

Item: 5

Title: Chief Executive's report

Introduction

This report sets out some of the activities of the Chief Executive since the last full public Board meeting on 25 April 2024. More detailed information about our key activities and developments since the last board meeting is included in other Board papers.

Developing relationships & working with partners

I have met with lots of key partners to talk about our role, developing our plans and activities, our ways of working, key issues in health and social care and how we can work together to strengthen the voice of people in health and social care services. This included:

- Meetings with the Llais partnership team to talk about Llais's activities and performance, development activities, budget planning and allocation for 2024-2025.
- Regular information sharing meetings with Care Inspectorate Wales, Healthcare Inspectorate Wales, and other health and social care representative or regulatory bodies, eg., the NHS Confederation, Royal College of Physicians, Professional Standards Authority, etc.

We talked about the issues and outcomes from our activities in health and social care services, how this is driving our plans, including opportunities to work together. This includes doing more together to focus on inequities in health and social care provision. We made progress in developing our new Memorandum of Understanding with Care Inspectorate Wales.

- Attending 2 healthcare summit¹ meetings. These take place bi-annually, and include representatives from audit, inspection, regulation, and improvement bodies. They provide an interactive forum for sharing information on the quality and safety of NHS services in Wales.

Regional Directors and other nominated Llais representatives contribute to the discussions about the 7 local health boards and 3 national NHS Trusts in Wales.

High risk, collective concerns and issues identified at the summit meetings are used to feedback to NHS Wales and the Welsh Government. Depending on the matters raised, action may be taken either through the Escalation and Intervention process or using other organisations' powers.

¹ [Healthcare Summit | Healthcare Inspectorate Wales \(hiw.org.uk\)](https://hiw.org.uk)

- Attending the Public Leaders Forum. This forum brings together public sector leaders across Wales to talk about matters of interest for all Welsh public bodies.

The meeting focused on the work of the Social Partnership Council, an update from the Welsh Government, the Counter fraud and National Fraud Initiative, the drive to make Board and Audit Committee minutes public and improving the culture within Welsh public bodies.

- Meetings with a range of elected representatives including Gareth Davies MS, Russell George MS, and Altaff Hussein MS to talk about our 3 year strategy 'A national conversation' and priorities in 2024-2025.
- Presenting to the Chairs of NHS bodies in Wales, the Board of Public Health Wales, and the Pharmacy: Delivering a Healthier Wales Delivery Board about our 3 year strategy 'A national conversation' and partnership working. In each of these discussions we have agreed to take forward further actions aimed at developing our partnership arrangements.
- Attending the Older People's Commissioner's event 'Learning together, empowering Wales for our future.' This event reflected on Heléna Herklots CBE's 6 years in the Commissioner role, and the challenges and opportunities facing us as an ageing society.
- Introductory meeting with the interim Chief Commissioner at the NHS Wales Joint Commissioning Committee². This committee became operational in April 2024 and replaces the former Emergency Ambulance Services Committee, Welsh Health Specialised Services Committee, and the National Collaborative Commissioning Unit.

The new Committee is a joint committee of each of the 7 health boards. It is responsible for commissioning ambulance services, specialised services, NHS 111 Wales services and the Sexual Assault Referral Centres for Wales.

We talked about Llais's involvement in the Committee's activities, including introducing new arrangements for Llais representation at Committee/group meetings.

- Beyond Wales, talking with representatives from Scottish Rural Action³ about Llais's role and remit as a national citizen voice body for health and social care, and with the Nossal Institute for Global Health⁴. Plans are being taken forward to present about the work of Llais at future meetings with these groups.

² [Home - NHS Wales Joint Commissioning Committee](#)

³ [Scottish Rural Action | Scottish Rural Action \(sra.scot\)](#)

⁴ [Nossal Institute for Global Health \(unimelb.edu.au\)](#)

- Meeting with the Nursing and Midwifery Council (NMC) about its independent culture review⁵, its leadership arrangements and what it means for people affected by concerns about registered nursing staff and public safety.

Independent support⁶ is available for members of the public who have raised concerns about registered doctors and nurses. This service is available 24/7.

Health and social care service national developments and discussions

I have met with a range of health and social care policy makers, development bodies and groups to share what we are hearing about people's experiences of health and care services, and to influence what needs to happen to make things better.

I have:

- Been part of a group of organisations meeting with the Equality and Human Rights Commission's Board of Commissioner's about the impact of cost of living and access to essential services on older people and disabled people. This session was part of a day where the Commission was taking a 'deeper dive into the current context, challenges, and potential solutions in Wales'.
- Attended meetings as part of the Emergency Department Measurement Review Task Group⁷. I presented to the Group about what Llais is hearing from people about their experiences of care in Emergency Departments, and the things that matter most to them. This is informing the development of a new framework of measures.
- Attended the first meeting of the new National Office for Care & Support⁸ Strategic Advisory Group. The group has been set up to "offer strategic advice and constructive challenge to the National Office for Care and Support."

The first meeting agreed that more work was needed by a few attendees (including Llais) to focus on arrangements for citizen engagement with the National Office.

- Presented to the Royal College of Nursing Wales' event 'Safe and effective care.' The event looked at the challenges of providing emergency care in Wales, the work being done

⁵ [Independent culture review - The Nursing and Midwifery Council \(nmc.org.uk\)](https://www.nmc.org.uk)

⁶ [GMC and NMC independent support - Victim Support](#)

⁷ [Written Statement: Quality Statement for Care in Emergency Departments \(15 March 2024\) | GOV.WALES](#)

⁸ [National Office for Care and Support | GOV.WALES](#)

nationally to tackle the challenges, and how the experiences of people needing emergency care should drive change.

- Met with representatives of the Joint Commissioning Committee to talk about its plans and progress to develop and engage with people on new proposals for emergency services for people living in rural and remote areas in Wales.

This work is linked with the decision to change the way Emergency Medical Retrieval and Transfer Services work in Wales.

Llais received notice on 5 July 2024 that it has been named as an interested party to potential Judicial Review proceedings that challenge the decision of the NHS Wales Joint Commissioning Committee to approval recommendations for relocation of Emergency Medical Retrieval and Transfer Services.

- Attended an all Wales event ‘Delivering positive change for social care in Wales.’ This event focused on working together to achieve shared outcomes, understanding personal journeys, identifying the strengths in the system, and overcoming challenges to achieve change, and talking about the part we can all play in driving change together.
- I’ve talked to the Welsh Government and other bodies to find out more about a range of things that are/may be affecting people in Wales. This includes:
 - Continuing long delays in ‘Deprivation of Liberty Safeguards’⁹ assessments
 - The development and registration of physician associates ¹⁰in Wales
 - The availability of medical supplies that reflect our cultural diversity in Wales.

Developing ourselves to deliver

I have spent lots of time working with our organisation’s leaders and staff to continue to build our capacity, capability, and ways of working. This included:

- a series of discussions with Regional Directors and Deputy Regional Directors to talk about about the development and delivery of their regional priorities and the part they play in delivering our national work.

⁹ [The Mental Capacity Act, Deprivation of Liberty... | Social Care Wales](#)

¹⁰ [Physician Associates - HEIW \(nhs.wales\)](#)

- Meeting with our leadership team 'Tîm Arwain' to talk about, decide on, make proposals, and oversee progress around the things we do and how we do them. These meetings have resulted in plans, developments, and changes across a range of operational areas, including:
 - Discussion, review and update or continued adoption of a range of existing policies and procedures, including:
 - flexible working policy
 - travel and subsistence policy
 - disclosure and barring service checking arrangements
 - home visit and lone working guidance
 - complaints advocacy case closed reporting
 - safeguarding
 - information requests – handling and publication
 - Further development of a range of new strategies, policies, guidance, and approaches, including:
 - Volunteer arrangements
 - Complaints advocacy caseload guidance, case complexity grading and case allocation approaches
 - Protocol for handling service change proposals
 - Behaviour standards
 - Workforce strategy
 - Our approach to patient and service user safety
 - Procurement guidance
 - Integrated impact assessment toolkit
 - Our approach to national events
 - Digital accessibility statement.
 - Establishment and reporting arrangements for a range of working groups focusing on service delivery, corporate services, communications and engagement, equity, diversity and inclusion, Welsh language, and corporate leads group
 - Developing our people and addressing skills gaps - our approach to learning and development.
- Talking with our Internal Auditors about audit activity relating to 2023-2024, and internal audit planning arrangements for 2024-2025.
- Attending an externally facilitated event with the Llais national team. The session focused on effective teams and looked at identifying strengths of individuals and the who team. The session identified a range of actions to take forward linked to prioritised areas for improvement.

- Meeting with a range of volunteers to talk about our work locally, regionally, and nationally.

Planning and reporting arrangements

Work is continuing to develop our Annual Report and Accounts 2023/2024.

Tîm Arwain has agreed our Strategic Equality Plan Year 1 action plan.

Our Gender Pay Gap Statement 2023/2024 has been prepared.

Upcoming events and activity

Some of the upcoming activities and events I will be involved in during the coming weeks include a range of discussions with:

- the Chief Executive, Welsh Ambulance Service NHS Trust to talk about WAST performance and service development
- Healthwatch England to talk about health and social care issues affecting people in England and Wales
- the Future Generations Commissioner's team to develop and agree joint working arrangements.
- the Association of Directors of Social Services to talk about the development of our services and activities in social care and co-operation arrangements
- the Chief Social Care Officer for Wales to talk about what we are hearing about social care services and the development of the social care sector in Wales.