data and recording

Our performance is good, and we have more to do to strengthen the quality of our work and how we record and evidence it. The issues are well understood and work is under way. For example:

- **Representations.** A new procedure, guidance, training and management reporting, co-produced with teams and tested in one region, launches in October. It will improve the quality and timeliness of representations and how we follow them through. Some partners have needed longer to respond, and we will continue to work with them.
- **Complaints advocacy.** Demand rose in Quarter 2, due partly to expected seasonal increases. Our complaints advocacy improvement programme will

help us meet demand while maintaining quality, and adjusting to the rise in complexity (including use of AI).

- **Data and recording.** We are developing our data, insight and CRM capability so that we record outcomes consistently and can show the full extent of our impact, not only selected examples.
- **Social care.** A new social care champion, funded by Welsh Government, starts in Quarter 3 to strengthen our engagement and insight in social care.

This is not a quick fix. Developing our people, policies and procedures takes time and care, and must be balanced alongside our delivery for the people and communities we serve.

5. What this means for people and communities across Wales

- When people bring a concern to Llais, they get support that often makes a real difference to their care and their lives.
- When local services change, people can expect us to make sure their views, and the views of those less often heard, reach decision-makers before decisions are made.
- What people tell us locally is carried into national policy and strategy across health and social care.
- We are improving how we tell people what happened as a result of what they shared.

6. Assurance for the Board

The Board can take assurance from the breadth of our activity, the outcomes secured for people, the progress made against the Annual Plan. The areas where we are strengthening our work are understood, and improvement work is under way. Progress will be reported to the Board through future performance reports.

7. Next steps

- Launch the new representations procedure in November.
- Improve the recording of outputs and outcomes reached for each representation, complaints advocacy outcome, engagement, visit, and service change in our CRM, and follow open items through until they are complete.
- Follow up commitments made by services, including through return visits and engagement.
- Introduce the social care champion role in Quarter 3.
- Report Quarter 3 performance to the Board in January.