

**Bundle BCU Planning, Population Health and Partnerships Committee 18**  
**February 2025**

- 1.1 PP25/13 Annual Reports 2023-24
  - 1.1 *Llais Annual Report & Accounts 2023-24*
  - 1.2 *Regional Partnership Board Annual Report 2023-24*
  - 1.3 *Conwy & Denbighshire PSB Annual Report 2023-24*
  - 1.4 *Flintshire & Wrexham PSB Annual Report 2023-24*
  - 1.5 *Gwynedd & Anglesey PSB Annual Report 2023-24*
  - 1.1 Llais Annual Report & Accounts 2023-2024
  - 1.2 Regional Partnership Board Annual-Report-2023-24
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  - 1.5 Gwynedd & Anglsey PSB Annual Report 2023-24



Eich llais chi mewn  
iechyd a gofal

Your voice in health  
and social care

# ANNUAL REPORT AND ACCOUNTS 2023-2024

# Accessible formats

This document is also available in Welsh.

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Prof. Medwin Hughes  
Chair

## Message from the Chair

Thank you for taking the time to read our Annual Report for 2023/2024.

The past year has been a period of significant transformation and growth for Llais as we established ourselves as the new independent body dedicated to reflecting the views and representing the interests of the people of Wales in their health and social care services.

The Board and I are immensely proud of the progress we have made as a new organisation. We are grateful for the unwavering commitment of our staff, volunteers, and partners.

Since our inception on April 1, 2023, we have focused on laying a strong foundation. Our initial efforts were directed towards listening – to the public, our stakeholders, and our own team. This foundational period allowed us to understand the needs and aspirations of the communities we serve.

Despite the complexities of setting up new systems and integrating new staff and volunteers, we have made significant strides in building a robust framework that supports our mission.

Throughout the year, we have engaged in numerous initiatives to amplify the voices of the Welsh people. From attending local and national events to launching a comprehensive multimedia marketing campaign, our efforts have been aimed at raising awareness about our independent role in improving health and social care services.

We have successfully established strong partnerships with NHS bodies, local authorities, and third-sector organisations, which have been instrumental in supporting our efforts.

We are dedicated to making Llais a well-run, trusted, and ambitious organisation. Our vision for the next 3 to 5 years will set ambitious goals to help make sure that health and social care services in Wales work best for everyone. We will continue to learn, adapt, and grow, always prioritising the needs and voices of the communities we serve.

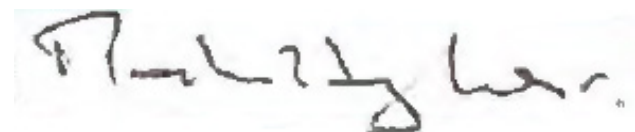
Looking ahead, our strategic plan for 2024–2027 will guide our efforts to drive a national conversation about the future of health and social care in Wales.

This conversation will be inclusive and honest, addressing the challenges we face and building consensus around sustainable solutions.

As we move forward, I invite all of us who may need or use services, community representatives and groups and everyone involved in health and social care to join us in this transformative journey. Together, we can build a health and social care system that is not only fit for today but also equipped for tomorrow, truly belonging to the people of Wales.

Thank you for your commitment to the health and well-being of Wales. Let us move forward with resolve and optimism, ready to make a difference in the lives of everyone living in Wales.

*I extend my deepest gratitude to the people and communities across Wales for taking the time to share their views with us so their voices help shape health and social care services. My thanks also to our dedicated staff, volunteers, and partners for their unwavering commitment and support. Your contributions are vital to our success, and I look forward to continuing our collaborative efforts to improve health and social care services in Wales.*



# Performance overview

This section provides an overview of our performance throughout the year in relation to our engagement activities, representations made to health and social care providers, including about changes in the way health and social care services are provided, service changes and our complaints advocacy service.

We knew that our plans for our first year were ambitious, and that we might not get everything done. We are really pleased to tell you that, thanks to the hard work and commitment of our staff and volunteers, the goals we set for Llais in [Our first 100 days report](#) and [Our Plan & Priorities: October 2023 – March 2024](#) have largely been achieved.

## We are Llais (it means “voice” in Welsh)

We are a Welsh Government sponsored public body. This means we get our funding from the Welsh Government, but we are operationally independent, so we get to choose what we work on, how we work, and who we work with.

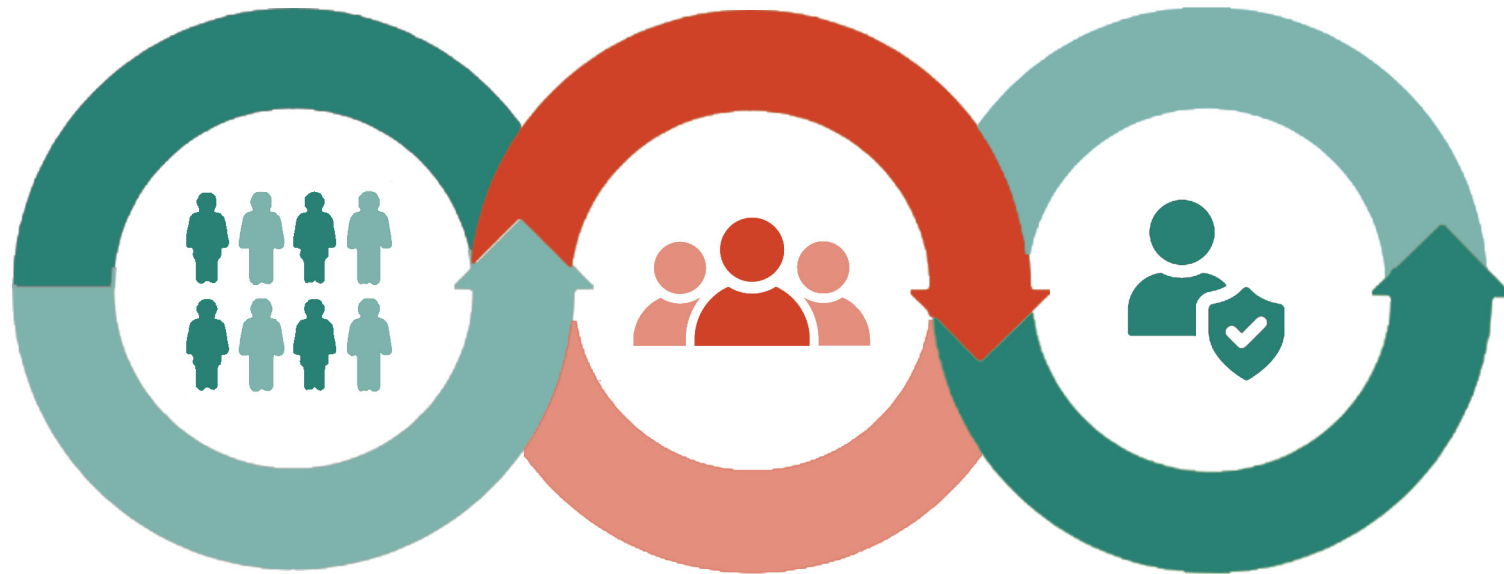
We were set up in April 2023 and we have about 102 staff, operating in every corner of Wales.



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

## The way we work

We're aiming to set the standard, listen carefully, and team up with others to make sure we get the job done well. Our values, what's important to us, helps us to do this. Our values are:



### People-driven

We put the needs and experiences of people at the centre of decision-making.

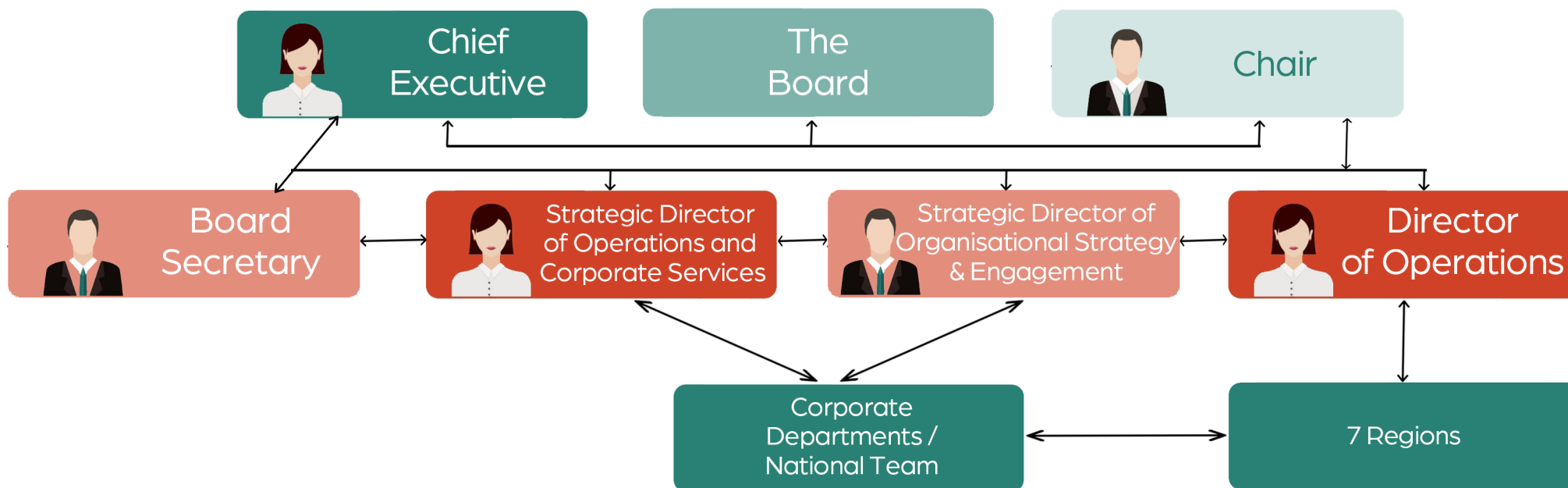
### Working together

We are inclusive and accessible.  
We work as one team with shared goals, both within our organisation and externally.

### Integrity

We are independent, honest, accountable and transparent about our work.

We organise ourselves into 7 regions across Wales, and our organisational structure can be seen below:



Our corporate services teams and strategy, communication and insights teams support our regional teams to deliver our work.

Our Board sets our strategic direction. It makes sure we are on track to do what we said we would do – in ways that best meet people’s needs.

Tîm Arwain is our senior leadership team. All Directors are part of this leadership team and they support our Accounting Officer, who is our Chief Executive, to run Llais in a way that meets our obligations in the legislation and guidance set out for public bodies.

Our first year has been about listening, learning and working with others to understand what you want and need from your health and social care services. We set out our plans for our first year in our [\*\*100-day plan\*\*](#) and Our Plans and Priorities (Oct 2023 –March 2024). The outcomes we were aiming for were:

**01.** Listen and represent your views and experiences to decision makers to make a difference.

**02.** Build awareness and understanding of who we are, what we do and how we make a difference.

**03.** Make it easy to connect with you and our partners, by being accessible and inclusive.

**04.** Speak up to help keep people safe when things aren't right.

**05.** Build a strong voice in social care.

**06.** Develop our people, attract new people and support their involvement in our work.

**07.** Be a well-run, trusted and ambitious organisation.

We had a lot to do to make sure we got the basics right to help us support you, form new partnerships, and to be an independently run organisation.

## Our Vision

We believe in a healthier Wales. A health and social care system where people get the services they need in a way that works best for them and is ready for whatever the future holds.

## Our Mission

We make it our mission to listen carefully, locally, regionally and nationally, and to increase the impact of people's voices in shaping services.

We work together with the people of Wales to give you a stronger voice, and represent your interests, when it comes to health and social care. **We do this by:**

### Engagement

We engage and listen to people about their experiences of health and social care. We try and meet communities in the places that work best for them.

### Representations

We represent the views we hear to decision makers in health and social care. By law, they must let us know what they plan to do with the views and experiences that we share.

### Communication and promotion

We will make sure people know about our services so more people can have their say. The health bodies and the local authorities have a legal duty to promote our services, too.

### Complaints Advocacy

We help and support people when things go wrong, and they want to make a complaint through the formal complaints process of the NHS or their local authority. We also provide advice where we can to those who haven't started this process.

These are our core activities, and we base our key performance indicators on these four areas as well as how we are doing in meeting our strategic priorities and objectives.



Alyson Thomas,  
Chief Executive

## Statement from the Chief Executive on our performance

This first year has been all about growth and change as we set up Llais to be the independent voice for the people of Wales in health and social care.

Starting on April 1, 2023, we faced the big task of building a new standalone organisation at a really challenging time for everyone. Our first job was to listen carefully – to you the people and communities of Wales, our partners, and our teams. This listening phase helped us understand what people really need and want from health and social care services, and from us.

We focused on getting everything set up. We put new systems in place, brought in a fantastic team of new staff and volunteers, and found new ways of working. This work was crucial to setting a strong foundation for making a real impact on health and social care services in Wales.

**We've made great progress in lots of important areas:**

### **Engagement**

We tried new ways of engaging with people. Working locally to understand your needs, building regional understanding and using this to help shape national policies.

### **Representations**

We have used our new legal powers of representation responsibly so that decision makers listen and act upon what we have heard. This has led to some small and some big changes.

## **Complaints advocacy**

We've worked hard to develop our service and make sure your experiences and needs are front and centre in health and social care. Our efforts have led to positive changes in individuals lives and have tackled important issues affecting our communities.

## **Raising awareness and understanding of our services**

We have spread the word about what we do with lots of different communities so that when people want to speak to us, they know where to go.

## **Building relationships**

We formed strong partnerships with NHS bodies, local authorities, third-sector organisations and community groups. These partnerships have been vital in making sure we hear and act on what you need in your communities.

## **Developing our values and standards of behaviour**

We used what we had heard from members of the public, our partners and our people to develop our organisational values, and to start work on developing a new behaviour framework.

We haven't performed as well as we would have liked in a couple of areas and will focus on getting better in these areas next year. We know for example that there is more work to be done in social care. The economic situation means our Local Authorities are working to do more when things cost more and this will have an impact on services. We need more people to talk to us about their social care services and we need to be better connected to the 'system'. We also need to be better at making sure people know who we are and what services we provide so we will get better at spreading this message.

We still have a way to go in setting up our organisation. We will continue to update our policies, procedures and governance arrangements, such as our Board Assurance and committee arrangements, so they support us to do things in the best way possible.

*I want to thank our dedicated staff, volunteers, and partners. It's because of you that Llais has started to become a trusted organisation.*

We will also continue to work on our organisational culture, our people's development and our recruitment and induction processes, all with the intention of making Llais a great place to work. Setting up Llais has been a learning experience. We've faced and overcome many challenges, from building new systems to understanding the complex world of health and social care. These challenges have taught us valuable lessons and helped us shape how we work. We are committed to continually learning and adapting to better serve the people of Wales.

While this report is about looking back at what we've achieved, it's also about looking forward. We will build on the strong foundation we've created, and our annual plan for 2024/2025 sets out the steps we need to take to achieve the aims we have set out in our new 3 year strategic plan, A National Conversation. Our plans for the next 3 years will be to:

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

Thank you for your support and commitment to the health and well-being of Wales. Together, we will keep working hard to make a positive difference in the lives of everyone in our country.

*J A Thomas*

# Performance analysis

We have made a good start in building awareness and understanding of who we are, what we do and how we make a difference. Our first 100 days listening to people, communities and partner bodies informed our priorities for the rest of the year.

We set ourselves an ambitious amount to do in our first year. We were happy with our performance, we did a lot of things as planned, but we also needed to roll some things over into our 2024/2025 annual plan.

Overall, we believe our performance was good in most areas. We have identified that we are under recording our representations and this is an area we want to get better at next year.

**In our first year, 26,726 people have engaged with Llais.**





Our **518 engagement activities** and **71 on-site health and social care premises visits** have successfully led to us building relationships and gaining valuable insights into people's experiences of health and social care in Wales.

We have shared what we've heard in the **159 representations** made to decision makers, including health boards and local authorities, and we will keep a close eye on how this makes a difference for people as services respond.



Through **Llais representation at 234 formal meetings/networks** we have helped make sure that people's voices were considered by a broad range of organisations across the country. This is the area of representations we need to be better at recording.

We have been involved in **143 service changes and 17 national consultations**, feeding in what the communities of Wales are saying to help shape their services.



We have helped people to raise **1,510 formal complaints**, helping to put things right for them and, in some cases, influencing changes to services in the future.

Risks to our performance have been closely monitored through new arrangements.

We have identified several key risk themes and have sought to reduce those risks in the following ways:

## **Setting up a new organisation**

means doing things in new and different ways. This takes time and resources to support our people to be equipped with the right tools and to understand, adapt and be confident to start using those new ways of doing things.

This poses several performance risks such as an initial drop in productivity due to learning, resistance to change, significant resource allocation for training and support and impact on our people in adopting new ways of working.

We have mitigated this through a change programme that is balanced and proportionate. Regular communication and engagement of our people in the changes, and new opportunities for learning and development are also important elements of our approach.

## **With our remit now covering social care as well as health**

we have also needed to build new relationships and learn new areas of work. We took a careful and considered approach, avoiding potential delays and inefficiencies which could have been caused by stretching our resources and diverting some focus from existing responsibilities.

This is especially important for our complaints advocacy service that has needed to build a collective understanding of where and when we can support people to raise concerns and the types of involvement we can have.

Failure to mitigate risks in the complaints advocacy service could have led to inconsistencies in support, miscommunication, uneven service quality, and slower response times, all of which could have undermined effectiveness and credibility during the transition.

To avoid this, we introduced a new role of Head of Advocacy Profession to lead and co-ordinate the continued development of our complaints advocacy service and bring together our teams across Wales to share ideas and experiences.

## Potential demand for Llais service and support

via our complaints advocacy service. As we made efforts to promote our services across health and social care in a more impactful and sustainable way there was a risk that the demand for complaints advocacy support would increase beyond our capacity.

This was mitigated by working in a cross regional way, balancing all-Wales demand and capacity.

## Securing volunteers to increase our capacity to engage

We have 151 volunteers signed up and are actively seeking to recruit more. If not enough volunteers were recruited and retained, or if the ones recruited weren't adequately trained or engaged, we might have struggled to meet our engagement goals.

This was a particular risk in our first year as previous Community Health Council members transferred to become Llais volunteers and may not have felt able to continue due to new ways of working, new remit, or personal reasons.

This was mitigated through a series of actions including supporting existing volunteers in understanding our new ways of working, including them in the future direction of Llais, and efforts to recruit new volunteers.



## People and skills

Potential impacts on our ability to engage with communities due to inconsistencies, misalignments and knowledge gaps around engagement.

Towards the end of the year, in late February 2024 we recruited a Head of Insights and Engagement whose focus has been on developing an Insights and Engagement framework and accompanying engagement toolkit to support our teams to engage with communities in ways that work for them.

A learning and development programme is currently being created to provide our teams with the necessary skills to ensure that our engagement activities are appropriate, effective, outcome-focused and culturally sensitive.

The risk that people and communities do not understand our role and how we can support them may result in complaints and reputational damage as we may be seen to be unhelpful or refusing to act on people's behalf, even though to do so would be acting outside our remit.

These risks were mitigated by lots of communication of our role and remit, and the impact we are having for people. We did this by producing information in a range of ways and languages, and supporting our stakeholders to promote our services themselves.

There is a lot to cover across health and social care. People have highlighted lots of good things and lots of areas that need to be improved. We have had to manage expectations and communicate the types of work we can get involved with. We have looked to prioritise our work based on where we can have the most impact.

As this is our first year of operation, we have been developing and adapting processes for tracking and communicating our impact because we know this is important to people.

With oversight from the Strategic Director of Organisational Strategy and Engagement, the insights and engagement team have been refining the ways we capture and use what we are hearing and tracking the difference we are making to the health and social care system.

## Overview of our performance against our strategic priorities and objectives 2023/2024

The following is a summary of how we did against our objectives for October 2023 to March 2024:




RAG stands for Red, Amber, Green. It is a traffic light system we use to show how well things went. Green is everything went well according to plan, Amber means things were okay but could have gone better, Red means there was a problem.

Achieved means we did what we set out to do during the year. It doesn't mean that there isn't further work to do. Partially achieved means that we didn't make as much progress during the year as we set out to do.

Priority 01	Objective	RAG	Status
<b>Listen and represent your views and experiences to decision makers to make a difference.</b>	Continue to represent your voices through our involvement with local, regional and national meetings, boards, committees and projects.	Green	Achieved.
	Listen to your views on an ongoing and open basis at a local, regional and national basis by delivering a rolling programme of open engagement to find out what matters most about your health and social care.	Green	Achieved.
	Respond on your behalf to new and emerging issues that we hear about.	Green	Achieved.
	Create a new communications, insights and engagement team.	Amber	Partially achieved. All but 2 of the team were recruited by April 2024. 2 posts were going through the job evaluation process and were due to be advertised in 2024/2025.

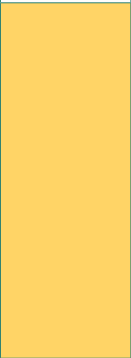



Priority 02	Objective	RAG	Status
<p><b>Build awareness and understanding of who we are, what we do and how we make a difference.</b></p>	<p>Design and run communications campaigns, locally, regionally and nationally to reach different groups on relevant issues and to promote our work more generally.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Agree standards for our communication, engagement and digital media that reflect our people-centred approach and let people know how they have helped make a difference.</p>	<p>Yellow</p>	<p>Partially achieved. National principles for engagement were adopted, communication and digital media standards were rolled over into 2024/2025 workplan.</p>
	<p>Develop new ways of engagement, communication and information sharing with our people and the people we work with.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Create our communication and engagement strategy so everyone is clear where we want to get to and how we want to work.</p>	<p>Yellow</p>	<p>Partially achieved. Engagement on the strategy took place throughout the year but completion of the strategy ran over into 2024/2025.</p>
	<p>Develop a network of engagement, communications and insights and learn and improve what we do by sharing good practice.</p>	<p>Green</p>	<p>Achieved.</p>






Priority 03	Objective	RAG	Status
<p><b>Make it easy to connect with you and our partners, by being accessible and inclusive.</b></p>	<p>Create new approaches, tools and ways of engaging and communicating to learn as much as we can about how services work for you.</p>		<p>Achieved.</p>
	<p>Develop our strategic equality plan in a way that makes equity, diversity and inclusion run through everything we do.</p>		<p>Achieved.</p>
	<p>Get ready to work with a common set of standards so that people in all parts of Wales can work for and with us easily and consistently in the Welsh language.</p>		<p>Achieved.</p>
	<p>Improve our people's knowledge, understanding and confidence working with underrepresented communities.</p>		<p>Achieved.</p>
	<p>Make sure equity, diversity and inclusion is everyone's business. Provide support in each region and bring people together to share ideas and learning so that we think about, identify and act wherever we find barriers to equity, diversity and inclusion in all that we do.</p>		<p>Achieved.</p>

Priority 03	Objective	RAG	Status
<p><b>Make it easy to connect with you and our partners, by being accessible and inclusive.</b></p>	<p>Take steps to understand and increase the diversity of our people so we better reflect our diverse communities across Wales.</p>		<p>Partially achieved. System access to data has prevented a clear picture so this work will be completed in 2024/2025.</p>
	<p>Get better information and use it to understand the diversity and representation within local communities as a starting point for building and increasing our on-going connections with underrepresented groups – so we can help to make sure everyone’s voice is heard by decision makers.</p>		
	<p>Build an understanding of what we need to do more of, or differently, so that we build trust as an organisation that is anti-racist and where disabled people, LGBTQIA+, and people with different communication needs feel welcomed, comfortable and valued through their involvement in our work.</p>		

Priority 04	Objective	RAG	Status
<p><b>Speak up to help keep people safe when things aren't right.</b></p>	<p>Use what we hear through our activities to understand how the new Duties of Candour and Quality are working to improve the care and experience of those needing health care.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Develop how we use data and information to work together and with our partners in Wales and across the UK to identify, share and act on concerns about the safety of individuals and services.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Develop the links between our complaints advocacy service, our other activities, our plans and reports and wider developments like the Duties of Candour and Quality.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Agree new ways of working and partnership arrangements between our Complaints Advocacy Service and the Public Services Ombudsman Wales.</p>	<p>Yellow</p>	<p>Partially achieved. New arrangements were developed. Final agreement completed in 2024/2025.</p>
	<p>Review and develop our complaints advocacy service and support our people to develop their practice.</p>	<p>Green</p>	<p>Achieved.</p>

Priority 05	Objective	RAG	Status
<p><b>Build a strong voice in social care in Wales.</b></p>	<p>Improve our knowledge and understanding about social care in Wales.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Build good relationships in social care: with service providers, service users, charities and other people and organisations who support people in social care such as carers and families.</p>	<p>Green</p>	<p>Achieved.</p>
	<p>Create a series of engagement events designed to hear what matters most to you about your social services.</p>	<p>Yellow</p>	<p>Partially achieved. More focused engagement needed in 2024/2025 as we mostly hear feedback about health.</p>
	<p>Promote our services, particularly our complaints advocacy service, with Local Authorities and service providers and support them to fulfil their duty to promote our services.</p>	<p>Yellow</p>	<p>Partially achieved. More work is planned in 2024/2025 to support this objective such as including providing a wider range of resources to support the promotion of our services.</p>

Priority 06	Objective	RAG	Status
<p><b>Develop our people, attract new people and support their involvement in our work.</b></p>	<p>Create ways that help attract a more diverse range of people to work with us, learning and development that is right for the role they do for us, and we are clear about how they should go about their work.</p>		<p>Partially achieved. More work is planned in 2024/2025 to support this objective such as our learning and development strategy, our Workforce Strategy, our Strategic Equality Plan and our Welsh Language Plan.</p>
	<p>Develop our communications and ways of working with our people so they feel more connected, more informed, and they know what difference their contributions make to achieving our strategic aims.</p>		
<p><b>Priority 07</b> <b>Be a well-run, trusted and ambitious organisation.</b></p>	<p>Developing our people's knowledge, skills and understanding in good governance, managing public money and records management.</p>		
	<p>Reviewing our governance arrangements against the highest standards and working on a plan to do things better where we need to.</p>		

Priority 07	Objective	RAG	Status
<b>Be a well-run, trusted and ambitious organisation.</b>	Looking at how we are carrying out our tasks and making changes to make it better for everyone where we need to.		Achieved.
	We will agree what values we believe in and use this to work on our: <ul style="list-style-type: none"> <li>• organisational culture</li> <li>• behaviours framework</li> <li>• skills and capability framework</li> <li>• revised performance assessment approach</li> <li>• our national learning and development plan.</li> </ul>		Partially achieved. Engagement had begun on: <ul style="list-style-type: none"> <li>• behaviours framework</li> <li>• skills and capability framework</li> <li>• revised performance assessment approach</li> <li>• our national learning and development plan.</li> </ul> The items will be completed in 2024/2025.
	Co-produce our strategic vision for the next 3 to 5 years.		Achieved.
	Develop more ways for our people to play an active role in the future of the organisation.		Achieved.
	We'll provide better opportunities for development and learning, more chances to suggest and be a part of new ways of working, and bring people together with similar interests to share ideas and experiences across Wales.		Complete and ongoing.

# Engagement activities



During our first year we tested, learned, and developed different ways of doing things to find out what works best. We have listened to your views on an ongoing and open basis at a local, regional and national level by delivering a rolling programme of open engagement to find out what matters most about your health and social care.

We have undertaken **518 community engagement activities** across all regions in the past year, including hosting events and workshops, attending partner events, networks and forums, profile raising activities, information sharing and general promotion of Llais.



**186 relating to health**



**36 relating to social care**

**269 relating to health and social care**

We have had a presence at several national and regional events, including the Royal Welsh Show, Pride Cymru, National Eisteddfod and the Big Welsh Bite, giving us the opportunity to engage with up to 380,000 visitors.

# Engagement impact #1

## LGBTQIA+ Open door event

We co-hosted an open-door event with Swansea Bay University Health Board to launch their LGBTQIA+ strategy plan, sharing information on the strategy, information on Llais and getting to know the LGBTQIA+ community in the Neath Port Talbot and Swansea region.

The event gave those who came a chance to ask questions about the work both Llais and the Health Board are doing and we made some great new connections with representative organisations for future engagement.



# Engagement impact #2

## Vascular Services

Our team in North Wales have worked with Betsi Cadwaladr University Health Board to provide independent advice and support to the families affected by the identified failings of vascular services in North Wales.

At the launch event of the Vascular Harm Report, we took a facilitative approach to ensure that all voices were heard, offering advice and assistance for those who needed it in relation to the NHS Redress process. We advised on the next steps, offered the support of our complaints advocacy service and signposted to other relevant services.

The work of our North Wales team has been cited by Betsi Cadwaladr University Health Board as key drivers for improvements in vascular services in the region.



# Llais Local

We piloted a new Llais Local approach to engagement in Powys. This involves spending concentrated periods of time in a range of local towns and neighbourhoods to hear what's important to the people who live there.

We worked with local clubs, charities, and health and social care services to make it easy for people to share their experiences.

One of the outcomes of the Llais Local pilot was that we saw a notable increase in referrals to our complaints advocacy service in those areas through the awareness-raising activities.

The pilot has been so successful we are replicating the approach across Wales going forward.



# On-site health and social care engagement (visits)

Our staff and volunteers have been out and about visiting you wherever you're receiving your health or social care service to listen to your experiences.

This year we have made **71 on-site visits**;

**56** to healthcare premises, **5** to social care premises and **10** to premises that cover both health and social care.



# Representations

Across Wales we have attended 234 activities.

181 relating to Health,  
22 relating to Social Care and  
31 relating to both Health  
and Social Care.

Throughout the year we have listened and represented your views and experiences to decision makers to make a difference.

The overall purpose of these representations is to support the process of co-development of health and social care services by amplifying and reinforcing your voice to decision makers.

We have kept track of 159 representations to NHS bodies and local authorities, and those acting on their behalf or working jointly e.g. regional partnership boards regarding the provision of health or social care services.

Half of the representations were made by email, with letters being the second most frequent method of communication. Less than a quarter of representations were made in formal meetings. 143 were relating to health and 16 were relating to social care.

Most of our representations were made to health boards (81%) with only 6% made to local authorities and the remainder made to a mix of private practices and health-related organisations.

We know we need to do more to make sure we keep a full record of the representations we make to health and social care bodies so we can keep track and let people know the difference it makes.

representations

159

143

health  
related

social care  
related

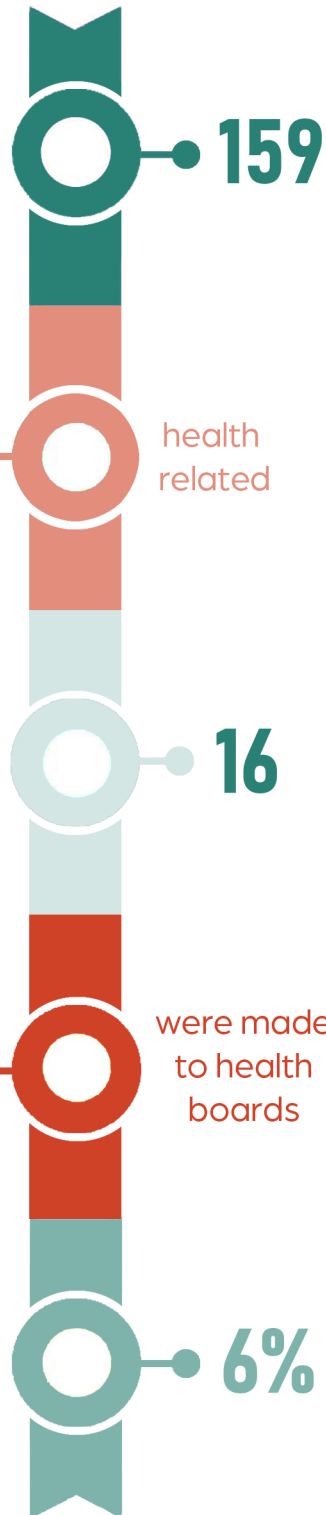
16

81%

were made  
to health  
boards

were made  
to local  
authorities

6%



# Representation Impact

## #1

### BSL interpretation service

We were contacted by a British Sign Language (BSL) interpretation service with concerns that a hospital was not booking interpretation services for patients on weekends. The hospital had advised the BSL interpretation service that “no therapies take place over the weekend” so they did not provide cover.

The BSL interpretation service was concerned not only for the person they were supporting, but for other patients who may need to access BSL services at weekends.

We got in touch with the local health board about the person who needed support at their weekend appointment and the concerns around the hospital not providing BSL interpretation services more broadly at weekends.

As a result, the person was given the BSL interpretation they needed. All nursing staff were reminded that they must act on the requests of any person who has raised language needs as part of their requirements to access and attend appointments and receive the healthcare they need.



# Representation Impact #2

## Digital exclusion

We made a representation to a health board about their surveys for people registered in 2 GP surgeries. We asked the health board to provide paper copies of the surveys so that people who aren't on-line could get involved.

The health board changed their approach so that people registered with the GP surgeries could get the information in paper form as well as digitally. It also offered support to anyone who needed further help to get involved and share their views.





## Representation Impact #3

### Outpatient appointments

We were told about a person who had difficulties attending outpatient appointments. Their appointments had been redirected from their closest hospital to a different hospital further away. The 2 hospitals were run by different local health boards.

We made a representation to the health board who talked things through with their neighbouring health board so that the patient could continue to receive their appointments closer to home.

We are continuing to work with the health board to make sure this kind of problem isn't more widespread.

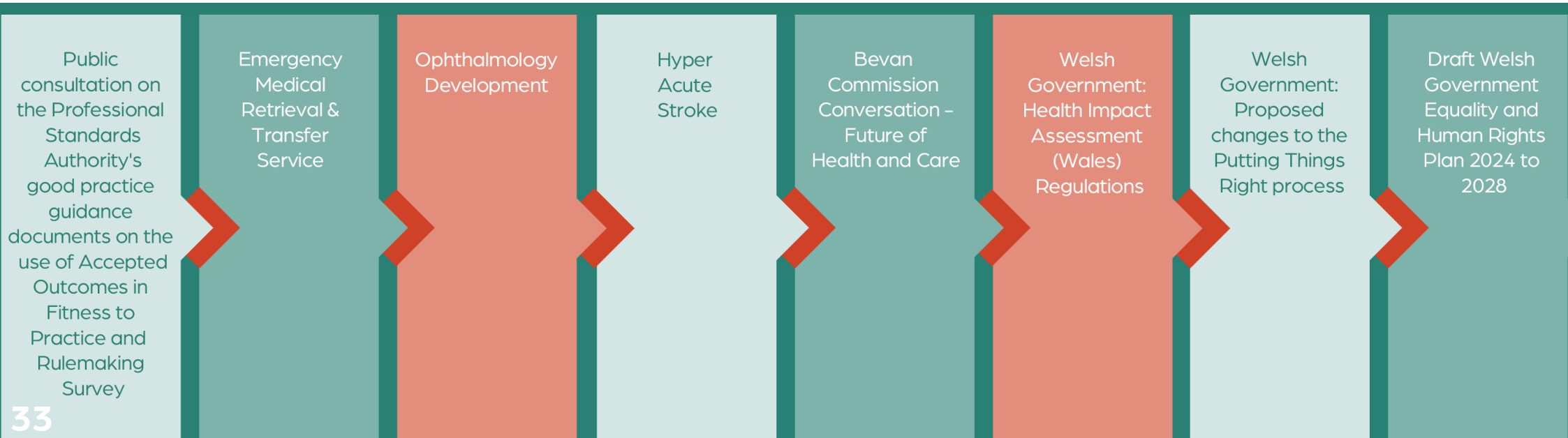
# Consultations and service change

Open consultations include Llais' involvement when health and social care bodies want to make changes in the way services are provided. This may be called a service reorganisation, reconfiguration, redesign, variation, improvement, or expansion.

When changes to services are proposed, the NHS and local authorities must involve people when they plan, develop, and design services from the start so that they can understand peoples' existing and future needs. Our role is to help make sure they gather the views of people who may be affected and then think about and respond to what they say.

We also share what we hear with policy makers and others when they want to get feedback or views on the things they are thinking about or proposing to do about health and social care services in Wales. This may be by responding to public consultations or providing evidence to inquiries that cover aspects of health and social care services.

Across Wales we were involved in **143 open consultations** this year. We also made **17 responses to national consultations**, or calls for evidence. These included:



# Service Change Impact #1

## Emergency Medical Retrieval and Transfer Service (EMRTS)

### Review

We know how much the changes to the Emergency Medical Retrieval and Transfer Service (EMRTS) mean to many of us, especially those in rural areas of Wales. We have heard how deeply people care about the emergency services they and their loved ones can get when they need it and that for a lot of people making sure that any changes to the ways the service is provided does not mess with the quality or speed of help in their area is important to them.

That's why we've been meeting with those responsible for organising the service, sharing public feedback and encouraging them to not only engage with the public, but to listen and respond to what people say. Whenever we've seen room for improvement, we've spoken up, pushing for changes to be made.

Our involvement in the plans for this service are continuing into 2024/2025.

You can also [\*\*watch this video\*\*](#) about the impact of our involvement in a proposed service change in West Wales.



# How we have used what we heard

Our work is driven by what we hear about what matters most to people living in Wales about their health and social care services, and what is expected of us. We do this by working with and listening to individuals and community representatives and groups.

We used what we heard to develop:

- our vision, mission and purpose
- our values, behaviours and ways of working
- our organisational strategy, which sets out our longer term aims – [A National Conversation: Llais Strategic Plan 2024–2027](#)

# Things we still need to work on...

We still have work to do to improve our knowledge and understanding about social care in Wales, and to build good relationships with service providers, service users, charities and other people and organisations who support people in social care such as carers and families.

We are in the final stages of agreeing standards for our communication, engagement and digital media that reflect our people-centred approach and let people know how they have helped make a difference.

# Our complaints advocacy service

In the past year our complaints advocacy teams have provided free, independent and confidential advocacy services to people across Wales to help them raise concerns or make a complaint about the health or social services they or someone they care for has received.

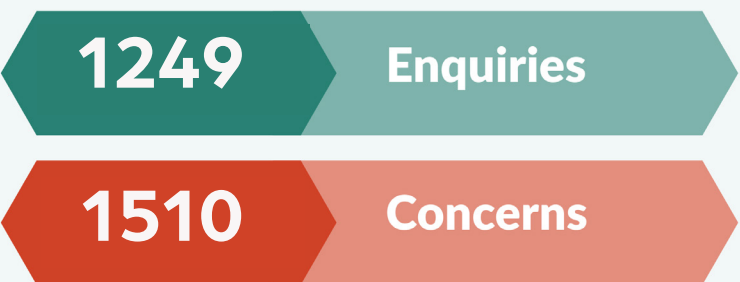
We have also signposted people to other organisations if we think that someone else can also help answer questions about health and/or social services.

People often wanted guidance on administrative processes, such as how to make formal complaints, access medical records, or navigate health and care systems. Providing information and guidance like this was a key part of the support we offered through our enquiries service.

Some people we supported experienced difficulties with communication, such as getting through to the right department or making appointments. We advised them on the next steps to take, like contacting specific departments or using online resources. In many cases we were able to help people without the need for them to go through a formal complaint process, by providing information or by picking up the concern directly with the people involved, e.g. contacting a GP, making an appointment, or resolving administrative issues.

In total our complaints advocacy service has been contacted by **2,759** people. We have supported **1,249** people with their enquiries and helped people to take forward **1,510** concerns or complaints.

This was the first year our complaints advocates have supported people with social services complaints.



Around 15% of the complaints we supported related to social services. Whilst we know that the level of social services complaints is much lower than in health, we think more needs to be done to promote the ways in which people can make a complaint and to promote our services. We will work with local authorities and regulators to improve this next year.

# Complaints advocacy

Region	Enquiry	Support Provided	Total
Cardiff & Vale	276	105	381
Cwm Taf Morgannwg	233	108	341
Gwent	97	322	419
Neath Port Talbot & Swansea	86	248	334
North Wales	332	293	625
Powys	52	100	152
West Wales	173	334	507
<b>Total</b>	<b>1249</b>	<b>1510</b>	<b>2759</b>

Most of the complaints we supported were about GPs, dental services and waiting for treatment. We have also supported people with complaints about mental health services and services supporting or assessing learning disabilities.

Some of the most common things people wanted support to raise concerns about were long delays in getting seen, poor communication or not feeling the care people received was good enough.

You can find out more about our complaints advocacy service in this guide: [\*\*Llais Advocacy Guide\*\*](#) or by [\*\*watching this video\*\*](#).

# Advocacy Case Study

An incident occurred in local authority protected accommodation involving a young person who was taken to hospital following an overdose of medication.

The parents of the young person initially complained to the care establishment about the supervision and management of their child in that care environment. They weren't satisfied with the response they received.

They contacted our service for further advice and support.

We provided support to raise the continued concerns to the local authority responsible for placing the young person with that care provider.

We supported the parents through the Independent Stage 2 Investigation under the social services complaints process. Most of the concerns the parents were unhappy about were upheld by the independent investigation.

Our service supported the parents to meet with the local authority and the care provider to talk about the way forward. As a result, an action plan has been put in place for the future care of the young person, and this is being monitored to make sure it is working well.



# Communication and promotion of our services

As a new organisation in our first year we needed to create a new communication, insights and engagement team. Most of our newly recruited team joined us towards the end of the financial year in 2024.

During our first year we have focused on promoting public awareness of our functions and objectives so people know who we are, what we do and how to reach us. Our efforts were focused on achieving these goals through a series of targeted promotional activities. These included advertising campaigns along key transport routes such as motorways and railway routes, and a multi-media campaign aimed at increasing brand awareness.

Special focus was placed on reaching underrepresented groups to promote Llais' volunteer opportunities, in line with the communication needs identified in Our Plans and Priorities October 2023–March 2024.

We also produced a range of bilingual promotional videos, posters, infographics, animations, information booklets, radio adverts, newspaper articles (online and print) and social media toolkits to help people and organisations understand and engage with our service.

These have been shared locally and regionally with other health and social care organisations and nationally through our website and YouTube Channel.



## Developing our website

In our first year, our focus has been on improving awareness and understanding of what we do and ensuring that our website serves as an effective communication tool to support this.

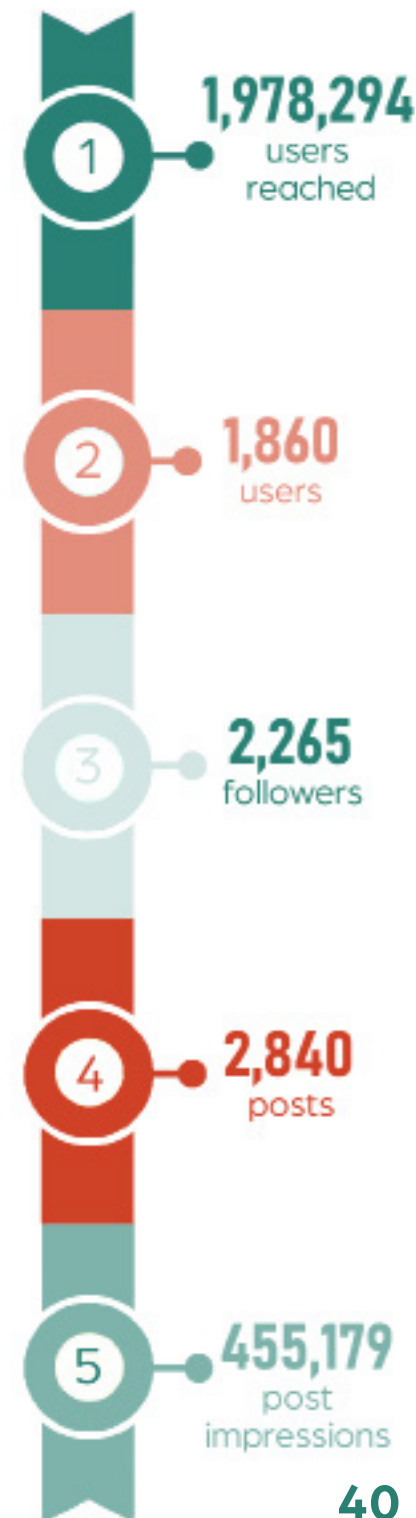
Our new website ([www.llaiswales.org](http://www.llaiswales.org)) is central to our strategy, providing essential information and a primary means for people to engage with us. Recognising its importance, we have prioritised the development of its design, content, and accessibility to ensure it meets the needs of our diverse audience. We did this in a range of ways including 2 accessibility audits and improvement plans.

Since 14 February 2024, we have been analysing website traffic to gain insights into how people use the site. With around 3,900 visitors between 14 February and 31 March 2024, this data has provided an important way for us to understand how people use the website so we can improve our online presence. Our goal is to keep improving the website, making it more engaging and easier to use.

The website also plays a key role in interacting with people, as shown by the 299 inquiries made through the site during this short period (14 February to 31 March 2024). Moving forward, we will continue to develop our website and monitor its use, so it remains a valuable resource for the public and a strong tool for engagement.

## Using social media to reach and engage with communities

Starting from zero followers, we have focused efforts on increasing our social media presence as it plays such an important role in making more people aware of Llais and helping them understand what we do.



Social media is a powerful tool for us because it lets us reach a wide audience, engage directly with people and communities, and quickly share important information.

We now have 2,265 followers on our social media platforms, with an average engagement rate (the percentage of people who interact with our content) of 5.35%. This is a good engagement rate for a public body.

In our first year, our reach (how many people see our posts) and engagement (how many people can see our posts) achieved 1,978,294 users, increasing the chances of more people becoming aware of Llais.

**LinkedIn** has the highest engagement rate, making it a good platform for connecting with professionals and organisations. By engaging with stakeholders on LinkedIn, we've been able to spread our message further through their networks, making it an important channel for promoting our services.

**Facebook** is our most effective platform in terms of reach and followers, partly because our 7 regional offices each have their own Facebook pages. This allows them to share local updates and events that matter most to people in their area. This local focus keeps us connected with communities across Wales and makes sure our messages are relevant to each region.

**Instagram** is especially good for us in reaching younger audiences with visual content. It has the second-highest reach and engagement levels, and we plan to build on this to create more dynamic content on Instagram in the coming year to boost interaction and visibility and complement our children and young people's programme.

As we continue to grow our social media presence in line with our communication strategy, our focus will be on using these platforms to connect with communities, share valuable information, and encourage people to take part in our work. This approach will help make sure we stay visible, relevant, and responsive to the needs of our communities.



**We have  
an average  
engagement  
rate across all  
platforms of  
5.35%.**



## Media Activity

**There were 26 pieces of media coverage**

**8 Online**

**Broadcast 4**

**14 In print**

## Media activity

In April 2023, we launched Llais with a targeted awareness campaign, managed by an external agency. This campaign resulted in 26 media mentions across online, broadcast, and print channels, helping us introduce Llais to a broad audience.

Since then, we've taken an active role in media discussions about important health and social care issues, like the challenges facing Betsi Cadwaladr University Health Board and proposals to change the way the Emergency Medical Retrieval and Transfer Service operates. We've also provided commentary on the junior doctor strikes for BBC Radio Wales and BBC Radio Cymru, establishing Llais as a trusted voice in these areas.

From April 2023 to March 2024, Llais was mentioned in 192 news stories, with a potential reach of over 1 billion (the number of times a story could have been viewed by someone). This coverage included 113 online articles, 78 in print, and one magazine feature.

Being proactive in public relations has been key to increasing awareness of Llais and what we do. By consistently providing timely and relevant information, and making sure our messaging is clear and coordinated, we're steadily building our presence and influence in the public conversation.

**192 items of news coverage that mentioned Llais with a potential post reach of 1,095,526,905**

# Our commitment to the Welsh language

We are dedicated to promoting and supporting the Welsh language in everything we do. As we prepared to meet the requirements set out in our Welsh Language Standards from April 2024, (as set out in our [compliance notice](#)), we've made sure that our communications are fully bilingual and accessible to Welsh speakers across Wales. Over the past year, we've worked hard to integrate the Welsh language into our communication efforts. This means that all our website content is available in both Welsh and English, with equal care given to both languages in all our promotional materials.

To further support our commitment to the Welsh language, we created and started to implement a Welsh Language Standards Action Plan. This plan outlines how we will meet the requirements of our compliance notice and shows our commitment to encouraging and supporting an environment where our people can feel comfortable and confident to use Welsh internally and when working in our communities and with our partners.

We've done some specific things like:

- Providing all external communications, both digital and printed, in both Welsh and English and providing more information internally in both Welsh and English.
- Holding bilingual public board meetings, and publishing all our Board papers in Welsh and English.
- Actively promoting the use of Welsh in our services and internal communications.
- Recruiting more Welsh speaking staff.
- Sharing good practices across our team to emphasise a "Welsh first" approach in developing our communications.

Our preparations for the introduction of the Welsh Language Standards are part of a larger commitment to the Welsh language and its use in health and social care services and we will be looking to develop more projects that explore this next year.



# Digital initiatives and improvements

To better serve people and communities across Wales, we developed a new Customer Relationship Management (CRM) system in collaboration with a third-party developer. This system brings all our functions together, making it easier for us to manage data, track our impact, and identify trends in health and social care.

By doing so, we can work more efficiently and effectively, especially in areas like complaints advocacy. We can make quicker and better connections across the different areas of our activity, so that we can be more effectively addressing broader systemic issues and influence national policies.

Our move to SharePoint has been another important step forward. This digital tool has helped us to streamline how we manage documents and work effectively together across our teams. By standardising the way we work and share information, we can make sure that no matter where people engage with us, they receive a consistent and high-quality service.

This not only makes our work easier and better governed, but also directly benefits the people we serve by improving our responsiveness and efficiency.

Additionally, SharePoint will be our internal intranet, which will improve our communication within our teams across all areas of Wales. We have been working on making it a tool that provides a central hub where all our people can access important updates, resources, and tools, helping us to have more connected and informed teams across all regions.

This helps us to make sure that everyone at Llais is aligned and able to work together effectively, no matter where they are located. We will be launching the intranet in 2024.

# Sustainability

We've designed our organisation to be easily accessible to people. This helps us reach more people in their communities, making our services more convenient and reducing our environmental impact.

We are committed to reducing the environmental, financial, and social impacts of our work. To support this, we're aligning with broader public sector efforts, like the NHS Shared Services Partnership Sustainable Procurement policies.

Even though we're not required to join the Welsh Government Net Zero Scheme, we've decided to participate starting in 2024/2025. We plan to start reporting our progress on Net Zero by September 2025.

This year, we've updated or reinforced the principles set out in several key policies, such as our travel and subsistence and agile working policies. These encourage using the most economical and sustainable travel options and finding ways to do business that have less impact on the environment.

By focusing on sustainability in our daily operations and joining these larger initiatives, we're helping to create a more sustainable future while ensuring our services remain accessible and effective for everyone in Wales.



# Our future plans and strategic priorities

## Strategic goals for 2024/2025

We will build on the foundations and learning from our first year, while continuing to focus on key strategic goals designed to enhance the health and social care landscape across Wales at a local, regional and national level. Our overarching priorities and objectives include:

- 1. Driving a national conversation about the future of health and social care services:** We will involve people from all over Wales in discussions about the future of health and social care. By making sure policymakers and service providers listen to public feedback, we can help shape a system that better serves everyone.
- 2. Push for services that meet everyone's needs:** We are committed to ensuring that health and social care services are not only effective but also inclusive and accessible. We will focus on making sure these services are designed with the needs of all groups in mind.
- 3. Working together better:** We will work to build stronger partnerships across different sectors, making sure health and social care services try to work together more smoothly and effectively to improve how services are delivered.
- 4. Help people and services to use technology in ways that work for them:** We want to help people and services talk to each other so everyone feels okay about new tools and technologies, everyone can use them if they want to, and no one feels left behind.
- 5. Growing and improving as an organisation:** This includes adopting new IT systems, improving our communication strategies, and fostering a workplace that values continuous learning and development.

# Upcoming projects and initiatives

Here's a preview of some of our important projects and initiatives that are planned under each strategic priority:

## 1. Drive a national conversation about the future of health and social care services:

- Llais local expansion: We will bring Llais Local to more towns across Wales, engaging with local communities to hear their views on health and social care.
- Collaboration with the Bevan Commission: Partnering with the Bevan Commission to explore innovative solutions to the challenges facing health and social care services.
- Review of the Duties of Candour and Quality: Assessing the implementation of these new standards in Wales and providing feedback to NHS Wales.

## 2. Push for services that meet everyone's needs:

- Community-focused research: Conducting detailed studies on the top health and social care concerns identified in different regions, such as access to doctors and dentists, or support for carers.
- Strategic Equality Plan implementation: Advancing our commitment to equity, diversity, and inclusion by embedding these principles into all areas of our work.
- Expansion of our complaints advocacy service: Streamlining our complaints advocacy service to better support individuals across Wales.

## 3. Working together better:

- Launch of a Rural Programme: Addressing the unique health and social care challenges in rural areas through targeted initiatives.
- Hosting a complaints summit: Bringing together key stakeholders to discuss and learn from public complaints, driving improvements in service delivery.
- Increasing stakeholder engagement: Strengthening our partnerships with organisations like Social Care Wales and Health Education Improvement Wales.

#### 4. Help people and services to use technology in ways that work for them:

- Representation on the NHS Wales App development: Ensuring that user needs are central to the design and functionality of the new NHS Wales App.
- Promoting Digital Inclusion: Advocating for developments that help everyone, regardless of their digital literacy, to use health and social care technologies confidently.
- Collaboration on Digital Strategies: Working with partners like Digital Health and Care Wales to shape digital strategies that benefit all users.

#### 5. Grow and improve as an organisation:

- Further developing the use of our Customer Relationship Management (CRM) System: Working on how we have introduced and used our new IT systems to improve our efficiency and impact.
- Development of a Volunteer Strategy: Creating more opportunities for volunteering within Llais, enhancing our community outreach and impact.
- Refinement of Communication and PR Strategies: Launching new campaigns to better communicate our work and engage with the public.



# Finance review

Our 2023/2024 financial plan was based on both the ongoing and the additional responsibilities and resources we needed in our first year of operation. This included Welsh Government additional investment, including significantly increasing the funded staff establishment over transfer baseline.

Regular finance reporting to our Board highlighted any important in-year financial issues. These included delays in hiring new staff, using unspent money to temporarily cover 2023/2024 Agenda For Change staff pay rises, and funding one-off projects.

Our outturn financial performance for 2023/2024 equated to a revenue underspend of £156k.

	<b>Revenue</b>	<b>Notional 6.3% Pension Contribution</b>	<b>Total Revenue</b>
	£m	£m	£m
Revenue Resource Allocation	7.131	0.195	7.326
Revenue Expenditure	6.974	0.195	7.170
<b>Surplus/ (Deficit)</b>	<b>0.156</b>	<b>-</b>	<b>0.156</b>

*J A Thomas*

**Alyson Thomas**  
**18 December 2024**

## 03. Corporate governance report

### Statement of Accounting Officer's responsibilities

As required by the Health and Social Care (Quality and Engagement) (Wales) Act 2020, I, as Accounting Officer, have prepared, for each financial year, an annual report and statement of accounts in the form and on the basis set out in the Accounts Directions issued by HM Treasury and Welsh Ministers. These documents are fair, balanced and understandable.

The accounts are prepared so as to give a true and fair view of the state of affairs as at the year-end and of the net expenditure, financial position, cash flows and changes in taxpayers' equity for the financial year then ended. The annual report is fair, balanced and understandable.

In preparing the accounts, I am required to comply with the requirements of the Government Financial Reporting Manual and in particular:

**01.** Observe the Accounts Directions, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.

**02.** Make judgements and estimates on a reasonable basis.

**03.** State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts.

**04.** Prepare the accounts on a going concern basis.

**05.** Confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

I have been appointed by the Director General, Health and Social Services Group, Welsh Government, as Accounting Officer of Llais with effect from 1 April 2023.

The responsibilities of an Accounting Officer include responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records, and for Llais' assets as set out in the memorandum - 'Managing Public Money' - published by HM Treasury, and 'Managing Welsh Public Money', published by the Welsh Government.

As the Accounting Officer, I have taken all steps that I should to make myself aware of any relevant audit information and to establish that Audit Wales' auditors are aware of this information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

*J A Thomas*

**Alyson Thomas,  
Chief Executive,  
Accounting Officer, Llais  
18 December 2024**



## Directors' report History and statutory background:

The Citizen Voice Body for Health and Social Care, Wales, known by its operating name **Llais** is a national, independent body set up by the Welsh Government to give the people of Wales a stronger voice in their health and social care services. Llais became fully operational on the 1 April 2023 and replaced former Community Health Councils across Wales, which ended when Llais was established under the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

### Chief Executive and Accounting Officer

The Chief Executive and Accounting Officer for the financial year 2023/2024 was Alyson Thomas.

### Chair of Llais

The Chair of Llais for the financial year 2023/2024 was Professor Medwin Hughes CBE DL.

Members serving during 1 April 2023 to 31 March 2024 are outlined in the Board membership and attendance table on page 59.



## Our Board and Committees

Our Chair and 9 Board members are responsible for providing us with leadership and direction. Our Board comprises a Chair, Deputy Chair, 6 other non-executive members and the Chief Executive. All these positions can vote on Board decisions. Our Board has 1 associate non-executive member, who can not vote.

Our Board works closely with the Chief Executive and our senior leadership team, known as Tîm Arwain, to set our strategic direction through the approval of a 3 year strategic plan and annual plan, allocates our resources, and monitors our performance. Our work is scrutinised, guided, and approved by the Board and its committees.

## Declarations of interest of Board members:

### Members' interests:

Details of company directorships and other significant interests held by members of the Board or close relatives which may conflict with their responsibilities are maintained and updated on a regular basis. The document, which can be accessed in the link below, shows details of directorships of other organisations or other interests that have been declared by the members of the Board of Llais in line with our Standards of Business Conduct and Declarations of Interest Policy.

### [Declarations of Interest 2023/2024](#)

# Committees of the Board

The Board has established 2 committees, which are the Audit and Risk Assurance Committee, and the Remuneration and Terms of Service Committee.

These committees provide detailed scrutiny, insight, information, and advice to the Board. The committees comprise non-executive members of the Board and are supported and advised by officers and other internal and external advisers.

The Board has also appointed to the Audit and Risk Assurance Committee two additional independent members to provide further input from the perspectives of particularly finance, cyber and information technology (IT).

## Llais Board – roles and responsibilities include:

- 01** Makes decisions on those matters reserved for the Board and agrees the overall governance arrangements for the organisation.
- 02** Demonstrates high standards of organisational governance – agreeing Standing Orders and other required governance documentation and committee terms of reference.
- 03** Provides leadership and direction by setting our strategic direction, agreeing a three-year strategic plan and associated annual plans.
- 04** Scrutinises resources and performance – through finance and performance reports.
- 05** Considers information regarding the role of Llais in representing the interests of the citizens of Wales in health and social care and receives reports on our activities locally, regionally and nationally in discharging these responsibilities.
- 06** Considers human resources (HR), governance, policy, and employee engagement information.

## **Audit and Risk Assurance Committee roles and responsibilities include:**

Advises the Board on:

**01**

the effectiveness and adequacy of the financial position and performance, risk management, internal control and governance.

**02**

the appropriateness, adequacy and integrity of the Annual Report and Accounts.

**03**

the adequacy of management and organisational responses to issues that have been identified by internal audit, Audit Wales and the Counter Fraud Service relating to the corporate governance requirements for the Board and the organisation.

## **Remuneration and Terms of Service Committee roles and responsibilities include:**

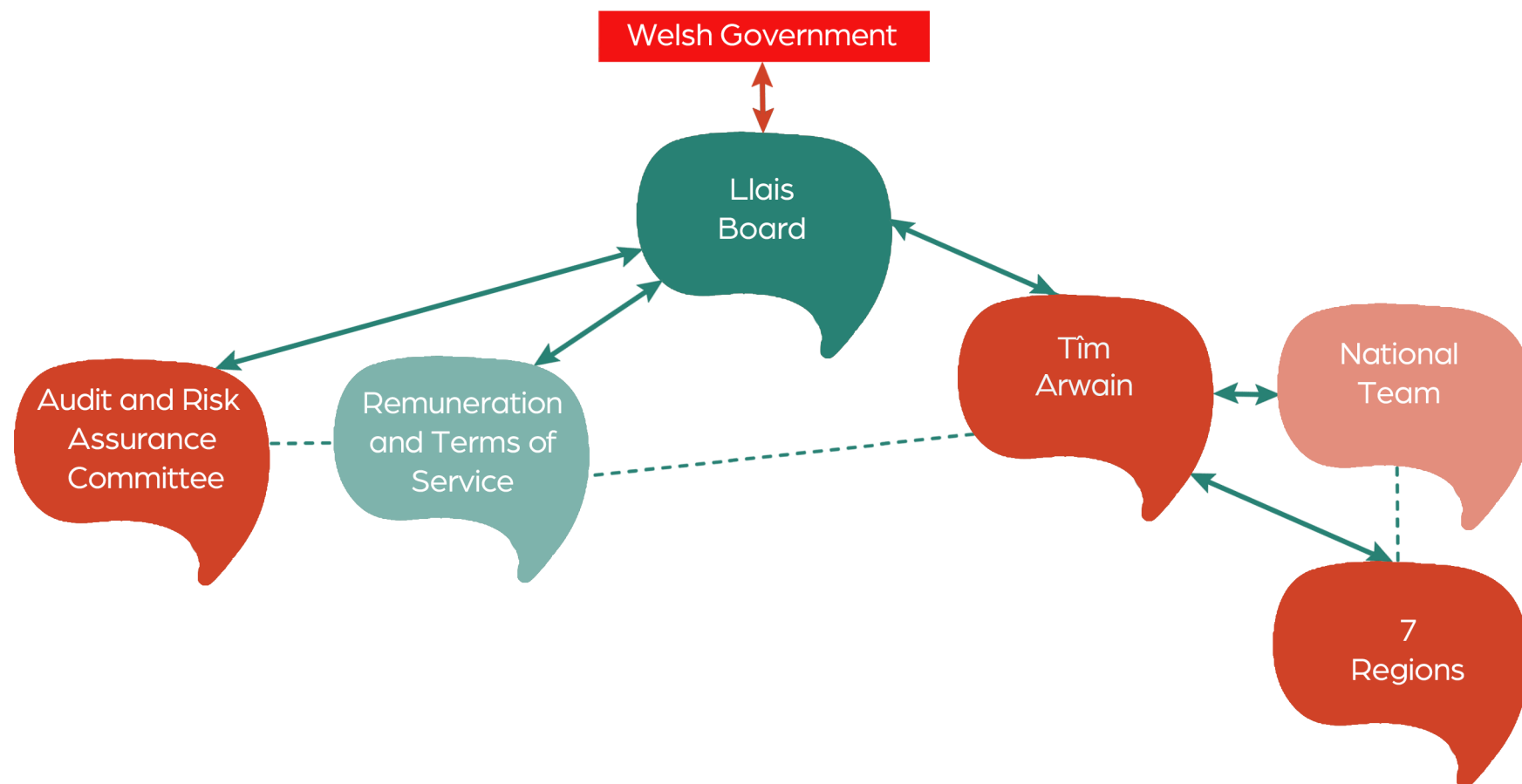
Advises the Board on matters relating to the setting and review of the pay of the Chief Executive and, consideration and endorsement of any required recommendation for staff annual payments/uplifts in line with Agenda for Change, Llais policies and any additional national agreements.

## **Governance statement**

This statement sets out our control structure and provides an account of corporate governance and risk management, alongside a description of the strategic risks. This governance statement sets out the ways in which we are governed and managed and how the Accounting Officer is accountable for how the organisation discharges its responsibilities.

# Our accountability, governance and assurance framework and structure

We have a governance framework which guides and supports how we work. This is illustrated in the diagram below:



## Governance framework and processes

2023/2024 has been our first full operational year. It is recognised that we are still an organisation in development. However, we have ensured that we have the fundamental governance structure, documentation, and processes in place. Nevertheless, as an organisation we want to continuously improve and strengthen our governance arrangements.

As a result, in February 2024 our Board undertook a detailed Board and governance effectiveness review and the Audit and Risk Assurance Committee undertook a committee review in March 2024. The Chair and Chief Executive also engaged external advice to undertake an independent review of the governance arrangements established in the first year. This review confirmed that all the fundamentals are in place, but that further refinement and embedding was required.

As a result of these reviews our Board agreed to a governance review and development programme, which is currently underway to further strengthen governance and assurance arrangements during 2024. This includes a full review of Standing Orders, Standing Financial Instructions, the development of a Board Assurance Framework and a review of Llais's risk management approach. A review is also underway of the committee framework and the terms of reference for each committee. This will include the expanding of the scope of the Remuneration and Terms of Service committee to take on wider responsibilities for workforce and general performance matters.

In addition to our public board meetings that took place in 2023/2024, the Board has also undertaken a programme of development and briefing sessions. These have covered engagement with partner bodies, discussions with staff of the organisations on key strategic and business developments, preparedness for required organisational developments and requirements from Welsh Government, new legislation, and national consultations.



## Members' attendance at Board and Committees

Our Board members are public appointments and are appointed in accordance with national requirements. They have also been appointed to reflect Welsh society – people from all walks of life – to help them understand people's needs and make better decisions.

In addition to our publicly appointed members, we have several people who are co-opted onto our Board and our Committees:

We have an associate non-executive member of the Board, in line with legislative requirements who is a staff member from one of our recognised trades unions.

We have also appointed, in line with our Standing Orders, 2 independent members to our Audit and Risk Assurance Committee for their additional expertise and experience in financial, cyber and IT matters.



## Board and Committee membership and attendance 2023/2024

Name	Committee Membership	Attendance at Board Meetings	Attendance at Committee(s)	Terms of Appointment
Medwin Hughes, Chair	None. However, can attend all meetings	5 out of 5	Not applicable	1 April 2022 to 31 March 2026
Alyson Thomas, Chief Executive	None. However, is invited to attend committees	5 out of 5	Attendance, as required	Not applicable
Grace Quantock (Deputy Chair)	Remuneration and Terms of Service Committee (Chair)	5 out of 5	1 of 1	6 June 2022 to 5 June 2025
Bami Adenipekun (Non Executive Member)	Remuneration and Terms of Service Committee	5 out of 5	1 of 1	1 July 2022 to 30 June 2026
Jack Evershed (Non Executive Member)	Audit and Risk Assurance Committee	5 out of 5	4 of 4	1 July 2022 to 30 June 2024
Barbara Harrington (Non Executive Member)	Audit and Risk Assurance Committee	3 out of 5	4 of 4	1 July 2022 to 30 June 2024
Karen Lewis (Non Executive Member)	Audit and Risk Assurance Committee	5 out of 5	4 of 4	1 July 2022 to 30 June 2026
Dr Rajan Madhok (Non Executive Member)	Remuneration and Terms of Service Committee	4 out of 5	1 of 1	1 July 2022 to 30 June 2026
Jason Smith (Non Executive Member)	Audit and Risk Assurance Committee	4 out of 5	4 of 4	1 July 2022 to 30 June 2024
Mwoyo Makuto (Associate Member of the Board)	None	3 out of 3	Not applicable	1 November 2023 to 1 November 2026

## Independent members for Audit and Risk Assurance Committee

Name	Committee Membership	Attendance at Board Meetings	Attendance at Committee(s)	Terms of Appointment
John Baker (Independent Member of the Audit and Risk Assurance Committee)	Audit and Risk Assurance Committee	Not applicable	1 of 1 (one committee meeting since appointment)	1 February 2024 to 31 January 2026
Anthony Pritchard (Independent Member of the Audit and Risk Assurance Committee)	Audit and Risk Assurance Committee	Not applicable	1 of 1 (one committee meeting since appointment)	1 February 2024 to 31 January 2026

## System of internal control, risk management framework and processes

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risks; it can therefore only provide reasonable and not absolute assurances of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place for the year ended 31 March 2024 and up to the date of approval of the annual report and accounts.

### Capacity to handle risk

As Chief Executive and Accounting Officer, I have overall responsibility for risk management and report to the Board on the effectiveness of risk management across Llais. My advice to the Board has been informed by officers and feedback received from the Board's committees, in particular the Audit and Risk Assurance Committee. Tîm Arwain meetings present an opportunity for the senior leadership team to consider, evaluate and address risk, and actively engage with and report to the Board and its committees on our risk profile.

Our Strategic Director of Operations and Corporate Services is the lead for risk and is responsible for establishing the policy framework and systems and processes that are needed for the management of risks within the organisation. Depending on the nature of risk, other senior officers take ownership for management and mitigation, especially at a regional level. **The Board has agreed a risk management policy and has also agreed a risk appetite statement, which is provided below:**

<b>Finance /VfM</b>	<b>RA 1</b>	We have an <b>averse</b> risk appetite to any financial loss or impact. Value for money is a key objective.
	<b>RA 2</b>	We have an <b>eager</b> risk appetite to invest where there is benefit to the establishment of Llais systems, functions and services.
<b>Governance</b>	<b>RA3</b>	We have an <b>averse</b> risk appetite for decisions that may compromise compliance with statutory, regulatory or policy requirements particularly during our establishment phase.
	<b>RA 4</b>	We have an <b>eager</b> risk appetite to our internal governance controls. We want our internal controls to reflect our culture. We want our people to feel empowered to make decisions and not feel like they are restricted by red tape.
<b>Operational and policy delivery</b>	<b>RA 5</b>	We have an <b>eager</b> risk appetite to innovation. We are a new ambitious organisation wanting to make real change for the people of Wales.
<b>Reputational</b>	<b>RA 6</b>	We have a <b>cautious</b> risk appetite for decisions that could adversely affect how our partners and the public see us. Our priority is to build trust and establish positive relationships.
<b>Our people</b>	<b>RA 7</b>	We have an <b>eager</b> risk appetite for decisions that could have a negative impact on the welfare of our people. Our priority is to build trust with our staff and volunteers.
	<b>RA 8</b>	We have an <b>eager</b> risk appetite to help our people develop and to do things differently and for the better. We want to provide our people with opportunities to share ideas and suggest new ways of working.
<b>Information and data</b>	<b>RA 9</b>	We have an <b>averse</b> risk appetite when it comes to the safety of the information and data we hold about our people and the public and the damage that could be caused by the disclosure of that information.
	<b>RA10</b>	We have an <b>eager</b> risk appetite when it comes to sharing information that will improve joint working with our strategic partners, but only where the aim is to improve services for the people of Wales.

## The risk management framework

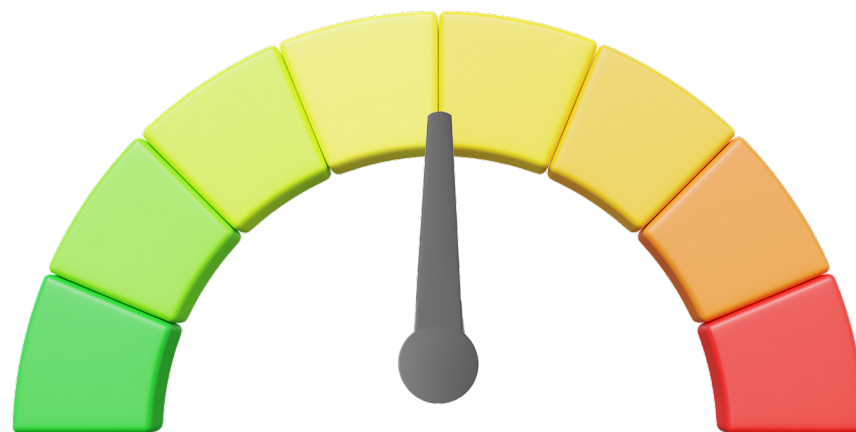
We have continued to implement and refine our approach to risk management during 2023/2024. A complete review of the risk approach is underway during 2024, and it is intended that this will result in a substantial revision of our Risk Management Strategy and approach. The Audit and Risk Assurance Committee will remain responsible for monitoring effectiveness of the implementation of the risk approach to ensure we reach our full potential.

In monitoring the ongoing implementation, any risks to the non-delivery or gaps in the achievement of our goals and objectives will be identified and acted upon with remedial actions agreed and implemented to mitigate and ensure the plan continues to progress. This will be further developed in the coming year through the finalisation and adoption of a Board Assurance Framework.

At each Llais Board meeting, the Board receives a strategic risk report, which provides a high-level account of all risks included on the corporate risk register. This report is published in the public domain, ensuring transparency and openness around the strategic risks that Llais has identified as potential impacts to achievement of the Board's strategic priorities.

Members of the public and any other stakeholders can comment or raise queries about these risk reports, in-line with Llais's Board Standing Orders.

In addition to this, the strategic directors hold assurance meetings with their respective regions and teams to discuss management of ongoing risks that are held at regional and team levels. Reports are discussed at Tîm Arwain to ensure a balanced and consistent approach and cross referral of risks and agreed joint working, as required.



## Risk profile

As at end of March 2024, there were 15 strategic risks described within the Corporate Risk Register which represents the most significant risks to the organisation which could potentially impact on the delivery of the Board's strategic priorities.

The risks are classified as:

**Very High 0**

**High 0**

**Moderate 13**

**Low 2**

The key risk themes of the risks on the corporate risk register are:

- **Understanding of Llais's role and remit**
- **Organisational change and cultural change**
- **Securing volunteers**
- **People and skills**
- **Demand for Llais services and support**
- **Public and stakeholder expectations of Llais**
- **Partnerships and service agreements**
- **IT implementation, systems failure, and cyber security**
- **Financial position**

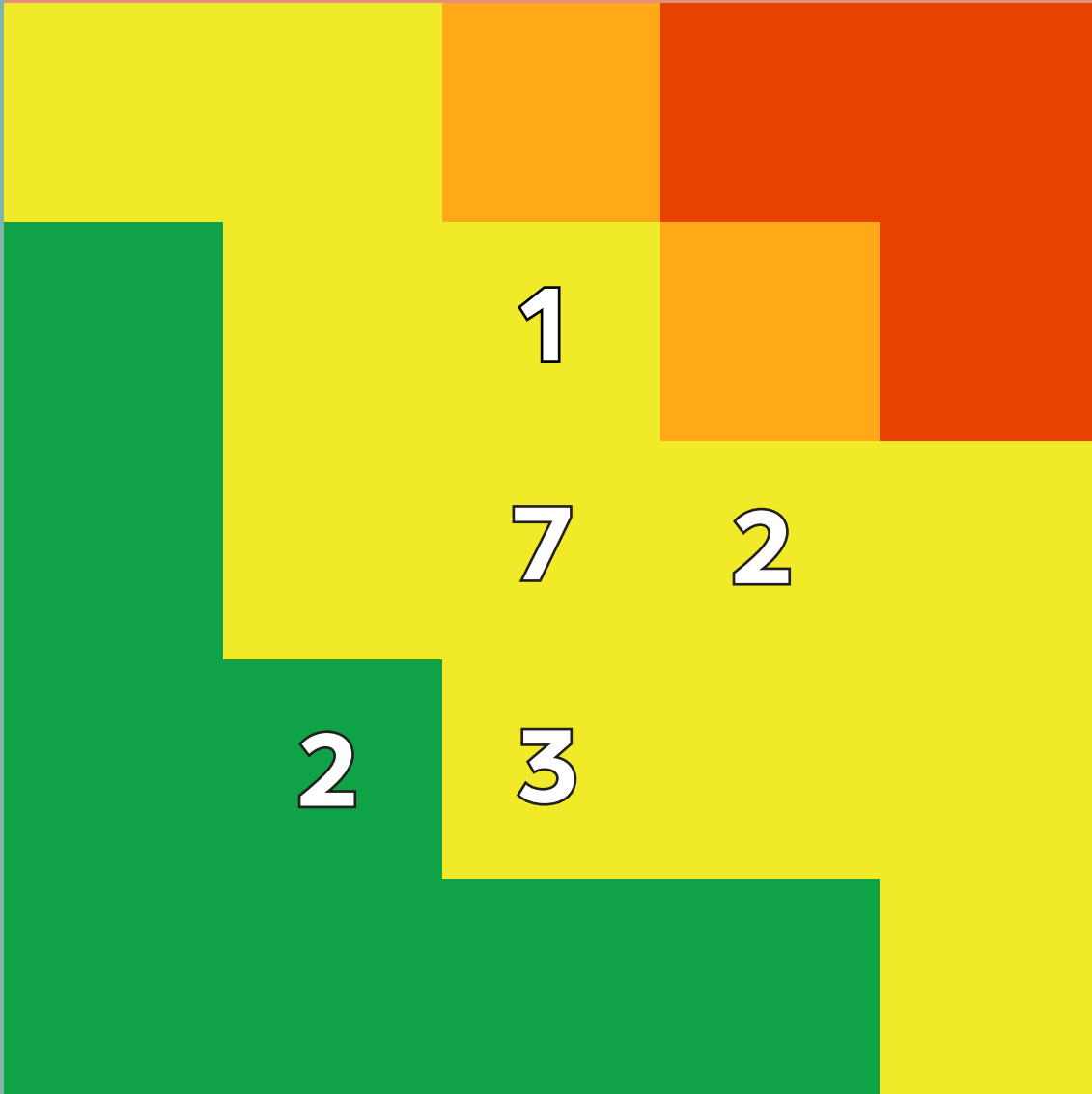


# Likelihood

Very Low – 1    Low – 2    Medium – 3    High – 4    Very High – 5

# Impact

Very Low – 1    Low – 2    Medium – 3    High – 4    Very High – 5



A heat map showing the spread of risks on the corporate risk register as of the 31 March 2024.

A copy of the latest Strategic Risk Report which was presented at the end of March 2024 is available here – [Corporate Risk Report](#)

The risks contained within this have been subject to risk owner scrutiny, and challenge through management review.

## Internal, external audit and counter fraud

Our Internal Audit function is provided by the NHS Wales Shared Services Partnership.

We have developed our internal audit plan using a risk-based approach. The Audit and Risk Assurance Committee and Tîm Arwain advised and agreed on the plan.

Our internal auditors submit regular reports about the adequacy and effectiveness of our systems (financial, corporate and workforce regulation) of internal control, together with recommendations for improvement to management and the Audit and Risk Assurance Committee. The overall assessment of our internal auditors and the Head of Internal Audit opinion is provided below.

We also liaise closely with Audit Wales and actively engage in their programme of work each year. Audit Wales representatives attend our Audit, Risk and Assurance Committee and Board, as required. We receive an Audit of Financial Statements Report and Management letter, which reports on issues that are picked up during the audit of our financial statements.

We have a Counter Fraud Policy and a counter fraud service, which is provided by NHS Wales Shared Services Partnership. Regular updates and an annual report are provided to the Audit and Risk Assurance Committee. Counter fraud training has also been provided to our staff, which is outlined further in the Remuneration Report.

### Head of Internal Audit opinion 2023/2024

The purpose of the annual Head of Internal Audit opinion is to contribute to the assurances available to the Chief Executive as Accounting Officer and the Board which underpin the Board's own assessment of the effectiveness of the system of internal control. The approved Internal Audit plan is focused on risk and therefore the Board will need to integrate these results with other sources of assurance when making a rounded assessment of control.



The scope of the Head of Internal Audit Opinion is confined to those areas examined in the risk-based audit plan which has been agreed with senior management and approved by the Audit and Risk Assurance Committee. The Head of Internal Audit assessment should be interpreted in this context when reviewing the effectiveness of the system of internal control and be seen as an internal driver for continuous improvement.

**The overall opinion for 2023/2024 is that:**

**Reasonable Assurance**



The Board can take Reasonable Assurance that arrangements to secure governance, risk management and internal control, within those areas under review, are suitably designed and applied effectively. Some matters require management attention in control design or compliance with low to moderate impact on residual risk exposure until resolved.

Overall, the Head of Internal Audit Opinion has provided the following assurances to the Board that arrangements to secure governance, risk management and internal control are suitably designed and applied effectively in the areas in the table below.

Where the audits have identified high priority matters arising, management is aware of the specific issues identified and have agreed action plans to improve control in these areas.

A summary of the audits undertaken in the year and the results are summarised below

Substantial Assurance	Reasonable Assurance
N/A	<ul style="list-style-type: none"> <li>• Governance and risk management</li> <li>• Performance management and financial systems</li> <li>• Digital arrangements</li> <li>• Workforce arrangements</li> </ul>
Limited Assurance	
N/A	
Unsatisfactory	Advisory/Non-opinion
N/A	N/A

In reaching this opinion, the Head of Internal Audit has identified that the reviews undertaken during the year concluded positively with robust control arrangements in a number of areas. **A summary of the findings is shown below:**

### **Governance and risk management arrangements**

The objective of this review was to consider the developing governance and risk management arrangements within the organisation while being mindful that Llais is a new organisation, and its governance and risk arrangements will continue to develop as it begins to establish itself. Internal Audit made three medium priority recommendations and issued a **reasonable assurance** opinion.

### **Performance management and financial systems**

Internal Audit looked at financial planning and reporting arrangements, the standing orders and standing financial instructions and matters relating to performance measuring and reporting. We made three medium priority recommendations. Overall, Internal Audit issued a **reasonable assurance** opinion.

### **Digital arrangements**

The purpose of the review was to establish the processes and mechanisms in place for the management of digital within the organisation. Internal Audit have issued **reasonable assurance** on this area. There is an appropriate governance structure for digital, which ensures reporting to a formal Committee. There are policies and procedures in place that cover some of the significant digital and information governance requirements and gaps will be addressed in 2024/2025. Provision of IT services is via a contract, with a formal monitoring process, and Internal Audit noted good resilience and cyber security practices. In addition to three medium priority recommendations, Internal Audit raised two high priority recommendations relating to information governance and the need to review and update the information asset register.

## Workforce arrangements

Internal Audit looked at the developing workforce arrangements. The work included workforce reporting, document retention, training and development, and planning. Internal Audit identified one high priority recommendation in relation to workforce strategy development. Overall, a **reasonable assurance** opinion was issued.

## Management response to the internal audits

The management of Llais has put in place an audit recommendations tracker. This tracker logs all the recommendations provided by both internal and external auditors. It identifies the agreed actions, lead officers, timelines within which responses should be made and the outputs/outcomes of completing the actions. This tracker is reported to the Tîm Arwain (senior leadership) meeting to monitor progress against the actions and identify any required remedial actions. The tracker is also reported to each meeting of the Audit and Risk Assurance Committee for assurance purposes.

## Information governance

The protection of personal data is important to Llais. Our staff are required to undertake mandatory data protection training to ensure we remain compliant with the Data Protection Act 2018 (GDPR). During the year we worked with our third-party supplier to resolve some issues that were experienced with accessing the learning and development platform. As a result we will run data protection awareness sessions in the first quarter of 2024/2025.

We can confirm that there have been 3 personal data related incidents during the year. Our Corporate Services team has monitored and is reviewing our information governance arrangements across the organisation to ensure they are strengthened moving forward.

We received 7 requests for information under the Freedom of Information Act 2000. One request was delayed due to IT issues, but all other requests were responded to within the prescribed timescales.

We did not receive any Subject Access Requests during the year.

In recognition of the vital importance of managing security risks relating to data management, our Digital Infrastructure Manager will start working towards gaining Cyber Essentials Plus accreditation in 2024/2025.

## Whistleblowing

All staff and board members are encouraged to raise issues of concern about wrongdoing that comes to their attention while at work or undertaking activities on behalf of Llais. We regard internal identification of wrongdoing as an important contribution to managing corporate risk and ensuring good governance. Llais has in place an internal whistleblowing policy and procedures which reflect the provisions of the Public Interest Disclosure Act 1998 and sets out how to raise such matters. In 2023/2024 there were no concerns raised under the policy.

*J A Thomas*

**Alyson Thomas**  
**18 December 2024**

# Remuneration report

## Pay policy statement

This is the pay policy statement for the period 1 April 2023 to 31 March 2024. This pay policy statement provides the framework for decision making on pay and decision making on senior pay.

### Remuneration (including salary) and pension entitlements (subject to audit)

Name		Salary		Pension Benefits		Total	
		2023/2024 £'000	2022/2023 £'000	2023/2024 £'000	2022/2023 £'000	2023/2024 £'000	2022/2023 £'000
Medwin Hughes	Chair	5-10	0	0	0	5-10	0
Alyson Thomas	Chief Executive	115-120	25-30	0-5	0	115-120	25-30
Grace Quantock	Vice Chair	10-15	10-15	0	0	10-15	10-15
Bami Adenipekun	Non Executive Member	5-10	5-10	0	0	5-10	5-10
Barabra Harrington	Non Executive Member	5-10	5-10	0	0	5-10	5-10
Jack Evershed	Non Executive Member	5-10	5-10	0	0	5-10	5-10
Jason Smith	Non Executive Member	5-10	5-10	0	0	5-10	5-10
Karen Lewis	Non Executive Member	10-15	5-10	0	0	10-15	5-10
Dr Rajan Madhok	Non Executive Member	5-10	5-10	0	0	5-10	5-10
Angela Mutlow	Strategic Director	75-80	0	80-85	0	160-165	0
Ben Eaton	Strategic Director	60-65	0	15-20	0	75-85	0

Ben Eaton commenced in post on the 26 June 2023, the banding for the full year equivalent salary for 2023/2024 was £80-85k. Angela Mutlow commenced in post on the 1 May 2023, the banding for the full year equivalent salary for 2023/2024 was £80-£85k.

For part of 2023/2024 the Chair declined remuneration as he was employed as Vice-Chancellor, University of Wales and University of Wales Trinity Saint David. The full year equivalent salary for 2023/2024 was £15-£20k. No Benefits in Kind or bonuses were paid in 2023/2024.

The Chief Executive and most staff are members of the NHS pension scheme.

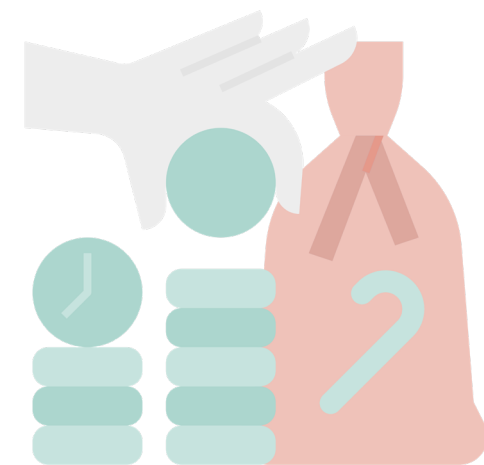
Llais signed up to the NHS pension scheme and staff transferring on 1 April 2023, from the former Board and Community Health Councils in Wales, who were members of the scheme continue to be members of the scheme.

The Chief Executive and directly employed staff are eligible for membership of the NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS and other employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS and other bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the body of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period. The latest NHS Pension Scheme valuation results indicated that an increase in benefit required a 6.3% increase (14.38% to 20.68%) which was implemented from 1 April 2019.

As an organisation within the full funding scope, the joint (in NHS England and NHS Wales) transitional arrangement operated from 2019/2020 where employers in the Scheme would continue to pay 14.38% employer contributions under their normal monthly payment process, and in Wales the additional 6.3% would be funded by Welsh Government directly to the Pension Scheme administrator, the NHS Business Services Authority (BSA, the NHS Pensions Agency).

While Llais budgets and accounts for their staff employer contributions of 14.38% in the financial plan and finance reports, the notional cost of the additional 6.3% is directly funded by Welsh Government.

The amount of pension benefits for the year which contributes to the single total figure is calculated in a similar way to the method used to derive pension values for tax



purposes and is based on information received from actuaries. The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

This is not an amount which has been paid to an individual by Llais during the year; it is a calculation which uses information from the pension benefit table. These figures can be influenced by many factors e.g. changes in a person's salary, whether or not they choose to make additional contributions to the pension scheme from their pay and other valuation factors affecting the pension scheme as a whole.

Pension Entitlements of Directors & Senior Managers	Total accrued pension at 31 March 2024 £'000	Real increase in pension at 31 March 2024 £'000	Total accrued lump sum at 31 March 2024 £'000	Real increase / (decrease) in lump sum at 31 March 2024 £'000	CETV at 31 March 2024 £'000	CETV at 31 March 2023 £'000	Real increase/ (decrease) in CETV at 31 March 2024 £'000
<b>Executive Directors</b>							
Alyson Thomas (Chief Executive)	15-20	0-2.5	0	0	281	264	17
<b>Senior Managers</b>							
Ben Eaton (Strategic Director)	0-5	0-2.5	0	0	14	0	14
Angela Mutlow (Strategic Director)	15-20	2.5-5	40-45	7.5-10	351	265	86

The table above is subject to audit. The Chief Executive is an ordinary member of the NHS pension scheme.

The Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme.



It is a payment made by a pension scheme, or arrangement to secure pension benefits in another pension scheme, or arrangement when a member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme.

The pension figures shown related to the benefits that the individual has accrued as a consequence of their total membership of the scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures and other pension details include the value of any pension in another scheme or arrangement which the individual has transferred. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

The real increase in the value of the CETV reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee, including the value of any benefits transferred from another pension scheme or arrangement, and uses common market valuation factors from the start and end of the period.

## Staff report

During 2023/2024, Llais reported a 19.78% turnover of staff. This figure reflects a year where some staff left via a Voluntary Early Release Scheme, we saw a higher-than-normal number of retirements and, unfortunately, a death in service.

We are committed to recruiting and retaining a high-quality workforce to deliver our services. To do this, we offer fair pay to new starters, which respects existing employees' salary levels and adheres to equal pay legislation.

All staff below the Chief Executive level are employed on NHS Agenda for Change terms and conditions. This decision was taken by the Board as the majority of our staff were

transferred into the new organisation via a Transfer of Undertakings (Protection of Employment) (TUPE) style process.

All new appointees will automatically be placed at the bottom salary point and annual leave entitlement for the role to which they have been appointed. No appointing manager can agree any variation to this, without making an evidenced application where previous reckonable service and transferable skills can be considered, in line with our policy and procedure for determining starting salaries.

All our posts have been subject to Job Evaluation. All roles below the Chief Executive have been banded through the NHS Job Matching, Job Evaluation process to ensure fairness, consistency and equality for all members of staff. The Chief Executive salary was determined via the Job Evaluation for Senior Posts (JESP) scheme.

Changes to existing roles are only accepted when there's a significant and permanent increase in job responsibilities due to progress, innovation, or new technology. Simple changes to tasks or adding more work at the same level does not qualify. These are defined in detail in the evaluating new jobs and re-evaluation of changed jobs policy.

Although all roles are subject to annual appraisals, pay step meetings (to increase a pay increment) no longer occur annually and occur every 2,3 or 5 years depending on pay band.

Annual pay awards for staff on Agenda for Change are determined by Welsh Ministers and actioned in line with Welsh Government pay circulars.

The Chief Executive role does not automatically receive any pay step (increment) but is subject to the pay award as per arrangements for Very Senior Managers (VSM) in NHS organisations, including final decision by the Remuneration and Terms of Service Committee.



## Fair pay disclosure (subject to audit)

In 2023/2024 all staff including the highest paid director received a pay award of 5%.

Pay Ratios	2023/2024
Highest earner's total remuneration	£115k – £120k
25th percentile pay ratio	4.8:1
Median pay ratio	3.4:1
75th percentile pay ratio	2.8:1

### Range of staff remuneration

Highest paid employee	£115k – £120k
Lowest paid employee	£20k-£25k

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median, 25th percentile (lower end) and 75th percentile (higher end) remuneration of the organisation's workforce.

The banded remuneration of the highest paid director in Llais in the financial year 2023/2024 was £115,000 to £120,000. (2022/2023: £110,000 – £115,000)

The remuneration used for the 25th percentile pay ratio, median and 75th percentile pay ratio were £28,010, £35,922 and £43,257 respectively. As we only became operational on the 1 April 2023, there are no corresponding figures for 2022/2023.

Total remuneration is the salary cost only and does not include employer pension contributions and the cash equivalent transfer of pensions.

Remuneration ranged from £20,000 to £120,000 in 2023/2024.

## Staff numbers (subject to audit)

As at 31 March 2024, Llais has 102 employees. 13 Male and 89 Female.

In addition to the 102 employees, through other employers and agencies, an additional 8 full and part time staff worked in Llais.

## Percentage of males and females in pay bands (not subject to audit)

	Male	Female
Band 3	1	3
Band 4	1	25
Band 5	0	12
Band 6	4	32
Band 7	1	10
Band 8a	1	0
Band 8b	4	5
Band 8c	0	0
Band 8d	1	1
VSM	0	1

Females make up the largest percentage of the workforce of Llais; 87% are female and 13% are male.

Males working within Llais are mostly at a more senior level (Band 6 and above).

Due to an issue with the electronic staff record reporting system, we are unable to report on more detailed equality data on our people. We have taken action to make sure that we have this information for next year's report.

## Recruitment

Between 1 April 2023 and 31 March 2024, Llais advertised 47 positions both internally and externally.

A total of 28 positions were filled, all of which were female.

## Gender pay gap (not subject to audit)

This is our first gender pay gap statement since we were established in April 2023.

As a public sector body in Wales, we are required to produce our gender pay statement each year. The report provides data about gender and pay that helps us to identify any differences or gaps that need to be addressed.

This gender pay statement includes all employees. Our aim is to use the findings in this report to shape and improve our organisation for our people in line with our Strategic Plan 2024–2027 and our Strategic Equality Plan 2024–2028. We have reported our findings based on employee information as of 31 March 2024. For consistency, we will make sure the same date is used each year.

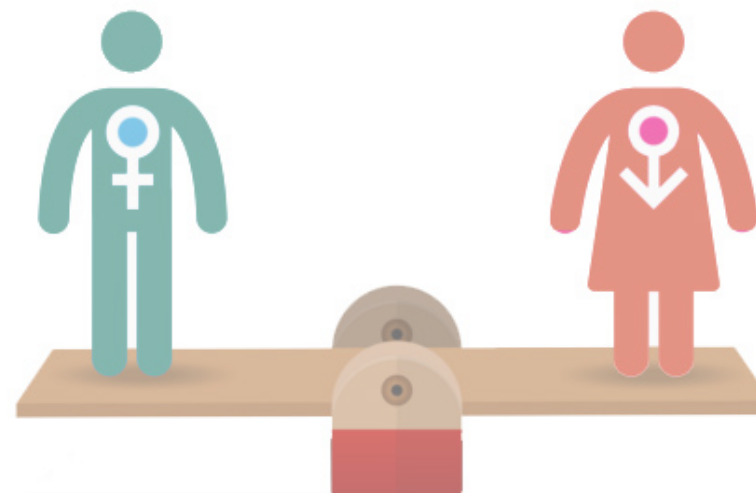
In this statement, gender has been reported in a binary way, that only recognises males and females. This follows UK government guidance on gender pay reporting. We know that there are many people who do not identify in a way that fits into a binary category and having to report in this way does not take them into account.

In this report, we have used the terms 'gender', 'men' and 'women', 'males' and 'females'. We understand that for some people this will be referring only to their biological sex, for some people this may be referring to their gender identity and for some people both.



## Median and mean hourly rates and pay gaps (not subject to audit)

Gender	Median Hourly Rate (£ per hour)	Mean Hourly Rate (£ per hour)
Male	26.05	25.83
Female	18.42	19.77
Difference	7.63	6.06
Pay Gap %	29.28%	23.46%



## Sickness absence policy

As part of the TUPE style transfer, we have adopted the NHS All Wales Managing Attendance at Work Policy. Reporting of absence is via an Electronic Staff Record system operated on our behalf by NHS Wales Shared Services Partnership.

This year, Llais monitored staff sickness absence against a level set at 3.30%. This is in line with the levels set for our predecessor organisation. This report will consider our performance against this target, and how we might improve absence levels moving forward.

Since April 2023, absence levels have consistently exceeded the 3.30% level. Over the last 12 months, we have seen an average absence rate of 4.13%, reaching a peak of 8.16% in December 2023. A number of long-term absences contributed to these levels, with 10 cases of long term sickness absence occurring between the period September 2023 – January 2024 alone.

## Our commitment to our people, diversity, and language

Our people policies are designed to align with current employment law and best practices, with a strong focus on equity, diversity and inclusion. We go beyond the requirements of the Equalities Act, working hard to make sure that our people deliver inclusive services.

We are committed to creating an environment that values diversity and respects the rights of all staff, volunteers, and those we engage with, in line with the Human Rights Act 1998.

Our people also play a key role in promoting language choice and sensitivity within health and social care services. We want to maximise the impact we can have in supporting the delivery of the Welsh Government's "More than Just Words" framework. As a bilingual organisation, we foster an environment that supports and develops our staff's bilingual skills, aiming to embrace a bilingual ethos throughout our work.

More detail on our diversity and inclusion initiatives can be found later on in the report.

### Listening to our people

Since we started in April 2023, we've run regular staff update meetings, usually led by our Chief Executive or Strategic Director. All staff are invited to join these virtual sessions, where we share updates on current initiatives, activities, and developments at Llais. These meetings also provide an open forum for staff to ask questions, share ideas, offer feedback, or voice any concerns.

**We believe in involving staff in shaping our organisation.** This has included gathering input through staff conferences, feedback sessions, and involving staff in the design, development, and review of our vision, mission, values, behaviours framework, our organisational strategies, policies, procedures and ways of working.



Staff have a voice at our Board through an associate member, ensuring their perspectives are considered in decision-making, as well as involving regional teams in each Board meeting to hear more about their work and involve them in Board level activity.

We work closely with our Trade Union colleagues, valuing their insights and feedback on issues that matter to our workforce.

This collaborative approach helps us create a positive and inclusive work environment where everyone's voice is heard and respected.

## **People assistance programme**

We offer our people access to the following range of services:

- Access to fully qualified counsellors and support specialists 24 hours a day, 365 days a year. This offers an opportunity to discuss emotional, personal or work-related issues.
- Face to face and virtual counselling sessions.
- In the moment support – which offers real-time counselling support at the very moment someone needs to talk.
- Self help workbooks available in easy read format and as an audio book on a wide range of subjects ranging from bereavement, anxiety and stress. These allow an insight into the topic, advice and support.
- Podcasts and blogs on over 60 topics relating to health and wellbeing.
- Debt advice offering advice on solutions and support available either in person or virtually and specifically with household utility bills.
- Domestic Abuse support for anyone in an abusive relationship or for anyone who may be concerned about someone they believe to be in one.

In addition to the well-being provisions listed above, we offer our people 'Lifestyle Savings' – this offers the opportunity to save money on everyday essentials to money off cinema tickets, family days out, retail discounts and savings on leisure activities and eating out.

## **Flexibility**

We support staff to work a hybrid pattern of home and office locations and the opportunity to work flexibly subject to the needs of our services. We also support and encourage our people to utilise Wellbeing at Work Breaks.

22% of our workforce worked non standard hours (less than 37.5 hours a week or compressed hours).

We offer our national roles on a pan Wales basis. This means staff can select the nearest Llais office as their base.

## **Expenditure on consultancy**

There was £30k expenditure on consultancy in 2023/2024. This spend relates to an independent advisory review of the governance arrangements for Llais at the end of its first year. The review was commissioned by the Chair and Chief Executive.

The review was completed by the end of March 2024 and confirmed that all the governance fundamentals are in place, but that further refinement and embedding was required, which is being taken forward during the financial year 2024/2025.

## **Off-payroll engagements**

There were no off payroll engagements during 2023/2024.

## **Compensation for loss of office (subject to audit)**

There were no compensation payments made in 2023/2024.



## Exit packages (subject to audit)

In 2023/2024, we introduced a Voluntary Early Release Scheme (VERS) to help us adapt quickly to change and reframe how we deliver our services. Information about the scheme was shared with all staff, including those not currently at work. In line with scheme remit and rules, 5 individuals within the organisation were successful in their applications and left our organisation in 2023/2024.

Exit Package cost band	2023/2024	2022/2023
Under £10,000	0	0
£10,000-£25,000	0	0
£25,001-£50,000	5	0
Total	0	0
<b>Resource Cost</b>	<b>£174,710</b>	<b>£0</b>

## Staff learning and development

The main learning and development opportunities offered to staff during the year were:

Course outcomes	Participants
Discrimination and Hate Crime and Cultural Awareness – providing a wider understanding of the difference between certain faiths and cultures. Explores the meaning of cultural awareness and hate crimes.	17
Fraud prevention – training delivered by counter fraud specialist to raise awareness to prevent fraud and how to report any concerns.	75
Risk awareness training – preparing participants to recognize hazards and risks and look at mitigating or reducing them as much as possible.	11

## Course outcomes

## Participants

Fire marshall – preparing participants how to prevent and respond to workplace fires. Identify hazards, know the different types of extinguishers and how to safely evacuate buildings.

1

Public accountability – Why public funds merit special care, consequences of being classed as a Welsh Government Sponsored Body, Compliance with the guidance contained in Managing Welsh Public Money and the Llais framework document, the concept of “regularity”, occasions where highly sensitive spending decisions may need to be referred to Welsh Government and dealing with matters of “financial propriety”

51

Services design

4

Emergency first aid training – providing protocols for adult casualties in the workplace

10

Cyber security awareness training – educating participants on identifying, preventing and responding to cyber threats. Creating a culture of security awareness to protect the organisation from cyber-attacks.

55

Psychological Safety Training – provide knowledge, skills, tools and confidence to make psychologic safety for everyone in the organisation

9

Advocacy level 2 – covers principles of advocacy, duties of the role, communication and inclusion with respect to advocacy.

2

Team coaching – exploring what ‘we do well’, ‘what we need to improve’ and developing as one organisation

75

Social care awareness, and safeguarding for volunteers (also offered to staff)

76 volunteers

16 staff

We also provided tailored training for all our staff to operate new systems like our Customer Relationship Management System.

# Volunteer contributions

We have 151 volunteers across all regions of Wales. During the year 32 volunteers stopped volunteering for us and 32 new volunteers started. Volunteers get involved for many reasons. Some want to make a positive difference to the lives of others; some want to develop new skills and some simply want to meet new people and have fun.

Every person who volunteers for us is important to our work.

At Llais we have a number of voluntary roles. These include:



Online Feedback Collector

Collect feedback about people's experiences of health and social care services that have been left online.



Visiting Volunteer

Meeting people online or face to face in health and social care settings on pre-arranged visits to understand what they think is working and what could be better



Community Engagement Volunteer

Support their local Voice team to meet people online and face to face in the community, to gather their views and experiences of health and social care services



Representation Volunteer

Attending meetings and events on behalf of Llais, presenting our point of view and making notes from the meeting to feed back relevant information

This year our volunteers have supported Llais activities, including 202 engagement activities and 71 visits to health and social care premises.

# Volunteer impact West Wales hospital wayfaring

Following feedback, the West Wales team wanted to know what it was like to get to each of the 4 main hospitals in the region (including parking) and then use the signs and directions provided for different departments, wards and units that patients need to get to.

With the help of our volunteers, we designed some basic scenarios which aimed to check what kind of information was available and whether it was straight forward to find.

We were also very fortunate to have the help and support of Pembrokeshire People First, (PPF) an independent charity run by and for adults with learning disabilities and autism.

This project gave us an interesting insight into people's experiences as they plan and arrive at hospital. We shared our final report with the Health Board with suggestions for improvements including parking, signage and maps.

You can [watch a video](#) about volunteering with Llais.



# Diversity and inclusion initiatives

We are a new and developing organisation. Over the last 12 months we have been looking at what we need to do to be able to provide further data in terms of how we promote equity, diversity and inclusion in the delivery of services to different groups.

We are still developing our IT and data capture systems so that they can capture the information that we need to inform our work and allow us to identify any potential trends or barriers, both internally and externally.

Alongside that, the way we capture and use our data has been identified as an equality objective in our Strategic Equality Plan 2024–2028.

Over the next 12 months, following the publication of our Strategic Equality Plan, we are looking to review how we capture our workforce data, where that information goes and how we are using it to inform our work.

This review means we will look at any changes we need to make to be able to better understand who our staff are, what communities we are reaching and whether there are any barriers to underrepresented groups inside and outside of our organisation.

Where barriers are identified, any planned actions to address these will be captured alongside our progress against our wider equality objectives in our annual equality monitoring report.





Throughout the year, each of our 7 regions hosted 'Opening Doors' events working with partners and community leaders to encourage those we are less likely to hear from to share their views and experiences of health and social care.

Some of the people we heard from were unpaid Carers, people with different experiences of mental health, people from Gypsy, Roma and Traveller communities, parents and carers of children with learning disabilities, veterans, and LGBTQIA+ groups.

We took this approach as we understand the importance of building trust and continuing to develop relationships to make sure we are hearing from a range of people with different perspectives and experiences. This means we can build a picture of what is happening and what matters to people, so we can work with the NHS, local authorities, and others to address issues.

Regionally, we have been using community spaces to continue establishing a hyper-local approach. This includes drop-in sessions at libraries and warm spaces, attendance at local festivals, freshers' fairs, and various forums.

We have been speaking and engaging with a variety of organisations and community-based groups who advocate for and support underrepresented people. This has included sex workers and minority ethnic groups including Ukrainian, Polish, and African community organisations.



In more rural regions, we have visited farmers' shops, livestock markets and agricultural shows to make sure we hear from people who may have different experiences to those living in urban areas. More statistics can be found under the 'Performance Metrics' section in this report.

We have participated in and raised awareness of a range of important inclusion events over the last 12 months including Social Work Week, Carers Week, International Women's Day, and Diabetes Awareness Week.

In June, many of our regions attended Pride events within their areas to hear about the health and social care experiences of the LGBTQIA+ community and how we may be able to help.

In October, we attended the Race Equality First Minority Ethnic Community Health Fair. We also hosted an event with the African Community Centre Wales that helped us have meaningful discussions about issues that matter within our communities whilst celebrating diversity with live entertainment, dancing, and food.

In February, we celebrated Neurodiversity Inclusion Week for the first time, where our people were invited to attend a range of sessions hosted by Neurodiversity Week and Lexxic to build on their knowledge of how we can work in ways that are more accessible for people who may think, communicate, and process information differently.



In the last year, we have made both big and small changes to how we do things internally to increase equity, diversity and inclusion within our organisation.

An example of a big change was asking for help to guide our equity, diversity, and inclusion work. We recognised we needed focus at a national level to be able to further support our regional teams.

We now have an Equity, Diversity, and Inclusion Programme Lead to help us with this focus. This has led to a scheduled programme of work across the organisation to ensure equity, inclusion, and human rights are at the centre of all we do.

Though it was published in April 2024, our first Strategic Equality Plan has been created based on what our people, our partners and the public told us about what they wanted an inclusive organisation and service to look like.

You can find out more here: **[Strategic Equality Plan 2024–2028](#)**.

An example of a small change we have made is actively encouraging our staff to include their pronouns into our email signatures. We know this can help to normalise the use of peoples' chosen pronouns and avoid misgendering someone.

By making this change we hope people both inside and outside our organisation feel safer to share their experiences and views with us knowing we respect people for who they are.

**Looking forward** – our regional priorities for next year have interwoven equity, diversity, and inclusion as part of their core activities. Some of the themes we will be focusing on are:

- Mental health (including young people)
- Having a baby and maternity services
- Supporting Carers
- Being supported to stay healthy if you have a learning disability
- Ethnic minority communities living with dementia

More information can be found in our [Annual Plan 2024/2025](#).

Alongside our national and regional priorities, a set of meaningful actions has been developed to support our objectives in the Strategic Equality Plan.

Working with our newly established Welsh language and equity, diversity and inclusion working groups, we have used what our people have been telling us (through conferences and feedback) to identify the first set of actions we will be working on over the next year.

These actions include recruitment and retention, training, integrated impact assessments, and our inclusion calendar.

A separate Welsh language action plan is being developed to ensure that we are helping the language to thrive beyond our statutory duties.

Updates on how we are delivering the general and specific equality duties and progressing against our actions set out in our [Strategic Equality Plan 2024–2028](#) will be published in our annual Equality Monitoring Report.

*J A Thomas*

**Alyson Thomas**  
**18 December 2024**



# 05. The Certificate and report of the Auditor General for Wales to the Senedd

## Opinion on financial statements

I certify that I have audited the financial statements of the Citizen Voice Body for Health and Social Care, Wales (known as Llais) for the year ended 31 March 2024 under the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

The financial statements comprise the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Statement of Cash Flows and Statement of Changes in Taxpayer's and related notes, including the significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by HM Treasury's Financial Reporting Manual.

In my opinion, in all material respects, the financial statements:

- give a true and fair view of the state of Llais' affairs as at 31 March 2024 and of its net expenditure, for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards as interpreted and adapted by HM Treasury's Financial Reporting Manual;
- have been properly prepared in accordance with Welsh Ministers' directions issued under the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

## Opinion on financial statements

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## **Basis for opinions**

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my certificate.

My staff and I are independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

## **Conclusions relating to going concern**

In auditing the financial statements, I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for Llais is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

## Other information

The other information comprises the information included in the annual report other than the financial statements and parts of the remuneration report that are audited and my auditor's report thereon. The Accounting Officer is responsible for the other information in the annual report. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon. My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## Opinion on other matters

In my opinion, the part of the Remuneration Report to be audited has been properly prepared in accordance with Welsh Ministers' directions made under the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

In my opinion, based on the work undertaken in the course of my audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Welsh Ministers' directions made under the Health and Social Care (Quality and Engagement) (Wales) Act 2020; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

## **Matters on which I report by exception**

In the light of the knowledge and understanding of the body and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- I have not received all of the information and explanations I require for my audit;
- proper accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my team;
- the financial statements and the audited part of the Remuneration Report are not in agreement with the accounting records and returns;
- information specified by Welsh Ministers regarding remuneration and other transactions is not disclosed;
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made or parts of the Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## **Responsibilities of the Accounting Officer for the financial statements**

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and financial statements as a whole are fair, balanced and understandable;
- ensuring the regularity of financial transactions;
- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- assessing Llais' ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Llais will not continue to be provided in the future.

## Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

My procedures included the following:

- Enquiring of management, Llais' head of internal audit, and those charged with governance, including obtaining and reviewing supporting documentation relating to Llais' policies and procedures concerned with:
  - \* identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - \* detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
  - \* the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- Considering as an audit team how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: posting of unusual journals and management override of controls;
- Obtaining an understanding of Llais' framework of authority as well as other legal and regulatory frameworks that the Llais operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of Llais; and
- Obtaining an understanding of related party relationships.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management, the Audit and Risk Assurance Committee about actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance and the Board; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all audit team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of Llais' controls, and the nature, timing and extent of the audit procedures performed.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my auditor's report.

## **Other auditor's responsibilities**

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Senedd and the financial transactions recorded in the financial statements conform to the authorities which govern them. I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

## **Report**

I have no observations to make on these financial statements.

Adrian Crompton  
Auditor General for Wales  
18 December 2024

1 Capital Quarter  
Tyndall Street  
Cardiff  
CF10 4BZ

# 06. Finance overview

## Llais Financial Statements 2023/2024

### Statement of Comprehensive Net Expenditure for the year ended 31 March 2024

	Note	2023/2024 £'000	2022/2023 £'000
<b>Operating Expenditure</b>			
Staff costs	2	5,246	110
Other Operating Expenditure	3	1,590	22
Depreciation/Amortisation	3	196	0
Provision provided in year	3	129	0
		<b>7,162</b>	<b>132</b>
<b>Finance Activities</b>			
Interest Payable – Right of Use Asset	4	8	0
		<b>7,170</b>	<b>132</b>

All income and expenditure is derived from continuing operations.  
There are no recognised gains or losses in 2023/2024 or 2022/2023.  
Llais receives funding from the Welsh Government.

# Statement of Financial Position for the year ended 31 March 2024

	Note	Sunday, 31 March 2024		Friday, 31 March 2023		
		£'000	£'000	£'000	£'000	
<b>Non-current assets:</b>						
Right of use assets	4	353		0		
Property, Plant and Equipment	5	8		0		
Intangible assets	6	622		0		
<b>Total non-current assets</b>			<b>983</b>		<b>-</b>	
<b>Current Assets:</b>						
Trade and other receivables	7	155		0		
Cash and cash equivalents	8	72		0		
<b>Total current assets</b>			<b>227</b>		<b>-</b>	
<b>Total assets</b>			<b>1,210</b>			
<b>Current liabilities:</b>						
Trade and other payables	9	(731)		(21)		
Right of Use Lease	4	(218)		0		
Provisions	10	(73)		0		
<b>Total current liabilities</b>			<b>(1,022)</b>		<b>(21)</b>	
<b>Total assets less current liabilities</b>			<b>188</b>		<b>(21)</b>	
<b>Non-current liabilities</b>						
Right of Use Lease	4	(136)		0		
Provisions	10	(195)		<b>0</b>		
<b>Total non-current liabilities</b>			<b>(331)</b>		<b>0</b>	
<b>Total assets less total liabilities</b>			<b>(143)</b>		<b>(21)</b>	
Taxpayers' equity (SOCTE)			<b>(143)</b>		<b>(21)</b>	
<b>General Reserves</b>			<b>(143)</b>		<b>(21)</b>	

*J A Thomas*

**Alyson Thomas**  
**18 December**  
**2024**

## Statement of Cash Flows for the year ended 31 March 2024

		Sunday, 31 March 2024	Friday, 31 March 2023
	Note	£'000	£'000
<b>Cash flows from operating activities</b>			
Net expenditure		(7,170)	(132)
Adjustments for non-cash transactions	3	325	0
Adjustment for Notional 6.3% Pension Contribution		195	0
(Increase)/decrease in trade and other receivables	7	(155)	0
Increase/(decrease) in trade and other payables	9	583	21
Provision utilised	11	(15)	
<b>Net cash outflow from operating activities</b>		<b>(6,237)</b>	<b>(111)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		0	0
Purchase of intangible assets		(622)	0
Proceeds from disposals		0	0
<b>Net cash outflow from investing activities</b>		<b>(622)</b>	<b>0</b>
<b>Cash flows from financing activities</b>			
Funding from Welsh Government		6,849	111
Cash to match Assets and Liabilities transferring from Powys tHB		269	0
Payments of lease liabilities		(195)	0
Right of Use Assets; interest	10	8	0
<b>Net financing</b>		<b>6,931</b>	<b>111</b>
<b>Net increase/(decrease) in cash equivalents in the period</b>		<b>72</b>	<b>0</b>
<b>Cash and cash equivalents at the beginning of the period</b>	8	<b>0</b>	<b>0</b>
<b>Cash and cash equivalents at the end of the period</b>	8	<b>72</b>	<b>0</b>

## Statement of Changes in Taxpayer's Equity for the year ended 31 March 2024

	General Reserve	General Reserve
	1 April 2023 – 31 March 2024	1 April 2022 – 31 March 2023
	£'000	£'000
Balance as at 1 April	(21)	0
Right of Use Lease Adjustment	4	0
Net expenditure	(7,170)	(132)
<b>Total recognised income and expense</b>	<b>(7,187)</b>	<b>(132)</b>
Funding from Welsh Government	6,849	111
Notional Welsh Government Funding	195	0
<b>Balance as at 31 March</b>	<b>(143)</b>	<b>(21)</b>

## Notes to the Accounts

### 1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the Welsh Government Accounts Direction and the 2023/2024 Government Financial Reporting Manual (FReM). The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of Llais for the purpose of giving a true and fair view has been selected. The particular policies adopted by Llais are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

#### 1.1 Accounting Convention

These accounts have been prepared on an accruals basis under the historical cost convention.

#### 1.2 Going Concern

Llais is expected to remain in existence for the foreseeable future and will receive funding from the Welsh Government to meet all of its current liabilities when they mature in 2024/2025 financial year. It has accordingly been considered appropriate to adopt a 'going concern' basis for the preparation of these financial statements.

#### 1.3 Establishment of Llais 1 April 2023

The Non Current and Current Assets and Liabilities transferring to Llais from Powys tHB were transferred in line with Welsh Government issued guidelines and statements. These Assets and Liabilities are recorded in Llais accounts as being transferred on 1 April 2023. These transfers have been reported tracking the changes between the closing position disclosed as at 31 March and the opening position at 1 April in the relevant underlying accounts.

## 1.4 Income, Funding and Expenditure

The main source of funding for Llais is from Welsh Government via an annual funding allocation.

The accruals basis of accounting means that income and expenditure disclosed in the accounts are accounted for in the year that it takes place, not when cash payments are made or received.

Expenditure is that which relates directly to the activities of Llais.

Llais met its financial obligations by ensuring net expenditure did not exceed the net revenue resource allocation.

## 1.5 Pensions

Llais Chief Executive and directly employed staff are eligible for membership of the NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS and other employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable NHS and other bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the body of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period. The latest NHS Pension Scheme valuation results indicated that an increase in benefit required a 6.3% increase (14.38% to 20.68%) which was implemented from 1 April 2019.

As an organisation within the full funding scope, the joint (in NHS England and NHS Wales) transitional arrangement operated from 2019/2020 where employers in the Scheme would continue to pay 14.38% employer contributions under their normal monthly payment process, and in Wales the additional 6.3% would be funded by Welsh Government directly to the Pension Scheme administrator, the NHS Business Services Authority (BSA, the NHS Pensions Agency).

While Llais budgets and accounts for their staff employer contributions of 14.38% in the financial plan and finance reports, the notional cost of the additional 6.3% funded by Welsh Government, equating to £195,307 is included in the annual accounts.

## 1.6 Employee Benefits

Salaries and national insurance contributions for current employees are recognised in the Statement of Comprehensive Net Expenditure as the employees' services are delivered. The Llais accounts for paid annual leave as a liability where the compensation for absence is due to be settled within twelve months after the end of the period in which the employees render the service.

## 1.7 Property, Plant and Equipment

The minimum level for capitalisation for Property, Plant and Equipment is £5,000 inclusive of irrecoverable VAT.

Depreciation is provided at a rate calculated to write off the assets by equal instalments over their estimated useful lives. Depreciation is provided from the date the asset commences its useful life.

Asset lives are normally, as follows:

Leaseholds improvements	Term of the lease or to break clause up to a maximum of 5 years
Office equipment	5 years
I.T related equipment	5 years
Right of use asset	Term of the lease or to break clause up to a maximum of 5 years

Property, Plant and Equipment are included at costs as, in the opinion of Llais, any adjustments arising from revaluation would not be material.

All property occupied by Llais is leased.

## 1.8 Intangible Assets

The minimum level for capitalisation for an intangible asset is £5,000 inclusive of irrecoverable VAT.

Software licences, information technology software and the website have been capitalised as intangible assets and amortised on a straight-line basis over their expected useful lives (normally five years).

## 1.9 Right of Use Assets

IFRS 16 has replaced the current leases standard IAS 17 and requires that contracts are assessed to confirm if they convey the right to use an asset in exchange for consideration. If they do, they are accounted for in accordance with IFRS16 with a right of use asset and lease liability being recognised at the commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for initial direct costs, prepayments and incentives.

The right of use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The estimated useful lives of the right of use assets are determined on the same basis as those of property, plant and equipment assets

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the HMT issued incremental borrowing rate. As the Llais leases for the offices do not contain an implicit rate of interest, the HMT discount rate has been used.

## 1.10 VAT

Llais is not registered for VAT. All expenditure is reported inclusive of VAT where applicable, as VAT is irrecoverable.

## 1.11 Cash and Cash Equivalents

Cash and cash equivalents include all funds held in accounts to which Llais has instant access. Funds are drawn down into the bank account to pay liabilities as they fall due.

## 1.12 Accrued Leave

Staff annual leave accrual is accounted for within Note 2 – Staff costs. The accrual is a calculation to reflect the net annual leave owed or owing to staff at the year end. Movement in year is now charged as an accrual within salaries.

### 1.13 Provisions

Provisions are included in the accounts for liabilities that are likely or certain to arise but uncertain as to the amount or dates on which they will arise. Provisions are created or increased by making a charge to revenue expenditure in the year of creation. When the expenditure is actually incurred, the expenditure is charged directly to the provision. The provision included within these accounts are regarded as short term, within one year and medium term, between two and five years. All provisions are subject to annual review, to ensure they are still relevant and sufficient to fund the specific future liability.

The provision in the accounts includes that for the works required to restore the property back to its original condition prior to tenancy. This is a requirement of lease agreements, and the clause is activated when Llais vacate offices. Also a provision for future reimbursements for an historic Permanent Injury Benefit claim.

### 1.14 Accounting Standards that have been issued but have not yet been adopted

IAS 8 requires disclosure in respect of new accounting standards, amendments and interpretations that are, or will be, applicable after the accounting period.

In Llais' opinion, no standards that have been issued and have not yet been implemented will impact the organisation.

## 2. Staff costs

### 2.1 Employee costs

			2023/2024	2022/2023
	Permanent staff	Other staff	Total staff costs	Total staff costs
	£'000	£'000	£'000	£'000
Salaries	3,604	459	4,063	100
Social Security costs	364	0	364	5
Employer contributions to NHS Pension Scheme	446	0	446	5
Other Pension Costs	0	0	0	0
<b>Total net salary costs</b>	<b>4,414</b>	<b>459</b>	<b>4,873</b>	<b>110</b>
Voluntary Early Release Scheme	175	0	175	0
Apprentice Levy	3	0	3	0
Notional 6.3% Pension Contribution	195	0	195	0
<b>Total Staff Costs</b>	<b>4,787</b>	<b>459</b>	<b>5,246</b>	<b>110</b>

Further information on staff costs is included within the Remuneration & Staff Report on page 70.

### 3. Other Operating Expenditure

Other operating expenditure consists of:

		2023/24	2022/23
	Note	£'000	£'000
<b>Operating Expenditure</b>			
Rentals under operating leases		254	0
Other accommodation costs		219	0
Information technology		301	0
Professional fees		86	0
Training & development		88	0
Travel & subsistence		41	1
Audit fees – Internal audit		19	0
Audit fees – External audit		30	20
Specific Programmes		252	0
Service Level Agreements		147	0
Other staff related costs		18	0
Other administrative expenses		135	1
		<b>1,590</b>	<b>22</b>
<b>Non-cash items</b>			
Depreciation on right of use asset	4	192	0
Depreciation of PPE	5	4	0
Amortisation	6	0	0
Provision	10	129	0
		<b>325</b>	<b>0</b>
<b>Total</b>		<b>1,915</b>	<b>22</b>

## 4. Rights of Use Assets

	<b>Digital</b>	<b>Buildings</b>	<b>Total</b>
	£'000	£'000	£'000
Cost or valuation			
<b>At 1 April 2023</b>	0	0	0
Additions	454	91	545
Disposals	0	0	0
<b>At 31 March 2024</b>	<b>454</b>	<b>91</b>	<b>545</b>
Depreciation			
<b>At 1 April 2023</b>	0	0	0
Charged in the year	162	30	192
Disposals	0	0	0
<b>At 31 March 2024</b>	<b>162</b>	<b>30</b>	<b>192</b>
<b>Net book value at 31 March 2024</b>	<b>292</b>	<b>61</b>	<b>353</b>
Net book value at 31 March 2023	0	0	0

## Maturity Analysis

	2024		2023	
	Digital	Buildings	Total	Total
	£'000	£'000	£'000	£'000
Contractual undiscounted cash flows relating to lease liabilities				
Within one year	0	0	0	0
Between one and five years	300	66	366	0
After five years	0	0	0	
<b>Sum</b>	<b>300</b>	<b>66</b>	<b>366</b>	<b>0</b>
<b>Less future charges allocated to future periods</b>	6	6	12	0
<b>Minimum lease payments</b>	<b>294</b>	<b>60</b>	<b>354</b>	<b>0</b>
Included in				
Current trade payables	195	23	218	0
Non current trade paybles	99	37	136	0
	<b>294</b>	<b>60</b>	<b>354</b>	<b>0</b>

## Amount recognised in SoCNE

	2024		2023	
	Digital	Buildings	Total	Total
	£'000	£'000	£'000	£'000
Depreciation	162	30	192	0
Interest on lease liabilities	7	1	8	0

## Amount recognised in Statement of Cashflows (net of irrecoverable VAT)

Interest expense	7	1	8	0
Repayments of principal on leases	(167)	(28)	(195)	0
<b>Total cashflows</b>	<b>(160)</b>	<b>(27)</b>	<b>(187)</b>	<b>0</b>

## 5. Property, Plant and Equipment

	<b>Computer Equipment</b>	<b>Office Equipment</b>	<b>Leasehold Improvements</b>	<b>Total</b>
	£'000	£'000	£'000	£'000
Cost or valuation				
<b>At 1 April 2023</b>	0	20	0	20
Additions	0	0	0	0
Disposals	0	0	0	0
<b>At 31 March 2024</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>20</b>
Depreciation and impairment				
<b>At 1 April 2023</b>	0	8	0	8
Charged in the year	0	4	0	4
Disposals	0	0	0	0
<b>At 31 March 2024</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>12</b>
<b>Net book value at 31 March 2024</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>8</b>
Net book value at 31 March 2023	0	0	0	0

There has been no impairment of any assets and they are shown at cost which is considered to be the 'fair value'

## 6. Intangible Assets

	Software Licences	Information Technology	Website	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
<b>At 1 April 2023</b>	0	0	0	0
Additions	0	622	0	622
Disposals	0	0	0	0
<b>At 31 March 2024</b>	<b>0</b>	<b>622</b>	<b>0</b>	<b>622</b>
Amortisation				
<b>At 1 April 2023</b>	0	0	0	0
Charged in the year	0	0	0	0
Disposals	0	0	0	0
<b>At 31 March 2024</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net book value at 31 March 2024</b>	<b>0</b>	<b>622</b>	<b>0</b>	<b>622</b>
Net book value at 31 March 2023	0	0	0	0

There has been no impairment of any assets and they are shown at cost which is considered to be the 'fair value'

## 7. Trade and other receivables

	31 March 2024	31 March 2023
	£'000	£'000
<b>Current Assets:</b>		
Trade and other receivables	0	0
Prepayments and accrued income	155	0
<b>Total trade and other receivables</b>	<b>155</b>	<b>0</b>

A prepayment is an amount paid in advance, usually for items such as rates or rent. It is initially recognised as an asset and is expensed in the period when the benefit is received.

There were no receivables falling due after more than one year.

## 8. Cash and Cash Equivalents

	2023/2024	2022/2023
	£'000	£'000
Balance at 1 April	0	0
Net change in cash and cash equivalent balances	72	0
<b>Balance at 31 March</b>	<b>72</b>	<b>0</b>
The following balances at 31 March were held at:		
Commercial banks and cash in hand	72	0
<b>Balance at 31 March</b>	<b>72</b>	<b>0</b>

## 9. Trade payables/accruals

	31 March 2024	31 March 2023
	£'000	£'000
<b>Current liabilities:</b>		
Trade payables	25	0
Other payables & accruals	448	20
Pay accruals	258	1
<b>Total trade and other payables</b>	<b>731</b>	<b>21</b>

## 10. Provision for Liabilities and Charges

	£'000	31 March 2024	£'000	31 March 2023
	Permanent Injury	Dilapidations	Total	£'000
Balance at 1 April	101	53	154	0
Provided in year	0	129	129	0
Provision utilised in year	(15)	0	(15)	0
Unwinding of Discount	2	0	2	0
Provision released	(2)	0	(2)	0
<b>Balance at 31 March</b>	<b>86</b>	<b>182</b>	<b>268</b>	<b>0</b>
<b>Falling Due:</b>				
Within one year	15	58	73	0
Between two and five years	58	124	182	0
Later than five years	13	0	13	0
<b>Total</b>	<b>86</b>	<b>182</b>	<b>268</b>	<b>0</b>

The Permanent Injury provision relates to an injury benefit of a former employee of the Board of Community Health Councils, this liability was transferred from Powys Health Board to Llais on the 1 April 2023.

The dilapidation provision has been established to recognise the condition within Llais' 12 building leases to restore the premises to their original state upon termination of the lease. An approximate 'cost per square foot' has been obtained, from an independent source, on which to base this calculation.

## **11. Financial Instruments**

Llais' cash requirements are met through funding provided by the Welsh Government.

Llais is not therefore exposed to significant liquidity risks.

The majority of financial instruments relate to contracts to buy non-financial items in line with Llais' expected purchase and usage requirements and the Commissioner is therefore exposed to little credit, liquidity, interest rate or foreign currency risk.

There is no material difference between the book values of the organisation's financial assets and liabilities at 31 March 2024 (31 March 2023; £nil).

## **12. Related-Party Transactions**

In 2023/2024, Llais received cash funding of £6.849m from the Welsh Government, against confirmed Grant-in-Aid funding of £7.744m. Confirmed Grant-in-Aid funding split between Revenue of £7.122m and Capital of £0.622m.

In resource accounting terms this equates to confirmed resource allocation of £8.298m, split between revenue resource allocation of £7.131m and Capital allocation £1.167m.

The Welsh Government is regarded as a related party. Material transactions with the Welsh Government during 2023/2024 are:

- funding of £7.744m from Welsh Government (£0.132m 2022/2023)
- notional funding of £0.195m from Welsh Government to cover Notional 6.3% Pension Contribution
- Llais paid Welsh Government £0.104m, mainly for reimbursement of staff salaries and corresponding deductions they pay on our behalf (nil in 2022/2023)
- Llais had £0.017m accruals with the Welsh Government (nil 2022/2023)

During 2023/2024 Llais, in the normal course of its business, entered into the following transactions with the following organisations in which Board and Executive Members or other related parties had an interest.

<b>Name</b>	<b>Relationship with related party</b>
Adenipekun, Bamidele	Associate – Practice Solutions Limited

The above individual has not undertaken any material transactions with us.

Practice Solutions Limited was paid £29,400 – this is included in note 3; no balances were owing to/from this supplier as at 31 March 2024.

### **13. Events after the reporting period**

There were no significant events occurring between the year end and the approval of these accounts.

These financial statements were authorised for issue on the 18 December 2024 by Alyson Thomas.

## 14. Statement of Assets and Liabilities transferring from Powys tHB at 1 April 2023

	1 April 2023	
	£'000	£'000
<b>Non-current assets:</b>		
Right of use assets	0	
Property, Plant and Equipment	12	
Intangible assets	0	
<b>Total non-current assets</b>		<b>12</b>
<b>Current assets:</b>		
Trade and other receivables	0	
Cash and cash equivalents	269	
<b>Total current assets</b>		<b>269</b>
<b>Total assets</b>		<b>281</b>
<b>Current liabilities:</b>		
Trade and other payables	(126)	
Right of Use Lease	0	
<b>Total current liabilities</b>		<b>(126)</b>
<b>Total assets less current liabilities</b>		<b>155</b>
<b>Non-current liabilities:</b>		
Provisions	(155)	
Right of Use Lease	0	
<b>Total non-current liabilities</b>		<b>(155)</b>
<b>Total assets less total liabilities</b>		<b>0</b>
Taxpayers' equity		
<b>General reserves</b>		<b>0</b>

Llais became operational on the 1 April 2023 when all staff, assets, liabilities (contracts) were transferred from Powys Teaching Health Board.

The statement above provides a breakdown of the agreed balances transferred to Llais and are included in the calculations for the following notes:

Note 5 - Property, Plant & Equipment  
Statement of Cash Flows  
Note 10 - Provisions



# Glossary of terms

**Agenda for Change** – These are the pay and conditions framework used in Llais. It provides a fair and transparent system of pay, job evaluation, conditions and pay progression.

**Capital** – Spending on land and premises and provision, adaptation, renewal, replacement or demolition of buildings, equipment and vehicles.

**Community care** – A way of providing services to people to help them stay in their own homes as long as they are able, or in other settings in the community such as residential homes.

**Complaints advocacy** – Complaints advocacy is a specialist service which supports people who are considering, or wishing to make a complaint about the health and social services they receive.

**Consultation** – The action or process of formally consulting or discussing.

**Co-production** – Co-production is when professionals work in partnership with people who have lived experience, to develop solutions to challenges in public services and communities.

**Corporate governance** – A system of accountability to citizens, service users, stakeholders and the wider community within which health and social care organisations work, take decisions and lead their people to achieve their objectives.

**Digitally excluded** – Not able to use digital devices (such as computers or smart phones and the internet).

**Engagement** – An active and participative process by which people can influence and shape policy and services that includes a wide range of methods and techniques as explained within the National Principles for Public Engagement Wales.

**Equity** – Recognising that we do not all start in the same place, and we may have to change to make things more balanced for everyone.

**General practice** – Refers to the services provided by general practitioners (GPs), also known as family doctors.

**Insights** – Insights are valuable pieces of information or understanding that are gained from analysing data or observations from our engagement work. They provide a deeper understanding of a situation or issue and can help in making informed decisions.

**Mean** – Is the average of a set of numbers. To calculate the mean, you add up all the numbers in the set and then divide that sum by the total number of numbers. For example, if you have the numbers 2, 4, and 6, the mean would be  $(2 + 4 + 6)$  divided by 3, which equals 4. The mean gives you an idea of the “central” value of the numbers in the set.

**Median** – The middle value in a set of numbers when they are arranged in order from smallest to largest. If there is an odd number of values, the median is the number right in the middle. If there is an even number of values, the median is the average of the two middle numbers. The median gives you a good sense of the “middle” of the data, especially when there are extreme values that might skew the ‘mean’.

**Outpatient** – Provided on an appointment basis without the need to be admitted to or stay in hospital, e.g. assess need for further treatment, follow up appointment after a period of treatment.

**Primary care** – Primary care refers to services provided by providers who act as the principal point of consultation e.g. GP practices, dental practices, community pharmacies and high street optometrists.

**Representation** – Representations made by Llais to NHS bodies and local authorities, and those acting on their behalf or working jointly e.g., Regional Partnership Boards regarding the provision of health or social services.

**Secondary care** – Also known as acute care, this refers to specialist medical care or surgery provided in a hospital setting either as an in-patient or outpatient service. Patients seen in hospitals are generally under the care of consultant, not a GP.

**Service change** – Service change can include service reorganisation, reconfiguration, service redesign, service variation, service improvement, or service expansion.

**Stakeholder** – An individual or organisation with an interest in health and/or social care initiatives. Stakeholders can be organisations such as local authorities or individuals such as residents.

**Terms and conditions** – The specific details of a job agreement between an employer and an employee. These terms outline important aspects of the employment relationship, such as salary, benefits, leave entitlements and working hours.

**Third sector** – The part of an economy or society comprising non-governmental and non-profit-making organisations or associations, including charities, voluntary and community groups, cooperatives, etc.

**Under-represented groups** – This refers to groups of people who are socially marginalized or under-recognised. This can include people from minority ethnic communities, people with disabilities, people who are neurodivergent, people from a lower socioeconomic background, LGBTQIA+ people and people with different religious backgrounds.

# Contact information

## Llais

3rd Floor  
33 – 35 Cathedral Road  
Cardiff  
CF11 9HB

02920 235 558  
enquiries@llaiscymru.org  
www.llaiswales.org

## Your local Llais team

### Cardiff and Vale of Glamorgan

Covering Cardiff and the Vale of Glamorgan.  
Tel: 029 2075 0112  
Email: cardiffandvaleenquiries@llaiscymru.org

### Cwm Taf Morgannwg

Covering Bridgend, Rhondda Cynon Taf and Merthyr Tydfil.  
Tel: 01443 405830  
Email: cwmtafmorgannwgenquiries@llaiscymru.org

### Gwent

Covering Newport, Caerphilly, Blaenau Gwent, Monmouthshire and Torfaen.  
Tel: 01633 838516  
Email: gwentenquiries@llaiscymru.org

### Neath Port Talbot and Swansea

Covering Neath Port Talbot and Swansea.  
Tel: 01639 683490  
Email: nptandswansea.enquiries@llaiscymru.org

### North Wales

Covering Flintshire, Denbighshire, Wrexham, Conwy, Anglesey and Gwynedd.  
Tel: 01978 356178 / 01248 679284  
Email: northwalesenquiries@llaiscymru.org

### Powys

Covering Montgomeryshire, Brecknockshire and Radnorshire.  
Tel: 01874 624206/01686 627632  
Email: powysenquiries@llaiscymru.org

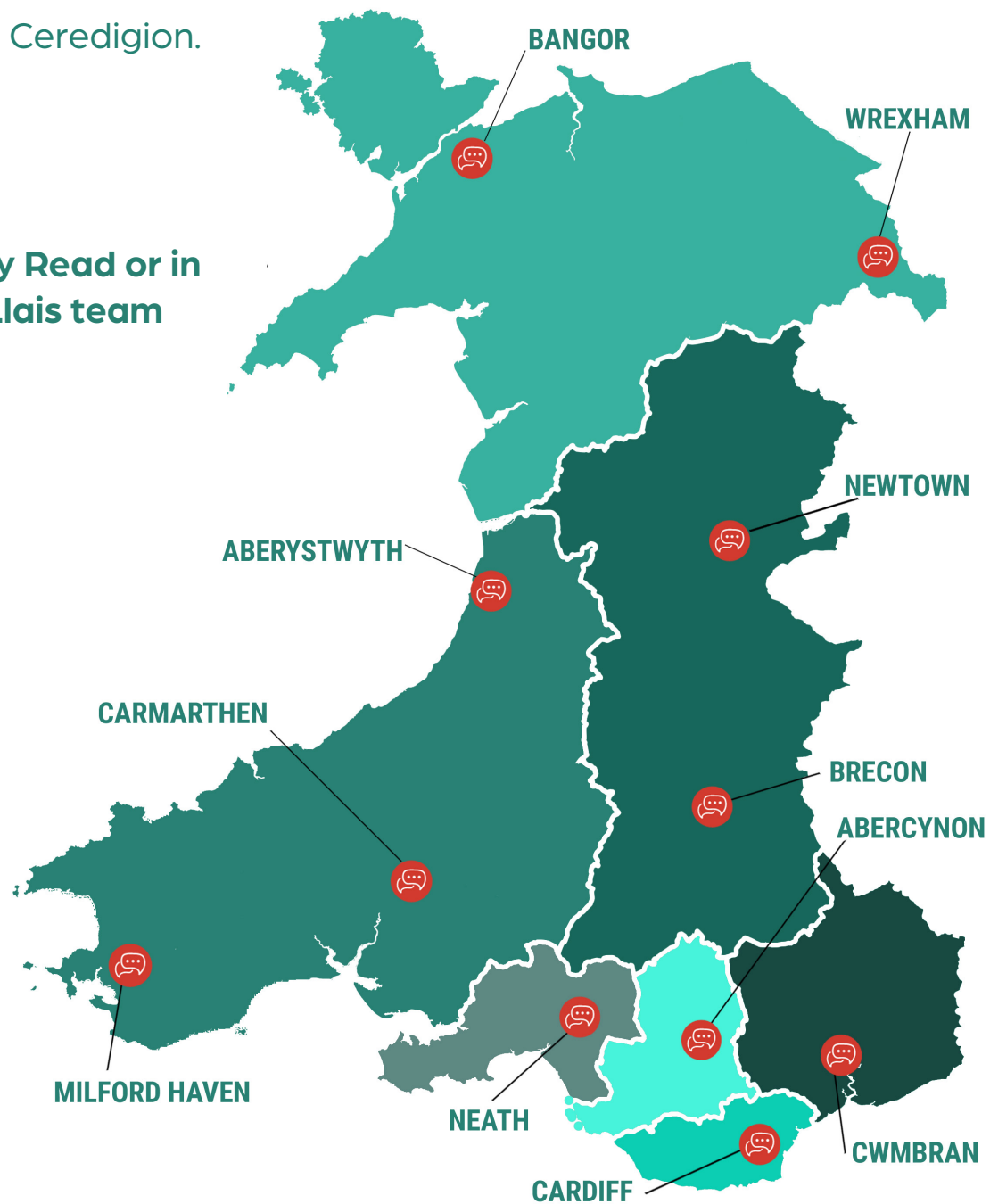
## West Wales

Covering Pembrokeshire, Carmarthenshire and Ceredigion.

Tel: 01646 697610

Email: [westwalesenquiries@llaiscymru.org](mailto:westwalesenquiries@llaiscymru.org)

If you would like this publication in Braille, Easy Read or in another language, please contact your local Llais team







BWRDD PARTNERIAETH RHANBARTHOL  
**GOGLEDD CYMRU**  
**NORTH WALES**  
REGIONAL PARTNERSHIP BOARD

# North Wales Regional Partnership Board

Annual report

2023 - 2024



This report has been produced to meet the requirements set out by the Welsh Government in the Social Services and Well-Being (Wales) Act 2014

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# 1. Foreword by the chair of North Wales Regional Partnership Board (NWRPB)

Cllr Dilwyn Morgan,  
Chair NWRPB

Cabinet Member for Adults, Health and Wellbeing,  
Cyngor Gwynedd



I am delighted to present the 2023-24 Annual Report which is my first as the current Chair of the North Wales Regional Partnership Board. Together, we continue to work together to improve our service and enable people in North Wales live the best lives they can.

This report highlights just some of the work that the Regional Partnership Board has delivered to improve the lives of people living in North Wales. I would like to thank everyone involved in our work for their commitment to working together to deliver seamless services that focus on the needs of local communities.

There is so much for the Board and all its members to be proud of this year and sometimes we can lose sight of the good that has been done. This report is therefore a good reminder to us all of what we achieved together during the last 12 months.

It does continue to be challenging for the health and social care sector with no indication that there will be any significant change as we go into the 2024/25. It is even more imperative that we continue to work together to address these issues and to build on the excellent work that has already been achieved.

In addition to our Annual Report, further information can be found by visiting our website <https://www.northwalescollaborative.wales/regional-partnership-board/>

One of my key priorities as Chair is striving to raise awareness of the work of the Board by hearing and sharing stories in health and social care directly to the people of North Wales. I know only too well that stories are moving and powerful, but I believe it is important to go beyond being emotionally moved, to moving into action through learning and development. This I believe is best achieved through collective talking and thinking together and by ensuring that our work is known by the people of North Wales who, with far greater input into service co-design will eventually enable us to achieve the outcomes that matter to them.






Finally, on behalf of my RPB colleagues, I would like to thank everyone who has supported the RPB's work over the last year. Together we can deliver outcomes that far outweigh what we can do alone.

Best wishes,  
Cllr Dilwyn Morgan.

## 2. Highlights and achievements within the year

The North Wales Regional Partnership Board (NWRPB) published their Regional Area Plan in April 2023. This set out how partners worked together during the year to deliver health and social care services and respond to the findings of the North Wales Population Needs Assessment and Market Stability Report. The board also published an update to the Market Stability Report.

The plan focused on how the Regional Partnership Board delivers priorities for integrated working between health and social care on a regional basis, for the population groups:

-  Children and young people with complex needs
-  Older people including people with dementia
-  People with learning disabilities and neurodevelopmental conditions
-  Unpaid carers
-  People with emotional and mental health wellbeing needs

Progress against the plan was shared throughout the year in RPB meetings and a revised plan is tabled under point 8 of this report.

### Regional Integration Fund

The Health and Social Care Regional Integration Fund (the RIF) is a five-year fund (April 2022 to March 2027) to support integration and partnership working for the priority population groups identified above.

The NWRPB has led on the development and implementation of the RIF.

The 2023/24 RIF programme comprises 35 schemes across the 6 national Models of Care.

The total investment into schemes and services (excluding infrastructure and programme management costs) for the year is £57,169,751

This is made up of £29,705,054 Welsh Government funding and £27,464,697 of partner core funding.

£5,413,163 is invested in schemes which directly support unpaid carers. £5,671,244 is invested in social value schemes.

All schemes report against a set of All Wales performance indicators (Appendix 2)

### North Wales Together: Seamless services for people with learning disabilities

North Wales Together is a project funded through the RIF, to support people and organisations to make sure that people with learning disabilities are able to live a great life. The team are working with many different people and organisations to find out what is working well, and how we can support changes where they are needed.

Progress during 2023/24 includes:

- 🌈 development of a Regional Supported Employment strategy and, in central area, piloting a model that supports people with learning disabilities to access paid employment. This model will be rolled out across the region in 24/25;
- 🌈 1 to 1, hub support and accessible training designed to raise awareness of technology for those with a learning disabilities and the workforce who support them;
- 🌈 working with colleagues in Health and Social care on an integrated Positive Behaviour Support implementation plan;
- 🌈 funding a project management post within the BCUHB Mental Health and Learning Disability division to take forward the redesign of existing residential nursing services to enable care closer to home for people with complex needs. Accommodation developed East and West of the region with placements coming on stream 24/25;
- 🌈 commissioning of activities for Adults, Children with learning disabilities and their families;
- 🌈 development of a Direct Payment toolkit and promotion of Direct Payments
- 🌈 commissioning of a third sector based Information Advice and Assistance service for young people and their families experienceing transition to adult services.
- 🌈 Commissioning and joint funding a peer led health checks and screening project.

## **Children's RPB**

Being one of the priority population groupings, a Childrens sub-group was formed in January 2022 with the intention to review and revise the associated governance structure adopted to develop and implement workstreams to meet the needs of Children and Young People with complex needs across the region.

A revised governance structure was agreed during the year and the newly named Childrens Regional Partnership Board (CRPB) was implemented in January 2024. The structure includes a Childrens Regional Transformation Board, to give transparency on what programmes are delivering, avoid any duplication and working to the principles in the NYTH/NEST framework.

The governance review was a reflective phase for partners, allowing them to review their priorities as part of the right door implementation. As such, each sub-regional area, whilst having a common themes also now has a slightly different focus for their next stage in delivery. In all three areas there is a particular focus on providing support for those who are neuro-diverse (ND) and are either on the waiting list for a diagnosis or have a diagnosis.

The East area has agreed to focus on those children and young people who are transitioning between primary school and secondary.

Central have a focus on 0-7 years.

In the West, Gwynedd and Anglesey are working on different cohorts, prioritising ND too.

- 🌈 Anglesey's focus is early intervention and prevention and is rolling out Teulu Mon to deliver a Multi-Disciplinary Team (MDT) approach based around the 5 secondary schools and primary schools in each catchment areas.

- 🌈 Gwynedd is focusing on complex cases and have established an MDT with a preventative ethos to support the children and young people with an aim to prevent them entering into care, where possible.

The different focus will enable the work to identify the challenges and opportunities faced by these cohorts and share good practice across the region.

In addition to the review, during the year coproduction and storytelling workshops were held and through a series of creative and participatory exercises a vibrant and rich period of discussion emanated where:

- It was established that guiding values and principles should underpin and inform all aspects of the work going forward.
- The boards mission was co-defined.
- dialogue learning methods were introduced to provide an engaging and practical way of putting stories into action.
- the priority areas for a 2-year work programme were reviewed and confirmed.

## **Regional Innovation Coordination Hub**

The hubs' role is to coordinate health and social care research, innovation, and improvement activity in North Wales to support the work of the Regional Partnership Board and its partners.

Highlights for 2023-24 include the following -

- 🌈 Gathering evidence and bringing people together to find solutions to complex problems, including: a RITA User Network to talk about using reminiscence technology for people living with dementia; ways to use co-production and storytelling techniques to improve services and partnership working; and improving support for children and young people with neurodevelopmental conditions.
- 🌈 Improving access to evidence by providing insight into statistics and research for dozens of topics ranging from neurodiversity and dementia to AI and virtual wards.
- 🌈 Getting work underway for the Digital, Data and Technology Board under the themes of –
  - 🌈 getting the basics right
  - 🌈 innovation
  - 🌈 digital inclusion
  - 🌈 integrated health and care records.





This included mapping digital projects across the region.

- 🌈 Providing research support including case study hints and tips sessions and a consent and ethics framework for the Regional Integration Fund; designing a dashboard to measure regional progress against the Autism Code of Practice; and analysing hundreds of thoughtful responses to a Dementia Listening Campaign across six North Wales towns.

For more information, follow the hub on Twitter/X @\_NW\_RICH, sign up to our newsletter and visit the RIC hub webpages.

## Strategic Capital Plan & Development Fund

The NWRPB developed during the year a 10-year Strategic Capital Plan (SCP) which brings together –

-  Health
-  social care
-  housing
-  third sector
-  education
-  regeneration partners

to develop integrated service delivery facilities and integrated accommodation-based solutions for the future.

As part of the development of the SCP, the regional team developed a prioritisation tool accessible to partners to assist with the process, allowing partners to submit schemes each quarter to seek endorsement from the RPB.







Each project goes through a 5-stage process which includes scheme prioritisation, if endorsed will then progress through to business case and application development and project delivery if awarded funding.

The regions SCP was completed in July 2023, with 35 prioritised schemes receiving RPB endorsement with projects being developed across health and social care.

These prioritised schemes have a total value estimated at £440m with £303m anticipated to be required from WG funding.

In addition, a further £3m of funding was awarded during the year to support schemes at varying stages, from continuation of business case development to acquisition, refurbishments and construction of new facilities.

The projects awarded funding included –

-  The development of Integrated hub in Conwy west (progression to the next business case stage),
-  care closer to home development across the region
-  extra care refurbishment in Denbighshire
-  dementia centres across the region
-  supported living for people with learning disabilities in Conwy and Flintshire and
-  children's care homes across the region.

These schemes will assist people to live independently for longer, free up hospital beds and provide improved service provision across the North Wales region.

## Radical thinking with the Regional Partnership Board

“To be truly radical is to make hope possible rather than despair convincing”  
Raymond Williams

The exploration of radical ideas which could help address future challenges facing health and social care was undertaken during the year. After binging TED talks, inspirational books, and articles it became clear that the best place to start was by bringing people together.

The workshop began with defining radical thinking – it’s about disruption, innovation, risk-taking, passion and impact. We talked about how being ‘radical’ should not be an end in itself as it can harm as well as benefit people. To mitigate, we came up with a set of guiding principles for how and where we could be purposefully radical for good. This includes **gathering stories** from those with lived experience to inform service design and delivery, **convening conversations** to connect all partners with a shared stake in collective challenges, exploring new ways to do more with available **finances and resources**, giving people **permission to act**, and **sharing responsibility** between members of the board.

### Dementia Friendly Communities

The Regional North Wales Dementia Friendly Communities (DFC) recognition and accreditation scheme commenced on 1st January 2024 following the Alzheimer’s Society scheme ending on the 31 December 2023.

The 6 County Voluntary Councils, 6 Local Authorities and the Health Board are working together with support from the RPB Business Support Team and Regional Dementia Project Manager to deliver the North Wales Dementia Friendly Communities Scheme.

The Denbighshire Voluntary Services Council (DVSC) are the lead County Voluntary Council partner due to their wealth of knowledge and experience. The DVSC are providing advice and support to partners and will be part of the accreditation assessment panel. Nevertheless, all 6 County Voluntary Councils (CVC) will provide advice and guidance for newly established DFCs including running consultation events, meetings, and support with how to set up a constitution and establishing DFC networks.

In addition, the Local Authority partners will also provide information and support to existing and newly established DFCs. As well as provide support for countywide DFC networks and will be part of the accreditation assessment panel.

The Health Board have agreed to be part of the accreditation assessment panel. The RPB Support team are providing project management and administrative support for the application and assessment documentation process and are also part of the accreditation assessment panels and regional DFC networks and forums.

The DFC initiative is on track to commence phase 2 in June 2024, which will further develop the North Wales scheme by identifying any gaps and barriers to preventing the new scheme from expanding. A consultation group will be set up, along with events will be held with people living with dementia to review the regional scheme’s progress and co-produce an enhanced scheme.

### **3. Role, purpose and membership of the North Wales Regional Partnership Board**

#### **Vision statement**

Together improving the health and well-being of people and communities.

#### **Guiding principles**

The NWRPB agreed its guiding principles in November 2016 and these remain fit for purpose:

- Whole system change and reinvestment of resources to a preventative model that promotes good health and well-being and draws effectively on evidence of what works best
- Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers and communities)
- People are enabled to use their confidence and skills to live independently, supported by a range of high quality community based options
- Embedded co-production in decision making so that citizens and their communities shape services
- We recognise the broad range of factors that influence health and well-being and the importance of the links to these areas (including education, housing, welfare, reduced homelessness, economic growth, regeneration, leisure and the environment).

#### **Role of the NWRPB**

Our Regional Partnership Board (RPB) includes representatives from Conwy County Borough Council, Cyngor Gwynedd, Denbighshire County Council, Flintshire County Council, Isle of Anglesey Council, Wrexham County Borough Council, Betsi Cadwaladr University Health Board, Welsh Ambulance Service Trust, housing, Third & Independent sectors, carer and service user representatives.

We work with our population, recognising its diversity, and colleagues from across our region to improve the health and wellbeing of everyone living in North Wales.

We share resources, skills and services to ensure people can access the right service, in the right place, at the right time so, you can do the things that matter most to you, at all times of life.

The NWRPB's Terms of Reference is reviewed annually however, the role of the Board remains the same and is to:

- Ensure that there is an agreed shared vision and a clear direction of travel for service development and integration of health, care and well-being
- Ensure that there are shared plans and strategies in place (supported by appropriate business cases) for delivering on the vision
- Ensure that the strategic plans are evaluated and reviewed against agreed and understood outcomes and performance indicators

- Lead a strategic approach to communicating and publicising the direction of travel and the progress made
- Ensure that the principles of the Board are upheld
- Maintain an effective overview of the resources allocated
- Report to the Regional Leadership Board on progress, key issues and exceptions, escalating any barriers to progress within the NWRPB for resolution
- Ensure that an annual report on progress is prepared and delivered as required by the Welsh Government.






The membership of the NWRPB (as at end of March 2024) is attached in Appendix 1.

The NWRPB's business and the business of the regional sub-groups is managed by the Head of Regional Collaboration and members of the North Wales Regional Collaboration Team.

## 4. Legal requirements and strategic direction

The requirements for the Regional Partnership Boards is set out in the Part 9 Statutory Guidance (Partnership Arrangements); this annual report also includes the specific elements required by Welsh Government to be included in its Annual report.

In line with the requirements of the Act, during 2023-24 the NWRPB continued to develop its approaches to integrated services for the following priority areas:

-  Older people with complex needs and long-term conditions, including dementia
-  People with learning disabilities
-  Carers, including young carers
-  Integrated Family Support Services
-  Children with complex needs due to disability or illness.

### North Wales Area Plan

The Area Plan sets out the priority areas for integration of services between health and social care and this sets out the direction of travel for the Board. The Area Plan sets out how the region will address the priority areas identified in the Population Needs Assessment, this remains the golden thread to specific areas of work within the region. We add value when we bring partners together to address issues or deliver change which no one organisation can address alone.

### Older People with complex needs and long-term conditions, including dementia

The Social Services and Well-being (Wales) Act 2014 includes a legal duty for Regional Partnership Boards to prioritise the integration of services in relation to older people with complex needs and long-term conditions, including dementia. Support for people living with dementia is a priority in the NWRPB Regional Plan.

The North Wales Dementia Strategy provides such direction. It sets out how we will deliver the Dementia Action Plan (DAP) through development of integrated dementia services. The strategy was developed jointly by the six North Wales Local Authorities and Betsi Cadwaladr University Health Board (BCUHB) and supported by Public Health Wales, Bangor University and dementia service users and carers as well as other partners.

There are 31 actions within the North Wales strategy.

#### Dementia Action Plan (DAP)

In 2018 Welsh Government introduced the All-Wales Dementia Action Plan (DAP) and North Wales receives just over £2.1m DAP funding to support integrated partnership working for people living with dementia. The DAP funding is recurrent, and ring fenced.

## All Wales Dementia Care Pathway Standards (AWDCPS)

In 2020, Welsh Government introduced the All-Wales Dementia Care Pathway of Standards (AWDCPS) to support delivery of the Dementia Action Plan (DAP). The standards were developed in consultation with people living with dementia, third sector and voluntary organisations and health care professionals, to identify what people living with dementia believe will make a positive difference to dementia care.

There are 20 standards and Improvement Cymru lead on this work nationally.

## Memory Support Pathway (MSP) Improvement

In 2021, Welsh Government recognised there were significant waiting times for memory clinics across Wales due to capacity and process issues and so Memory Assessment Service (MAS) funding was made available to improve the Memory Support Pathway. North Wales receives £678k funding. The pathway includes provision of pre-assessment support and advice, improved clinical assessment and diagnosis times and provision of post diagnosis advice and support. The vision of the pathway is equity and ease of access for all residents of North Wales. The funding is recurrent, and ring fenced.

## Dementia Friendly Communities

In 2023 Alzheimer's Society announced that they were ending the UK wide Dementia Friendly Communities scheme in December 2023. The NWRPB worked to develop a regional recognition and accreditation scheme to ensure Dementia Friendly Communities (DFC) could continue in North Wales. The NWRPB scheme commenced in January 2024.

The regional dementia work is managed through effective partnership decision making and delivery via the regional operational and strategic groups. The work is led by the Regional Dementia Project Manager funded from DAP and the Regional MAS Improvement Manager funded from MAS.

# North Wales Learning Disability Strategy

The foundation of the programme is the North Wales Learning Disability Strategy. The strategy is being implemented by the team through 6 workstreams: Integrated structures, Workforce development, Commissioning and procurement, Community and culture change, Assistive technology and Employment



<p><b>TREAT ME WELL</b></p>  <p>Everyone is an individual and should be treated with dignity and respect.</p> <p>"respecting me includes respecting my space, my things, my decisions and my relationships"</p> <p>"listen to me and take the time to get to know me!"</p> <p>"Be kind"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• Communicate in an open, accurate and straightforward way</li> <li>• Don't use jargon</li> <li>• Protect and respect people's confidential and personal information</li> <li>• Use humour appropriately</li> <li>• Check how people want to be addressed</li> <li>• Be on time and do what you say you will do</li> </ul>	<p><b>LET ME BE IN CHARGE OF MY OWN LIFE</b></p>  <p>Voice, choice, control and independence is at the heart of everything we do</p> <p>We embrace coproduction</p> <p>"I want to have choice about where I live and who I live with"</p> <p>"support me to do what I want to do and listen to me"</p> <p>"I want to feel important and be able to make my own decisions"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• Empower, encourage and enable people who need care and support to do things for themselves and to make their own decisions.</li> <li>• Support individuals to maximise their decision making and have control over their own lives</li> </ul>	<p><b>HELP ME BE THE BEST I CAN BE</b></p>  <p>We deliver person centred care, putting the person at the heart of everything we do and helping them achieve their potential</p> <p>"learn from me and recognize what I am good at"</p> <p>"help me learn new things"</p> <p>"give me just enough support"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• Be prepared to take positive risks, clearly explaining the consequences to others</li> <li>• Look at tackling new and emerging problems creatively.</li> <li>• Don't see mistakes as a bad thing, see them as an opportunity to learn and grow</li> <li>• Be warm, kind, empathetic, reliable and compassionate in your actions</li> </ul>	<p><b>ALWAYS BE HONEST</b></p>  <p>We are always honest and transparent and not afraid to say when something goes wrong</p> <p>We are self-aware and regularly reflect on the work we do, how we do it and the impact we have on those being supported.</p> <p>"I want people to just be honest with me and tell the truth"</p> <p><b>TOP TIPS</b></p> <ul style="list-style-type: none"> <li>• We learn from others and share knowledge and best practice</li> <li>• Seek, reflect on and learn from feedback from colleagues, individuals and families</li> <li>• Have the courage to speak up and challenge others when you have concerns about the quality or safety of care being provided</li> </ul>
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**NORTH WALES TOGETHER ACCOMMODATION WORKSTREAM**

Positive Behaviour Support is about working in partnership with people, treating them with dignity and respect and enabling them have a better life. We give the right support at the right time so people can thrive to their potential.

Seeing the people you work with become so much happier, having positive relationships, becoming part of society and having fulfilled lives is an incredible feeling and experience.

Positive Behaviour Support: Not only has C's confidence grown, her quality of life has improved and there has been a significant decrease in behaviours of concerns. Within this growth she is now participating in lots of activities

## **Commissioning**

The North Wales Regional Commissioning Board supports and underpins the development and practice of strategic commissioning across Social Services and Health in both Adults and Children's services in North Wales identifying best practice and providing a consistent strategic approach across the region.

## **Regional Care Fees**

Regional Care Fees is an ongoing piece of work for the Regional Commissioning Board, and although there was a recommended regional fee signed off for 2023/24, local amendments were inevitable, but it was vital that the group were able to report back to the Regional Commissioning Board as to the business reasons why some LA's were deviating to be able to gain an accurate picture of how much it costs for the provision of care in a care home in North Wales.

North Wales local authorities and BCUHB are all under significant financial pressures. Moving forward, discussions have been ongoing about future fee setting and to understand the appetite for a regional fee methodology. This has been positive, and discussions are in their early stages of the methodology used and the support for providers in gaining a full and comprehensive 'let's agree to agree' exercise.

## **North Wales Domiciliary Care Agreement**

The current NWDCA was established in 2019 and runs to 31<sup>st</sup> March 2025.

For the renewal of the NWDCA (effective from 1<sup>st</sup> April 2025) the scope of services being tendered is now being extended to include standard and complex / enhanced domiciliary care for children and young people, which the current agreement does not have in scope.

These services will be tendered for through an 'Open' tendering Invitation to Tender (ITT) in the summer of 2024.

## **Market Stability Report**

Our first Market Stability Report was published in 2022, which included information about the availability of care and support across the region.

The MSR Code of Practice requires local authorities to work with RPB partners to keep the report under regular review at least annually and to publish any significant changes as a revised report or an addendum.

The Regional Partnership Board agreed to the light-touch review in July 2023, and since this time steering group members have reviewed their relevant sections and highlighted any major changes since the first report was published.

This was published in December 2023

<https://www.northwalescollaborative.wales/commissioning/msr2022/>

## **Workforce**

The Regional Workforce Board leads on behalf of the Regional Partnership Board on any strategic matters related to workforce planning, transformation and sustainability.

As an integrated Board, the Regional Workforce Board will take forward joint planning and development of the social care and community health workforce, maintaining strategic oversight on the delivery of the regional workforce strategy.

The regional workforce strategy has recently been reviewed and refreshed. The three main priorities were agreed from a stakeholder workshop held in June 2023 where new partners were invited to attend, and provided an opportunity to discuss what partners thought the priorities should be for the region moving forward. The work on the strategy has been undertaken within the context of the national strategy developed jointly between Social Care Wales (SCW) and Health Education in Wales (HEIW).

The [North Wales Workforce Board Annual Report 2023/24](#), This report includes the achievements which the board has had in 2023/24 and also detail the strategy for 2023-25.

## **North Wales Social Value Steering Group**






The North Wales Social Value Forum (NWSVF) has grown since it was formed in 2016, with new members joining the group. Membership consists of partners from BCUHB, local authorities and third/voluntary sector. This group will continue their support to the delivery of the requirements of the Social Services and Wellbeing Act (Wales) 2014.

The NWSVF will also continue to work with the North Wales Social Value Network to promote the development of not for private profit organisations (including social enterprises, co-operative organisations, co-operative arrangements, user led service and third sector) to provide care and support and support for carers, and preventative services.

The group will continue to promote collaboration, partnership and networking opportunities across sectors with an aim of maximising social value and co-production across all providers delivering health, social care and /or wellbeing services in North Wales.

With the development of the Social Partnership and Public Procurement (Wales) Act 2023 the group identified an opportunity to explore the implementation and delivery of this act in North Wales. Therefore, in 2024 (working in partnership with the North Wales Insight and Research Partnership) the group is developing a Social Value conference. The purpose of this event is to bring together providers, Procurement and Commissioning Officers and Managers from across North Wales to ensure a shared understanding about how best to maximise the well-being of citizens and communities through commissioning activities. The focus is on delivering “what matters” to the people of North Wales and how we can address the social, environmental, economic and cultural needs through procurement and commissioning activities.

Over the next 3 years, the group will focus on:

-  A learning and development programme
-  Annual Social Value Conference
-  Working with the North Wales Social Value Network.
-  Measuring the impact of social value and how it is being delivered in North Wales.
-  Working with the Voluntary Services Councils (the Forum will focus on Third Sector projects particularly utilising RIF funding to maximum benefit.)

## **North Wales Carers Groups**

The North Wales Carers & Young Carers Operational Group (NW(Y)COG) has continued to deliver on the North Wales Regional Carers Strategy. It has been agreed by the group that the action plan which supports the Welsh Government's Strategy for Unpaid Carers and the national priorities will be reviewed and refreshed for the year ahead by the operational group.

Our GP & Hospital Facilitation Service, funded through Welsh Government's Annual Carers Grant, have continued to support unpaid carers in primary and secondary care. There has been a particular focus on the Hospital Carers Facilitators with support provided during hospital discharge. This focus will continue for the next year, with the Welsh Government's Annual Carers Grant stipulating that the focus should be on the supporting unpaid carers when the person they care for is admitted to or discharged from hospital. This change is intended to aid timely discharge of patients from hospital by supporting and involving their unpaid carers in the process.

Working in partnership with Carers Trust short breaks for unpaid carers continue to be delivered utilising the Amser funding across the region. There has been a provision of traditional services along with more flexible and creative breaks tailored to the carer in order to provide a meaningful break, relief from their caring responsibilities and improve or maintain their wellbeing, helping the carer sustain their caring role. Available funding is used to try and ensure that those who most need a break are able to do so.

## **North Wales Young Carers**

The identified number of young carers in North Wales has grown in the last few years due to an increase in referrals through successful awareness raising and positive relationships with partner agencies. As of November 2021, when the data was collected for the Population Needs Assessment, 1,752 young carers were being supported across North Wales.

The young carers app AIDI piloted by Ynys Môn and Gwynedd which includes a digital identity card as well as a communication feature "Ping My School" if they are experiencing any problems and need support with their schoolwork due to their caring role at home goes from strength to strength. AIDI is accessible to all young carers across the two counties, and it featured in a newsletter that goes out to 4,000 local businesses to raise awareness and provide an opportunity to access discounts for carers. WCD and NEWCIS are working on a North East Wales young leaders project focussing on the ID cards and getting the young people to lead on it so that they go out to local businesses and 'fly the flag'. A magazine went out in the last quarter of 2024 to all households so that every young carer will receive information.

Work is ongoing across the region to raise awareness in education settings. The latest census data shows 4,411 young carers in North Wales and this work aims to find 'hidden' young carers in addition to supporting known young carers. Where possible partners are working together to attend assemblies and link with schools across their areas to discuss what young carers are and raise awareness (these discussions are supported with a film and booklet), and a new workshop resource for key stage 2&3 has been trialled with the intention of also empowering teachers to be able to deliver these resources. Young carers were also able to experience a taste of University Life on a residential trip organised by Bangor University and the Reaching Wider team as well as attend open days which has opened up aspirations.

## **RPB Engagement**

NWRPB continues to engage with people through different platforms e.g. social media; online; via Teams/Zoom etc. and face to face engagement work was undertaken in earnest during 2023/24. Local events were attended to promote the work of the RPB at Sioe Môn, Denbigh & Flint Show as well as engagement work on the all-Wales Dementia Listening Campaign at the 2023 Royal Welsh Show. Various Dementia Listening Campaign Events were held throughout the region.

Excellent working relationships have been forged allowing for engaging with seldom heard groups, minority ethnic groups and protected characteristic groups. Continual engagement with our people, partners, stakeholders is pivotal to the work of the RPB.

## **North Wales Social Value Steering Group**

The North Wales Social Value Forum (NWSVF) has grown since it was formed in 2016, with new members joining the group. These new members consist of partners from BCUHB, local authorities and third/voluntary sector, however, now is a good time to re-look at the membership and the terms of reference for this group. This work will be undertaken in May at a face-to-face meeting. This group will continue their support to the delivery of the requirements of the Social Services and Wellbeing Act (Wales) 2014.

The NWSVF will continue to work with the North Wales Social Value Network to promote the development of not for private profit organisations (including social enterprises, co-operative organisations, co-operative arrangements, user led service and third sector) to provide care and support and support for carers, and preventative services.

The group will continue to promote collaboration, partnership, and networking opportunities across sectors with an aim of maximising social value and co-production across all providers delivering health, social care and /or wellbeing services in North Wales.

## **Mwy na Geiriau (More Than Just Words) North Wales Forum**




Picture the scene, an old lady who has lived in a close-knit Welsh language community all her life suffers increasingly with dementia and is suddenly admitted to a hospital or a care home where the predominant language is English.

If she is unable to understand fully what is happening to her as her carers cannot speak her language – she is likely to become more frustrated which could impact on her clinical outcomes. When it comes to discussing our health and care needs, we aim to give the option of delivering these provisions increasingly through the medium of Welsh. That is why following the first five

years of Mwy na Geiriau of delivering the WG vision on providing health and care services through the medium of Welsh the need to offer more and faster is apparent.

The challenge of achieving a million Welsh speakers by 2050 calls for far-reaching changes.

But boundaries must be pushed and we're taking ambitious action to inspire and enable more people to learn and use Welsh. The Forum is currently building on existing foundations and moving onto the next stages in our language journey, identifying three strategic aims to achieve this vision:

-  Increasing the number of Welsh speakers.
-  Increasing the use of Welsh.
-  Creating favourable conditions – infrastructure and context.





The actions set out in the 'Active Offer' plan will assist the Health Board, Local Authorities, Third Sector and Private providers to deliver on these aims including embedding a cultural change, that supports an increase in the use of Welsh in health and social care services over the next five years. Together, all partners will create an infrastructure and approach to enable this as we strive to create a culture where Cymraeg belongs to us all; where there's a pride in working in a bilingual health and social care system that's centred on the individual, providing a pro-active Welsh language offer.

A task and finish group was established in the Autumn with membership from Local Authorities, Grwp Llandrillo Menai, BCUHB and the regional Team to discuss different ideas on how to utilise funding of £10K to promote MNG across the region.

## Research, Innovation and Coordination Hub

The hub aims to coordinate health and social care research, innovation, and improvement activity to support the work of the North Wales Regional Partnership Board.

### Highlights for 2023-24

-  Gathering evidence and bringing people together to find solutions to complex problems, including: a [RITA User Network](#) to talk about using reminiscence technology for people living with dementia; ways to use co-production and storytelling techniques to improve services and partnership working; and improving support for children and young people with neurodevelopmental conditions.
-  Improving access to evidence by providing insight into statistics and research for dozens of topics ranging from neurodiversity and dementia to Artificial Intelligence (AI) and virtual wards.
-  Getting work underway for the Digital, Data and Technology Board under the themes of getting the basics right, innovation, digital inclusion and integrated health and care records. This included identifying digital projects across the region and helped facilitate a successful SBRI bid for £200,000 to test a new, modernised home care delivery model in Torfaen, Gwynedd, and Denbighshire, underpinned by a purpose-built IT system.
-  Providing research support including case study hints and tips sessions and a consent and ethics framework for the Regional Integration Fund; designing a dashboard to measure regional progress against the Autism Code of Practice; and analysing hundreds of thoughtful responses to a Dementia Listening Campaign across six North Wales towns.

Working closely with the other regional hubs and national organisations, we shared, promoted, and developed new ideas, including as part of the North Wales Innovation Network. By the end of the year, we had increased our Twitter/X followers to 450 and now have over 200 subscribers to the RIC hub mailing list.

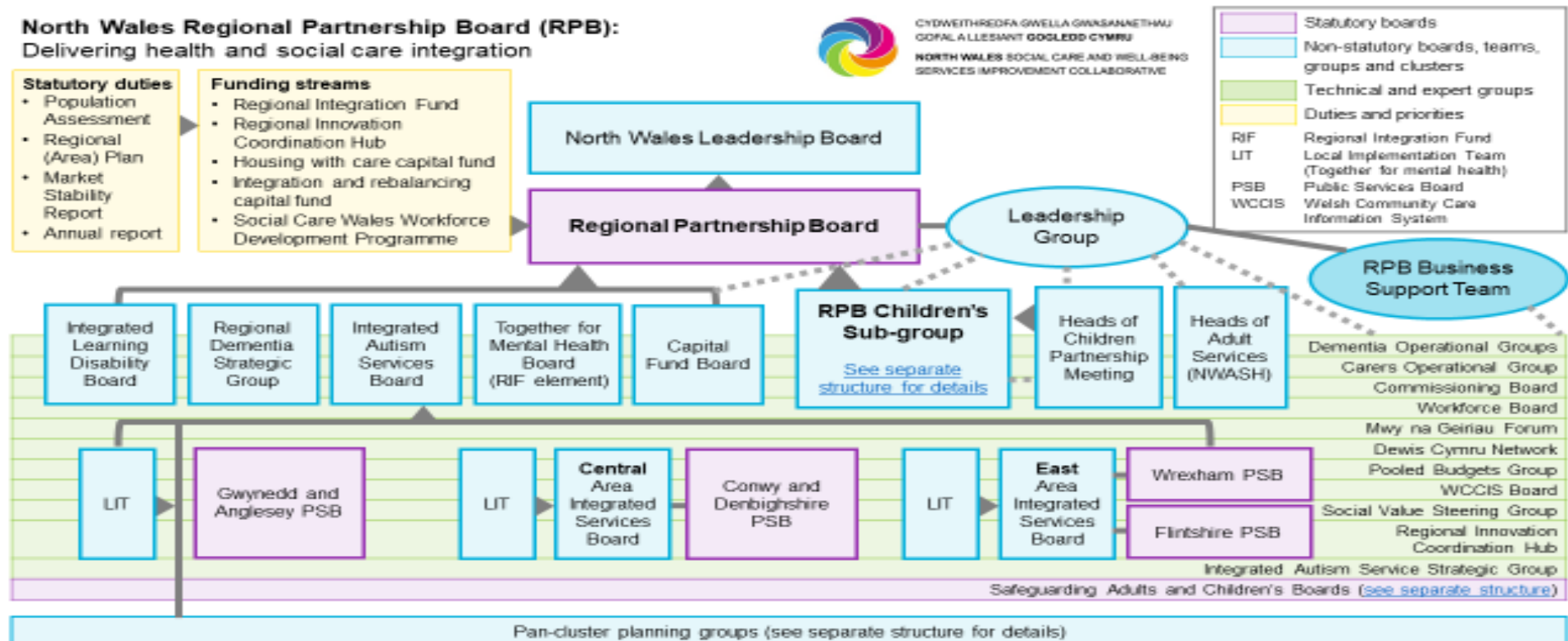
Please follow us on [Twitter/X @\\_NW\\_RICH](#), [sign up to our newsletter](#) and visit the [RIC hub webpages](#) for more information.

## 5. Governance and partnership arrangements

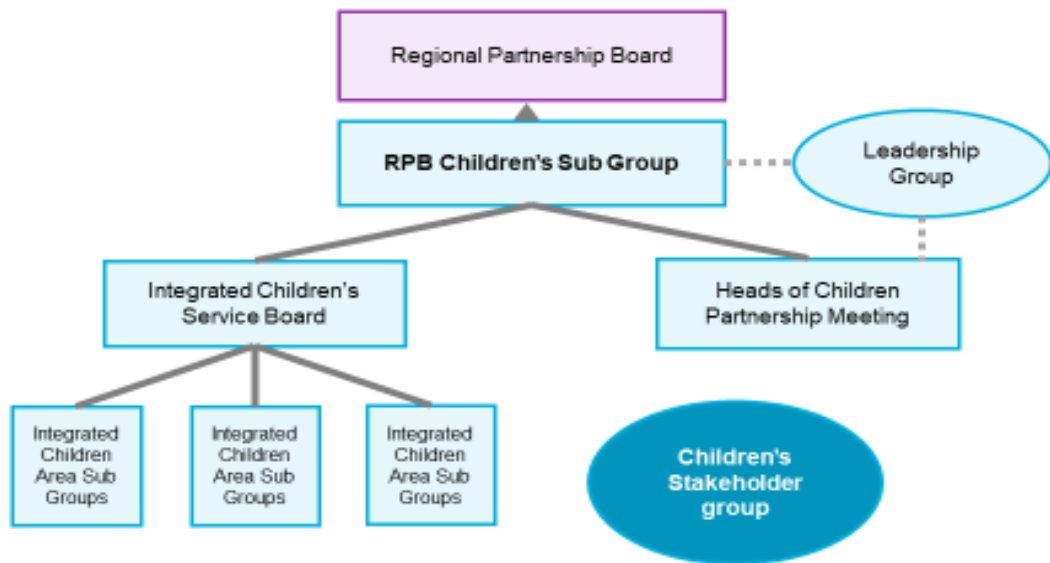
The NWRPB formally reports to the North Wales Leadership Board. The NWRPB's business and the business of the regional sub-groups is managed by the Head of Regional Collaboration and members of the Regional Collaboration Team.

In February 2024, a survey was shared with NWRPB members to gather feedback on governance and partnership arrangements. In response, it was suggested that the governance structure and priorities needed reviewing. Most participants said that the board works strategically and know and understand the board's priorities together with the direction of travel. This is an on-going piece of work that will be progressed throughout 2024/25.

Below is the Governance Structure for the NWRPB:



**North Wales Regional Partnership Board (RPB):**  
Children's governance structure



## 6. Integrated partnerships and contributing to improved outcomes

### Partnership outcomes for the 6 models of care

In all 146,073 people accessed one of the services within the programme at least once during the year. 26,571 people accessed one of the services who had not previously had access and 4,055 people attended at least one of 405 training sessions provided.

29,026 people received Information Advice and Assistance (IAA) in the year, with 10,921 receiving early help & support, both of which aim to reduce impact on local services. 4,299 people received Intensive Support and 5,263 Specialist Intervention from services supported by RIF funding.

Forward Thinking Forward Planning - instilled her with positivity and confidence regarding her future.

#### DEMENTIA COMMUNITY SUPPORT SERVICES

The Dementia Support Worker (DSW) has been really helpful at the most stressful times for myself. She has helped signpost me to groups for my mum and other useful resources to help support us.

DSW - It is vital to have a DSW who has understanding and training in dementia. The DSW recognised my mum's needs and supported her with this.

Notable improvement in overall well-being and communication skills. The Positive Behaviour Support programme has positively influenced daily routines, leading to increased satisfaction and a sense of accomplishment.

#### Community Based Care – Prevention and Co-ordination Model of Care

This Model of Care has £9,309,043 investment which is 17% of the programme total.

There are 13 regional (tier 2) programmes supported by RIF funding within the CBC PC model of care. There are 60 local (tier 3) projects within the 13 regional programmes.

#### Community Based Care – Complex Care closer to home Model of Care

This model of care has £23,975,899 investment which is 42% of the programme total.

There are 6 regional (tier 2) programmes supported by RIF funding within the CBC CC model of care. There are 20 local (tier 3) projects within the 6 regional programmes.

#### COMPLEX AND INTENSE SUPPORT SERVICES

A positive response to the personalised Positive Behaviour Support strategies. Increased engagement in meaningful activities and reduced incidents of concerning behaviour indicate a favourable reaction to the project.

Increased participation in social activities and a reduction in self-harming behaviours demonstrate the positive impact of the project. Improved quality of life is evident through observable changes in behaviour and emotional well-being.

**Home from Hospital Model of Care**

The Home from Hospital Model of Care has £4,635,868 investment which is 8% of the programme total. There are 3 regional (tier 2) programmes supported by RIF funding within the HfH model of care. There are 10 local (tier 3) projects within the 3 regional programmes.

**D2RA THERAPIES**

Timely discharge - appropriate short term admission and length of stay under two days.

Fine service, pleased with what was done, provision of the temporary equipment for around the toilet has really helped, made a difference- and remained in place- as only one drop rail has been able to be fitted due to the structure of the property. The follow up services starting afterwards

It really helped having access to physiotherapy and occupational therapy early on in the emergency department.

**Supporting Families & Children to stay together safely Model of Care**

This Model of Care has £15,740,956 investment which is 28% of the programme total.

There are 6 regional (tier 2) programmes supported by RIF funding within the SF&C model of care.

There are 39 local (tier 3) projects within the 6 regional programmes.

**REPATRIATION & PREVENTION**

This type of session is just what we needed. I feel like we can all share our experiences of 'E' and draw strength from one another. We feel very supported .

It was good that someone outside of our family could help us focus on what was important. I was impressed by how you were able to tune in to all of our needs during the session.

I like it when you come to see me, I can tell you the truth and know that it's okay...I look forward to your visits.

### **Accommodation based Solutions Model of Care**

The Accommodation Based Solution Model of Care has £1,100,977 investment which is 2% of the programme total.

There are 3 regional (tier 2) programmes supported by RIF funding within the ABS model of care.

There are 5 local (tier 3) projects within the 3 regional programmes.

We started by taking ST for visits to his home to assess if he had the life skills needed to take care of himself. We worked on skills he needed refreshing on - cooking / cleaning / washing etc.

### **PROGRESSION & ENABLEMENT TEAM**

After our input ST was able to leave the care home and return home.  
We called in every day for 3 weeks making sure that ST was managing.  
He now lives totally independent with and saving the cost of care home fees.

ST is so happy to be in his own home and not dependent on other people to supply meals. He can now watch his own TV in his own chair. He is also looking forward to becoming stronger in the hope of going out places.

Just wanted to say thank you for all the work you have done since joining us in Hergest regularly. What you do, makes a huge difference to our discharge planning and the wellbeing of our patients in the community.

### **COMMUNITY WELLBING OFFICERS**

The most significant impact it has for me, is my self-esteem has improved and my confidence.

I found it really interesting learning about things I didn't realise was happening to people (with LD) years ago, the way people were treated and learning about what different people are doing now to make sure these things don't happen again.

### **Promoting Good Emotional Health and Well-Being Model of Care**

This Model of Care has £2,539,416 investment which is 4% of the programme total.

There are 4 regional (tier 2) programmes supported by RIF funding within the EH&WB model of care.

There are 11 local (tier 3) projects within the 4 regional programmes.

## 7. Statutory provisions

The partners of the NWRPB have entered into an 'Integration Agreement which is a legal agreement which enshrines their commitment to working together on key identified projects that lend themselves to integrated services and pooled budget arrangements.

The following statutory provisions are permitted to be used to underpin the NWRPB's work:

Part 9 of the Social Services & Well-being (Wales) Act 2014 – in particular sections 166 and 167 and associated regulations (the Partnership Arrangements (Wales) Regulations 2015).

Other legal powers relied upon in support of regional partnerships entered into include:

The National Health Service (Wales) Act 2006 – in particular sections 1, 2, 10, 33 and 38, 82.

S9 Local Government (Wales) Measure 2009 powers in respect of collaboration with other local authorities.

Local Government Act 1972 - in particular s2 which gives local authorities powers to do anything which it considers is likely to achieve any one or more of the following benefits: the promotion or improvement of the economic, social or environmental well-being of the area and section 113 which enables one local authority to place its staff at the disposal of another or health authority or Health Board.

S111 Local Government Act 1982 provides for a local authority to have the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.

## 8. Board priorities moving forward:

# North Wales Regional Plan 2023 to 2028

## Annual Delivery Plan April 2024/25

Each workstream considers the cross-cutting themes: Welsh language - 'Active Offer', equality and human rights, socio-economic disadvantage, housing, homelessness, loneliness and isolation, social value, co-production and citizen voice, prevention, safeguarding, violence against women, domestic abuse and sexual violence and Covid-19.

Workstream	Action	Status	Update or date report scheduled for RPB
Regional Integration Fund	Delivery of the RIF Programme of Schemes for each Model of Care. <a href="#">RIF webpages</a>	On-going	Q4 performance draft report submitted 30 <sup>th</sup> April 2024 (updated 03/05/24)
Regional Integration Fund	To establish an outcomes framework which enables consistent reporting of performance measures across all projects and Models of Care so that difference made and distance travelled can be monitored.	On-going	All Wales Outcome Framework developed by RPB leads now agreed by WG. Regional performance outcomes reporting framework developed which will support the All-Wales framework. Full year performance data included in 2023/24 Q4 performance report (updated 06/05/24)
Regional Integration Fund	To develop an evaluation framework to enable regular robust evaluation of schemes to inform future programme planning	On-going	Evaluation framework and plan under development with 2 approaches being piloted. 'Ripple Effect Mapping' being piloted for MoC evaluation with first workshop in June 2024. 'Most Significant Change' panels being piloted for C&YP schemes (updated 06/05/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Children and young people	Implementation of <a href="#">The Right Door approach</a> (in response to the No Wrong Door Strategy)	On-going	Draft Implementation plan developed and will now be shared within the governance structure. (updated 03/05/24)
Children and young people	Development of priorities for children and young people, considering the different needs of different age groups.  <a href="#">RPB Children's sub-group webpages</a>	On-going	Revised governance structure implemented in January 2024, two year work plan agreed, quarterly development workshops commenced. (updated 03/05/24)
Children and young people	<a href="#">NYTH/NEST framework</a> : whole system approach for mental health	On-going	Approach for completing self-assessments across the region, is for each of the Regional Transformation Programmes individually, aggregated up to a regional one and submitted to WG by 14 <sup>th</sup> October 2024.  Partners across the region to begin rolling out the Nyth/Nest training commencing May 2024. (updated 03/05/24)
Dementia	Dementia accommodation needs into the Strategic Capital Plan	On-going	This has been incorporated into the Strategic Capital Plan which has been agreed by RPB and submitted to Welsh Government. A number of schemes including dementia centres and extra support housing are in the 10 year plan (updated 06/05/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Learning disabilities	Implementation of <a href="#">North Wales Together</a> Programme, underpinned by co-production focussing on communities and cultural change, accommodation, assistive technology, employment and children and young people.	On-going	Progress report scheduled (updated 7/05/24)
Autism	Implementation of the statutory code of practice on the delivery of the Autism Services Delivery Plan 2021-22	On-going	End of year Autism workstream report for 2023/24 details achievements and progress with Autism CoP and Neurodivergence Improvement Plan. Due to go to June 2024 RPB (updated 06/05/24)
Mental Health	Review and implementation of T4MH strategy for North Wales	On-going	Preparing strategy to go on RPB website (updated 7/5/24)
'Further, Faster' – Our mission to build an Integrated Community Care Service for Wales	To support the development of a Community Care Service for Wales	On-going	Regional plan for 2023/24 funding approved by Welsh Government. Funding fully spent.  Regional plan for 2024/25 has been drafted through a process of 4 integrated workshops held Feb – April. Plan meets WG expectations, has been signed off by the Leadership, currently awaiting BCU Exec sign off (updated 06/05/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Strategic Capital	To develop a 10 year Strategic Capital Plan in line with Welsh Government guidance	On-going	Strategic Capital Plan (SCP) has been developed and approved by Welsh Government. End of year Capital report for 2023/24 details achievements and progress with 31 schemes prioritised for funding cycle 1. Report due to go to June 2024 RPB. Work commenced on phase 2 of the SCP (updated 06/05/24)
Commissioning	<a href="#">Market Stability Report</a> annual reviews	On-going	Light-touch review completed for 2023, signed off and published on RPB website with a copy sent to WG. Working group to plan and scope 2024 review. (updated 24/04/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Commissioning	Implementation of a Pre Placement Agreement for Service Providers to include the co-ordination of the Workshops and setting up a process for collating the completed PPA.	On-going	Implementation delayed. Initial negotiations with Care Forum Wales took place around the outstanding issues and amendments suggested. Legal discussions are continuing between commissioners and legal reps for HB and LA's and will be negotiating with CFW legal as soon as agreement by all 7 partners is reached in relation to process for IPA with suggested wording changes to accompanying clauses. Will remain as high risk because there is no live contract. (updated 24/04/24)
Commissioning	To review the True Cost of Care arrangements for the region	On-going	Steering Group and Working Group has been established to look at the true cost of care, with work to look at the evidence gathering. However, this was halted in December. Options appraisal document and workshop planned for Leadership Group and NASH in April, with presentations from Laing Buisson and CareCubed as well as learning from Conwy and Gwynedd. Further discussion and decision will be had about the way forward regionally and whether a regional approach to a fees methodology is adopted. (updated 24/04/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Mwy Na Geiriau	<p>Drive progress under the overarching theme of <b>culture and leadership</b> and the three themes</p> <ol style="list-style-type: none"> <li>1. Welsh language planning and policies including data</li> <li>2. Supporting and developing the Welsh language skills of the current and future workforce</li> <li>3. Sharing best practice and an enabling approach</li> </ol> <p><a href="#">Mwy na geriau: 5 year plan 2022 to 2027</a></p>	On-going	<p>With financial assistance from the RPB in 2023, resources produced in conjunction with BCUHB for non-Welsh speaking social care and health care staff. Currently distributing the materials across the region.</p> <p>Moving forward in 2024/25 – three meetings a year to be held to continue momentum along with data capturing from SCW of increase/decrease in Welsh speaking staff within Social Care environments.</p>
Safeguarding	To respond effectively to the learning identified from Regional Adult / Child Practice reviews, Regional Multi-agency professional’s forum and the National and UK reviews.	On-going	This comes under the remit of the Regional Safeguarding Board. Plans being developed to bring the 2 Safeguarding Boards together as one all age Board in 2024. Going forward from May 2024 we have one joint board. In relation to learning from reviews, the NWSB have an action plan for the findings from thematic APR/CPR which is updated on a quarterly basis (updated 28/4/24)

<b>Workstream</b>	<b>Action</b>	<b>Status</b>	<b>Update or date report scheduled for RPB</b>
Safeguarding	Effective engagement and communication: To improve engagement and consultation with children and adults at risk, vulnerable groups, professionals and partnerships	On-going	This comes under the remit of the Regional Safeguarding Board. At the Joint Board meetings, we will include a focus on personal safeguarding stories to evidence effective change (updated 28/4/24)
Safeguarding	To support the implementation of new and existing legalisation including End Physical Punishment and Liberty of Protection Safeguards alongside responding to national action plans on Child Sexual Abuse and preventing abuse of Older People.	On-going	Work has taken across the region on the implementation of new legislation. An updated action plan on CSA will be launched in 24/25 and we are responding to the action plan on the prevention of abuse of Older people (updated 28/4/24)
Safeguarding	To continue to ensure a robust, resilient and consistent approach to safeguarding practice.	On-going	Board partner agency annual reports will be presented to the NWSB in June 24. A referral audit will be undertaken in July – Sept 24 in response to CIW inspection report and also a thematic audit of self - neglect cases in the region (updated 28/4/24)
Regional Partnership	To develop a partner agreement to cover the regional partnership work to include financial strategy.	On-going	
Regional Partnership	Links with PSBs	On-going	Comparing plans and initial discussions begun with PSBs (updated 25/04/2024)

Workstream	Action	Status	Update or date report scheduled for RPB
Digital, Data Transformation	Develop a North Wales approach to using digital, data and technology to enable seamless, integrated services	On-going	Report scheduled for RPB May 2024 <small>(updated 25/04/2024)</small>
Unpaid carers	Update North Wales Carers Strategy, deliver North Wales Carers and Young Carers Operational Group Action Plan.  <a href="#">Carers strategy and action plan updates</a>	On-going	Action plan updates have been brought together and with events happening throughout Carers Week in June this will be an opportunity to ensure the voice of the carers is contained in the plans and strategy. This is due to be presented to RPB no later than September 2024 for sign off. <small>(updated 24/04/24)</small>
Social Value Forum	Scope and develop the way forward to develop section 16 forums as per the new statutory requirements.	On-going	Current North Wales Social Value Forum is continuing. However, some discussions are being had locally to set up or include s16 organisations to current meetings, e.g. DCC Integrated Services Forum. Further local and regional discussions to be had to ensure we support the new s16 forum requirements and how we can best support to promote local initiatives and to ensure the changes in the statutory requirement under Part 2 of the Act.  <small>(updated 24/04/24)</small>
Equality, human rights and socioeconomic disadvantage	Continue to embed within work processes including equality impact assessments completed on new and amended strategies and projects.	On-going	

Workstream	Action	Status	Update or date report scheduled for RPB
Housing and homelessness	Write additional housing and homelessness section for the PNA.	On-going	Planned for 31 March 2024 but delayed due to other work taking priority. Work is underway. (updated 24/04/2024)
Loneliness and isolation	Link with PSB priorities.	On-going	
Violence against women, domestic abuse and sexual violence	Support the work of the North Wales Vulnerability and Exploitation Board and North Wales North Wales Safeguarding Board	On-going	Regional Childrens Safeguarding lead is now a member of the CRPB and continue discussions to explore further links.  (updated 03/05/24)
Covid-19	Continue to support the Covid-19 Recovery Process.	On-going	(updated 7/05/24)
Regional Innovation Coordination Hub	Coordinate research, innovation and improvement activity  Population needs assessment updates.  <a href="#">RIC hub webpages</a>	On-going	Annual report scheduled for May 2024 (updated 25/04/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Engagement	To review the Regional Partnership Board's current engagement, voice and coproduction arrangements.  <a href="#">Engagement and communication strategy</a>	NEW	RPB Engagement & Communication Strategy to be updated in 2024 to reflect changes since its publication during Covid in 2021  The RPB Engagement & Voice Charter was adopted by the Board giving all partners around the table a voice and equality.
Accelerated Cluster Development (ACD)	Support the development and implementation of the ACD to include governance.  Develop relationship between PCPG (Primary Care Planning Group).	NEW	RIC hub presented Population Needs Assessment findings to Conwy and Denbighshire Clusters to inform joint planning. Further discussion is required on the ACD proposals with a report submitted to a future RPB. (updated 21/12/23)
Commissioning	Successful renewal of the North Wales Domiciliary Care Agreement tender. To commence April 2025.	NEW	Work progressing on this work, with meet the buyer sessions completed and it is likely that the tender will be live in early summer 2024. (updated 24/04/24)
Workforce	Implementation of the revised North Wales Workforce Strategy.	NEW	Action plan for strategic priority 1 is being developed, and work is underway. Other priorities are ongoing and will be captured by various sub-groups of the Workforce Board (updated 24/04/24)
Social Prescribing	To implement the <a href="#">National Framework for Social Prescribing.</a>	NEW	Social prescribing champions have been identified and have met with WG. WG collecting baseline information which will determine the scope of work. (updated 24/04/24)

Workstream	Action	Status	Update or date report scheduled for RPB
Dementia	Implementation of the <a href="#">North Wales Dementia Strategy</a>	Complete	End of year Dementia workstream report for 2023/24 details achievements and progress with all Dementia workstreams. Due to go to June 2024 RPB (updated 06/05/24)
Commissioning	Complete the Escalating Concerns Policy and implement	Complete	COMPLETED. (updated 24/04/24)
Regional Partnership	Implement the revised Part 2 and Part 9 Guidance.	Complete	A presentation was delivered to the RPB from Welsh Government on the 10 <sup>th</sup> July 2023. Response submitted on the consultation exercise which closed on 14 <sup>th</sup> August. (updated 29/11/23)
Commissioning	Completion of the Older People Audit Wales Action Plan to include drafting, agreeing and implementing a Regional Commissioning Strategy	Complete	COMPLETED Regional Commissioning Board agreed in March that there was duplication in producing Commissioning Strategy when the MSR would have the same information. It was agreed that regional team should seek permission from Audit Wales as to their agreement in amending this recommendation and whether the MSR would suffice. (updated 24/04/24)
Workforce	Taster to Care programme: provides an insight into the care sector for people interested in a new career	Complete	COMPLETED (updated 24/04/24)
Workforce	Scope out the programme of work for the workforce workstream. To include:  recruitment and retention, WeCare Campaign.	Complete	COMPLETED. (updated 24/04/24)

Workstream	Action	Status	Update or date report scheduled for RPB
'Further, Faster' – Our mission to build an Integrated Community Care Service for Wales	To review the RIF Programme to identify any opportunities to further increase community capacity as part of the Further Faster work	Complete	COMPLETE  Regional plan for 2024/25 includes expansion of / building on existing RIF schemes to increase community capacity. All schemes within 2024/25 increase community capacity. (updated 06/05/24)

KEY –

Yellow - continuation of workstream into 2024/25

Blue – new workstream for 2024/25

Green – completed workstream for 23/24

## **Appendix 1 – Membership of the NWRPB**

As at 31 March 2024

### **Alwyn Jones**

Prif Swyddog Gofal Cymdeithasol, Cyngor Bwrdeisdref Sirol Wrescam  
Chief Officer Social Care, Wrexham County Borough Council

### **Ann Woods**

Prif Swyddog, Cyngor Gwirfoddol Lleol Sir y Fflint  
Chief Officer, Flintshire Local Voluntary Council

### **Carol Shillabeer**

Cyfarwyddwr Gweithredol, BIPBC  
BCUHB, Executive Director

### **Caroline Tudor James**

Prif Swyddog Gweithredol, The Rainbow Foundation  
Chief Executive Officer, The Rainbow Foundation

### **Cyng/Cllr Alun Roberts,**

Cyngor Sir Ynys Mon  
Isle of Anglesey County Council

### **Cyng / Cllr Christine Jones**

Cyngor Sir y Fflint  
Flintshire County Council

### **Cyng/Cllr John Pritchard**

Cyngor Bwrdeisdref Sirol Wrescam  
Wrexham County Borough Council

### **Cyng/Cllr Liz Roberts**

Cyngor Bwrdeisdref Sirol Conwy  
Conwy County Borough Council

### **Cyng/Cllr Dilwyn Morgan**

Cyngor Gwynedd

### **Cyng/Cllr Elen Heaton**

Cyngor Sir Ddinbych  
Denbighshire County Council

### **Dr Lowri Brown**

Pennaeth Gwasanaethau Addysg, Cyngor Bwrdeisdref Sirol Conwy  
Head of Education Services, Conwy County Borough Council

### **Darren Murray**

Pennaeth Gweithrediadau Cymunedol, Ambiwllans Sant Ioan  
St John's Head of Community Operations

**Dylan Owen**

Cyfarwyddwr Statudol Gwasanaethau Cymdeithasol, Cyngor Gwynedd  
Statutory Director of Social Services, Cyngor Gwynedd

**Estelle Hitchon**

Cyfarwyddwr Partneriaethau ac Ymgysylltu, WAST  
WAST (Welsh Ambulance Services NHS Trust), Director of Partnerships and Engagement

**Ffion Johnstone**

Cyfarwyddwr Cymunedau Iechyd Integredig (y Gorllewin) BIPBC  
BCUHB Integrated Health Community Director (West)

**Fôn Roberts**

Cyfarwyddwr Gwasanaethau Cymdeithasol, Cyngor Sir Ynys Môn  
Director of Social Services, Isle of Anglesey County Council

**Gethin Morgan**

Pennaeth Cydweithio Rhanbarthol  
Head of Regional Collaboration

**Helen Douglas**

Uwcharolygydd Diogelwch Cymunedol, Heddlu Gogledd Cymru  
Superintendent Community Safety, North Wales Police

**Jenny Williams**

Cyfarwyddwr Gwasanaethau Cymdeithasol, Cyngor Bwrdeisdref Sirol Conwy  
Director of Social Services, Conwy County Borough Council

**Karen Higgins**

Cyfarwyddwr Gofal Sylfaenol, Gofal Iliniarol a Gwasanaethau Plant, BIPBC  
BCUHB, Director of Primary Care, Palliative Care & Children's Services

**Libby Ryan-Davies**

Cyfarwyddwr Cymunedol Iechyd Integredig (Canolog) BIPBC  
BCUHB Integrated Health Community Director (Central)

**Liz Grieve**

Pennaeth Tai a Gwasanaeth Cymunedol, Cyngor Sir Ddinbych  
Head of Housing & Communities Service, Denbighshire County Council

**Liz Thomas**

Pennaeth Cyllid ac Archwilio, Cyngor Sir Ddinbych  
Head of Finance and Audit, Denbighshire County Council

**Mary Wimbury**

Prif Swyddog Gweithredol ac Uwch Gyngorydd Polisi, Fforwm Gofal Cymru  
Chief Executive Officer and Senior Policy Advisor, Care Forum Wales

**Michelle Green**

Cyfarwyddwr Cymunedol Iechyd Integredig (Dwyrain) BIPBC  
BCUHB Integrated Health Community Director (East)

**Neil Ayling**

Cyfarwyddwr Gwasanaethau Cymdeithasol, Cyngor Sir y Fflint  
Director of Social Services, Flintshire County Council

**Nicola Stubbins**

Cyfarwyddwr Corfforaethol: Gwasanaethau Cymdeithasol ac Addysg, Cyngor Sir Ddinbych  
Corporate Director: Social Services & Education, Denbighshire County Council

**Paul Kay**

Pennaeth Diogelwch Tan, Gwasanaeth Tan Gogledd Cymru  
Head of Fire Safety, North Wales Fire Service

**Rhun ap Gareth,**

Prif Weithredwr, Cyngor Bwrdeisdref Sirol Conwy  
Chief Executive, Conwy County Borough Council

**Roger Seddon**

Cynrychiolydd Defnyddwyr Gwasanaeth  
Service User Representative

**Sue Last**

Cynrychiolydd Gofalwyr  
Carer Representative

**Teresa Owen**

Cyfarwyddwr Gweithredol Iechyd Cyhoeddus BIPBC  
BCUPB Executive Director of Public Health

## Appendix 2: All Wales RIF Framework Performance Measures

<b>How Much?</b>	<b>Definition</b>
<b>1. Number of referrals received</b>	The number of individuals referred to the project.
<b>2. Number of new people accessing the service</b>	The number of individuals who access the project for the first time.
<b>3. Number of people accessing the service (total per quarter)</b>	The total number of individuals who access the project during a quarter.
<b>4. Number of contacts (count multiple contacts per individual)</b>	The number of times individuals have contact with the project.
<b>5. Number of people receiving IAA (universal)</b>	The number of individuals receiving Information, Advice, and Assistance (IAA) services.
<b>6. Number of people receiving Early Help and Support (Targeted)</b>	The number of individuals receiving early help and support services that target specific needs and issues. This could include groups and events.
<b>7. Number of people receiving Intensive Support (Targeted)</b>	The number of individuals receiving intensive support services that are tailored to meet their specific and more complex needs.
<b>8. Number of people receiving Specialist Intervention (Specialist)</b>	The number of individuals receiving specialist interventions that require advanced knowledge and expertise to deliver.
<b>9. Number of people accessing training</b>	The number of individuals accessing training sessions offered by the project.
<b>10. Number of training sessions delivered</b>	The number of training sessions delivered by the project.
<b>How Well?</b>	<b>Definition</b>
<b>11. Number of referrals accepted</b>	The number of referrals accepted by the project.
<b>12. Number of people satisfied with the information provided</b>	The number of individuals who report being satisfied with the information they received from the project.
<b>13. Number of people completing targeted training</b>	The number of individuals who complete the targeted training provided by the project.
<b>14. Number of people reporting a good experience with the support they received</b>	The number of individuals who report having a positive experience with the support they received from the project.
<b>Difference Made</b>	<b>Definition</b>
<b>15. Number of people achieving personal outcomes</b>	The number of individuals who have achieved personal outcomes as a result of the project.
<b>15a. Number of people who were asked this question</b>	The number of individuals who were asked to feedback on whether they had achieved personal outcomes as a result of the project.

<b>16. Number of people feeling less isolated</b>	The number of individuals who report feeling less isolated after receiving support from the project.
<b>16a. Number of people who were asked this question</b>	The number of individuals who were asked to feedback on whether they were feeling less isolated as a result of the project.
<b>17. Number of people maintaining or improving their emotional health and well-being</b>	The number of individuals who report maintaining or improving their emotional health and well-being after receiving support from the project.
<b>17a. Number of people who were asked this question</b>	The number of individuals who were asked to feedback on whether they had maintained or improved their emotional health and well-being as a result of the project.
<b>18. Number of people receiving aids and adaptations</b>	The number of individuals who receive aids and adaptations that help them.
<b>19. Number of people starting an Assistive Technology Package</b>	The number of individuals who start an assistive technology package provided by the project.
<b>20. Number of people who feel they have influenced the decisions that affect them</b>	The number of individuals who report feeling that they have influenced the decisions that affect them.
<b>20a. Number of people who were asked this question</b>	The number of individuals who were asked to feedback on whether they felt that they had been able to influence the decisions that affect them as a result of the project.
<b>21. Number of people with increased knowledge of services/support available to them</b>	The number of individuals who report having increased knowledge of the services and support available to them.
<b>21a. Number of people who were asked this question</b>	The number of individuals who were asked to feedback on whether they felt that they had increased knowledge of the services and support available to them as a result of the project.
<b>Dementia Specific Measures</b>	<b>Definition</b>
<b>22. Number of carers supported by the service (total per Qt)</b>	The total number of carers who access the service during a quarter
<b>23. Number of PLwD receiving what matters discussions</b>	The number of individuals who received what matters discussions
<b>24. Number of PLwD attending activities /groups / centres</b>	The number of individuals who attend activities /groups / dementia centres
<b>25. Number and % of PLwD who achieved what matters to them</b>	The number and % of individuals who report they achieved what matters to them

**26. Number and % of carers who feel supported to continue in their caring role**

The number and % of carers who report they feel supported to continue in their caring role



# Conwy and Denbighshire Public Services Board

## Annual Report 2023 to 2024: A Self-reflection on the year

### 1. Welcome to our Annual Report.

This report is our self-reflection about the difference we have made in the first year of our new [Well-being Plan](#) for 2023-2028. It is an opportunity to make sure that, as a Board, we are accountable to the public, and that we take time to self-assess what we have achieved and challenge ourselves as to the difference we are making, and learn where we can make improvements in the future. All our work is aligned with the [Well-being of Future Generations \(Wales\) Act 2015](#) and the [5 ways of working](#).

You can visit our website to find out more [about us as a Board](#).

### 2. Our priorities and how we will work

Our Well-being Plan focuses on **making Conwy and Denbighshire a more equal place with less deprivation**. We have identified 4 key themes to support our main objective –

- **Well-being** – Communities are happier, healthier and more resilient in the face of challenges, such as the Climate Change and Nature Emergency, or the rising cost of living.
- **Economy** – There is a flourishing economy, supported by a skilled workforce fit for the future.
- **Equality** – Those with protected characteristics face fewer barriers.
- **Housing** – There is improved access to good quality housing.

Our Well-being Plan also outlines 9 principles we have agreed to apply in delivering the plan. We have used this year to focus on improving how we work together.

- **Leadership**: Provide strong shared leadership and responsibility for effective long-term change, using our collective voice as partners to influence and advocate on behalf of our communities.
- **Co-production**: Foster an environment, and encourage strong networks, that promote meaningful engagement and communication with our communities, supporting a culture where co-production and involvement thrives.
- **Fairness**: Promote fairness, equality and diversity through all of our work.
- **Informed decision-making**: Maintain effective governance that allows for strong, evidence-based decision making, acting on recommendations made through quality research and engagement.
- **Transparency**: Have clear and transparent performance management arrangements in place.
- **Assess**: Ensure that our activities and decisions are assessed for their impact in terms of the national Well-being Goals, the sustainable development principle, and five ways of working.
- **Reflect**: Use the advice given by the office of the Well-being of Future Generation's Commissioner, Natural Resources Wales and others to focus our discussions as we take forward our steps.

- **Development:** Explore and support joint opportunities for training and workforce development, such as secondment opportunities between our organisations.
- **Language:** Support and promote the Welsh Language in all that we do, integrating the Welsh Language strategies of partners.

### 3. Progress this year

Our Well-being Plan was approved in March 2023 and we took the decision to use the first year of our Plan to explore different approaches to delivery and how we will work together. This has been a year of preparation for action – with impact to follow.

Our main achievements during 2023 to 2024 include –

- **Enhanced PSB structures and governance:**
  - Introduced informal meetings. This is an opportunity to facilitate networking for all our members, helping to build trust and speak candidly on issues and challenges we are facing. Also reviewed our Terms of Reference.
  - Discussed partner organisations' common risks and issues that may impact on the delivery of our Well-being Plan aspirations. We felt there is value in exploring these emergent risks and issues as a North Wales region with other PSBs.
- **Development of PSB knowledge / understanding:**
  - Arranged an Anti-Racism awareness session for PSB members across North Wales. The purpose is to build understanding of anti-racism, awareness of lived experience and the role of our senior leaders in fostering a culture of anti-racism. It will also help support the delivery of our Well-being Plan, where equality is a theme.
  - Carried out a Futures Thinking exercise, using the Three Horizons approach to consider the outcomes that we want to achieve in the future, and how we get there.
- **Development of 'whole-systems' & collaborative region-wide approaches:**
  - Received presentations on Whole Systems Thinking from Public Health Wales (both the local and national teams). This helped us explore the ways we can apply this approach towards our ambition to play a greater leadership role.
  - Following on from initial discussions, we undertook a systems mapping exercise to evaluate our next steps for delivering our Well-being Plan. This was to identify the system beliefs and goals we could take ownership of as PSB Members, and system structures and events for our organisations to take a lead on.
  - This approach is helping to ensure we get the most added value from the PSB and the transformative change we want to achieve.
- **Working with communities:**
  - Collaboratively developed and adopted a new engagement mission statement. We are working on developing a community engagement plan as part of our next steps.
  - We are currently working with Wrexham University to undertake an engagement project within two communities in Conwy and Denbighshire (Pensarn and Bruton Park in Rhyl). The project is ongoing and is using creative methods (such as artwork,

photography and video) to support communities tell their stories of what it looks and feels like to live in their community.

- Carried out engagement with diverse communities to understand the difficulties and explore the ways how public sector can help empower people into employment. A number of barriers and suggested actions were identified that are being taken forward. This work was undertaken regionally on behalf of the three North Wales PSBs.

➤ **Progression of key PSB initiatives:**

- Committed to progressing the Healthy Travel Charter within our organisations, by conducting a baseline assessment of organisations' current activity against the Charter commitments. This will also identify any gaps and opportunities for development – in line with existing organisational plans.
- We have undertaken some preparatory work in determining the best approach to undertaking the Climate Change Risk Assessment framework developed by Natural Resources Wales.
- Contributed to the Welsh language and employment project led by Gwynedd and Anglesey PSB through our partners.

## **4. Other Areas of Work**

We are still working collaboratively with other partnerships and national bodies, to avoid duplication and to share ideas. This year we have -

- Received a presentation on the Inverse Law Care programme from Betsi Cadwaladr University Health Board and discussed how the PSB can become more closely involved in this work as there are linkages with the PSBs' ambition of tackling inequality.
- Received a presentation of the Accelerated Cluster Development programme from Betsi Cadwaladr University Health Board and discussed as the PSB covers both counties using it as a forum to inform and influence developments.
- Reported our progress to the Joint Conwy and Denbighshire PSB scrutiny committee.
- Continued to work closely with Co-Production Network for Wales who offer bespoke support through their [Project Dewi](#) programme. They are pivotal to and are embedded in everything we do as a PSB - from working at officer level to facilitating a number of meetings and workshops.
- Attended the PSB Shared Learning Event in Wrexham.
- Linked in with the North Wales Insight Partnership – this is a useful forum to share information and learning.

## 5. Reflecting on this year and Looking Forward

We have used the first year of the Plan to explore our leadership role, how we can approach the Plan differently, and developing the detail to deliver the Well-being Plan. It has been useful to spend this time discussing where we can add most value and make a difference as a Board, while balancing this with the limited resources and capacity available to us.

Central to this has been improving our understanding of Whole Systems Thinking and how we can apply this approach to delivering our Well-being Plan. Following several workshops, supported by Public Health Wales, we have reviewed our Plan against the four systems levels to understand its balance and identify gaps. This mapping exercise resulted in us identifying 3 approaches we want to take to progress delivery of the Well-being Plan. These approaches / ways of working encompass the initial steps outlined in the Well-being Plan. We plan to use our forward work programme as a mechanism to set out how we deliver on this ambition.

- **Piloting** – we will select an area through which we can test a ‘whole systems approach.’ We have yet to agree an area, but have previously discussed taking a co-ordinated approach to information sharing using partners’ campaigns / offers (such as uptake of pension credit, flood awareness schemes).
- **Modelling** – we will develop a simple set of good working / cultural practices we can adopt and promote internally (through our organisations) and externally (to the wider public). Such as adopting green practices to our meetings and involve young people in our meetings.
- **Engaging** - With the PSB undertaking training, inviting in relevant experts, and drawing upon expertise from within our member organisations to advance understanding and inform wider decision-making.

We have also used this year to consider our engagement approach and worked closely with Co-Production Network for Wales to develop an engagement mission statement for the Board. Where we have committed to –

*Everyone in Conwy and Denbighshire should know what their Public Services Board is, know how it is working to improve wellbeing for all, and have meaningful and accessible opportunities to be involved in shaping this work, wherever it will impact upon their lives.*

One of the main positives of the PSB continues to be the relationships and networks built from bringing together various public and voluntary sector partners working in Conwy and Denbighshire. We therefore want to build on the mission statement going forward and develop an engagement plan. As part of this we have discussed some potential engagement actions that we as PSB members can take forward to promote the work of the Board.

We have also discussed Most Significant Change and potentially utilising this method as an evaluation tool. However we felt it was too early to begin this work and we needed to make more progress against the Well-being Plan before taking this step. We plan to revisit this approach as we move into our ‘delivery phase,’ as having a system in place to monitor and assess our progress will be essential.

One of the main challenges over the past year has been limited resources and capacity, this continues to have an impact on what we are able to achieve. We have also seen this have an effect on our partner organisations, with increased organisational pressures and demands leading to us having some attendance issues. This has caused some meetings not to be quorate and impacting on our ability to progress actions.

## 6. Get Involved

We want you to stay in touch and get involved in our work. You can:

- Come to one of our meetings, all the [dates and agendas](#) are published on our website
- Stay involved and share your views through our [website](#)
- Email us at [countyconversation@conwy.gov.uk](mailto:countyconversation@conwy.gov.uk)
- Write to us at C/O Corporate Improvement and Development Team, Conwy County Borough Council, PO Box 1, Conwy, LL30 9GN
- Call us on 01492 574059 (BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling **18001** before the number they require).
- British Sign Language users can contact Conwy County Borough Council using a Sign Language interpreter, through the InterpretersLive! service, provided by Sign Solutions – visit [Conwy's InterpretersLive! Service](#) for more information.

We are happy to provide this document in large print, audio and braille.

**This document is also available in Welsh.**

# Flintshire and Wrexham Public Services Board – Annual report 23/24

## Chairs introduction

The Public Services Board is here to reflect on and respond to the needs of our local communities in the most effective way, and to maximise the impact of the resources we have, guided by the principles of the Well-Being of Future Generations Act (2015).

I am proud to be Chair of Flintshire and Wrexham Public Services Board. In my role as Chief Officer of Flintshire's County Voluntary Council, I have the privilege of promoting the great work that volunteers and community groups carry out in our local communities, working in partnership with and complementing the work of our statutory partners in supporting the residents of North East Wales.

Guided by our well-being plan, we must continually review and adapt our working practices in response to the conversations that public service employees and volunteers are having daily as they support the residents of Flintshire and Wrexham. This first annual report as a joint Flintshire and Wrexham Public Services Board gives plenty of examples of where we are working together as partners, stakeholders and communities.

As a Public Services Board, I feel we should do more away from the Board room table to effect system change to ensure continuous improvement. This includes reflecting and building on some of the wonderful examples of effective multi-agency working as well as planning for and delivering positive change where needed.

We have two ground-breaking pieces of legislation in Wales – the Well Being of Future Generations Act (2015) and the Social Services and Well Being Act (2014). I am keen to bring the planning, the governance, and the delivery of services within the Acts' requirements more closely together and continue to work with North Wales colleagues on the Regional Partnership Board to do so.

Thank you for taking the time to read our Annual Report.

Ann Woods

Chief Officer

Flintshire Local Voluntary Council

## Some key headlines

- The PSB believes that all children should have the best start in life, and both local authorities are leading a joined up approach to prevention and early intervention, so that we can identify and tackle the root causes of inequality.
- The PSB partners have worked to co-create new engagement methods, especially with young people through Community Narratives at Sealand and Ty Pawb, developing storytelling techniques through the TEDx events which have focused on mental health and climate change, and working with schools through the Future Leaders programme.
- Partners developed a whole system approach to the healthy weight priority of Eating Well and Being Active in Schools across Wrexham and Flintshire, with the aspiration being to increase the number of children who live within three miles of their school who walk, scoot or cycle there.
- Recognising that taking part in green health opportunities can improve physical and mental health, the PSB has sought to optimise green health opportunities through social prescribing
- The 100 stories programme is a partnership led by BCUHB, working with professionals, parents/carers/guardians and young people to gather stories about the transition from Children to Adult services when it comes to services for neurodiversity.
- The PSB partners have started to become Foster Friendly organisations, in line with the Welsh Governments framework for eliminating profit from children's social care. This will help to support the connected carers and foster families across our communities and provide safe, warm supportive homes for our care experienced young people.
- Led by Wrexham University, partners have worked together to build the North Wales Children's University, so that all children across Flintshire and Wrexham have the opportunity to learn outside the classroom environment.
- Together with the North Wales Insight Partnership and the Co-production Network for Wales, the three PSBs across north Wales have worked hard to build and test new ways to engage with communities, stakeholders and partners, and to ensure seldom heard voices are heard and given the opportunity to shape what we do.

## Background

Flintshire and Wrexham PSBs worked closely and effectively during the COVID pandemic, and so came together as a single Public Services Board in January 2023. This has allowed us to continue to build momentum, as we focus on improving community well-being across the two counties. The PSB is delighted that its first Chair is from the Voluntary Sector representing the knowledge, capacity and commitment which this vibrant partner makes to our communities.

We used the evidence and insight in our well-being assessments to develop and publish a Well-being Plan for the area in May 2023, as a statutory requirement of the Well-being of Future Generations Act (2015). Informed by the four pillars of sustainable development: social, economic, environment and culture, our plan seeks to address the key areas which pose the greatest need or challenge for our communities and describe where the PSB can make the greatest contribution, adding value to existing partnerships and core services.

Our well-being plan is shaped around two well-being objectives and as a partnership we are discussing how we can jointly embed these across our organisations:

- Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.
- Improve community well-being by enabling people of all ages to live safe, healthy and independent lives

## What have we achieved so far?

We then spent the remainder of 2023 creating a strong structure, to enable the organisations that make up the PSB to provide faster engagement with their teams to deliver those actions where partnership working can make the biggest impact. We are doing this through three Boards: our Children and young people, our communities, and our workplaces. And then, key to making the magic happen is an Integration Team to align the Boards and ensure the PSB puts the building blocks in place to tackle climate change and the nature emergency and to build good mental health and wellbeing

With sustainable development at our core, we are focused on hearing the rich mix of voices across our communities. By telling stories and sharing experiences, we will be able to work together to shape our future.

## Children and Young People Board

In this Board we have prioritised the need to focus on prevention and early help, in order to make a real impact on our two objectives. This is complemented by a wide range of partnership activity, and this report picks out some highlights.

In Wrexham the Prevention and Early Help Partnership meets to lead the delivery of the Prevention and Early Help Strategy. The Partnership has strategic oversight of a range of public services delivered across Wrexham and is able to take time to delve into some of the key challenges and opportunities.

This structure is mirrored in Flintshire, and both partnerships work closely on initiatives such as the Wellbeing Portal which allows people to easily report health and social care issues and have quick access to information and support. The Wrexham Digital Services team were recognised for this work, winning the Digital Achievement Award at the Granicus UK Public Sector Awards.

Under this theme, the Children and young people Board is seeking to add value where partnerships are looking to work with schools to mitigate child poverty. In addition, the partnerships are aiming to identify the out-of-school activities that are available to children and young people, that complement the Curriculum for Wales delivered in schools. Ultimately the aim is to recognise that children's learning opportunities across Flintshire and Wrexham are extensive and their participation in them builds confidence, aspiration and success.

The successful Wrexham and Flintshire Children University pilot was led by Wrexham University in 2022, bringing a diverse range of partners together. From initially working with 176 Children and Young People in 9 settings and with 121 learning destinations, the programme has now been successfully scaled up across North Wales, taking in more than 1100 Children and Young People in 51 schools. Potentially this model can drive transformative change for young people in the future. The culmination of the hard work of the children and young people has been graduation ceremonies held at Bangor University and Wrexham University, with a range of surprise guests and messages of positive support from mentors across Wales.

Coleg Cambria has led on a post 16 transition project across north Wales to share information about young people changing provider at 16 (to new school, 6th form or college). This enables partners to work together to support planning to meet needs, identify young people at risk of early drop off, and to reduce the risk of dropping out of the system.

In Flintshire, an innovative programme called Supportive Steps has engaged with 142 Flintshire learners to ensure they stay on track in education, helping with their progression.

North Wales Fire and Rescue has created a youth engagement role focusing on health called Tan Ffit

Police Liaison Officers have held group sessions with Foundation Learning but also Art, Catering, Hair & Beauty on a variety of subjects from talks on Domestic Violence, Cyberbullying, theft, shoplifting, online safety, and the consequences of drug dealing.

The Chief Officers of Flintshire Local Voluntary Council and Association of Voluntary Organisations in Wrexham have led multi-agency discussions at Ty Pawb in Wrexham as part of the National Future Generations Young Leaders Academy programme. Following a successful pilot programme in [2019](#) and [2021](#), the Future Generations Commissioner welcomed the third cohort of the Future Generations Leadership Academy from September 2023 to March 2024. The Academy is for young people aged 18-30 and the programme combines virtual and in person sessions, around 60-70 hours in total. The participants practice and improve their leadership skills, which are called 'Superpowers' in the programme. They also learn good practice around implementing the Well-being of Future Generations Act and its seven well-being goals, as well as the five ways of working required to achieve the goals.

## Communities

In this Board we are focusing on how we can build long term resilience, working with communities, to address the effects of long term climate change and the nature emergency on where we live.

The third sector County Voluntary Councils in Flintshire and Wrexham are leading on key developments to support the well-being of the residents of North East Wales, including:

- Bespoke Social Prescribing and Community Connector services
- Key Fund grant programmes through Levelling Up Funds and Shared Prosperity Funds in collaboration with Cadwyn Clwyd

To enable better links and effective partnership working, North Wales Police have held networking events with both AVOW and FLVC. Current initiatives and operations were shared between neighbourhood and preventative policing teams and key staff from the Voluntary Services Councils. This has led to a number of further conversations about how the police and third sector could more effectively work together and support each other, both in general and on specific topics. North Wales Police have worked with Coleg Cambria to raise awareness of Ending Men's Violence Against Women

The 100 Stories project is a BCUHB-led project, in partnership with Wrexham University which sets out to address gaps in local knowledge and understanding with regards to transition in North Wales Health Services (that is the transition from children's services to adults services). Working closely with professionals, parents, carers and (most importantly) children and young people themselves, the project has employed a range of tried and tested leadership, storytelling and evaluation methods, including Public Narrative, Community of Enquiry and Most Significant Change – empowering and giving a voice to those who often feel disconnected from the decisions which impact upon their lives.

Some of the people involved in the project to date, joined PSB members for a participatory workshop session at the June 2024 meeting of the PSB. This looked at their experience of transition, the findings of the project, their alignment with the ambitions and commitments of the Wrexham and Flintshire Wellbeing Plan, and the simple actions which could help to enhance the impacts of the 100 stories project.

Flintshire County Council has developed the Micro-Care project in conjunction with Social Firms Wales, Welsh Government Foundational Economy, and Cadwyn Clwyd. This project supports people to setup as small enterprises (no more than 6 employees) or sole traders to deliver direct personal care and wider wellbeing services in Flintshire.

The Micro-Care project has supported people from an employment aspect, creating an opportunity for people to fit employment in around their lives, where caring responsibilities have been a barrier previously. It also has a strong emphasis on the well-being of those in the community. By being able to purchase services independently or through a direct payment, people have been able to create their own packages of support targeted on the areas that mean most to them, to enable them to remain safe and independent for longer. This includes people who are supported, as well as those who are caring for them.

Funded by donations from organisations such as NWFRS, NWP and private industry, Danger Point is an independent charity that provides interactive activities so that visitors can learn about risk in a safe environment. DangerPoint covers home safety, fire safety, road safety, rail safety, water safety and internet safety to name but a few, and is open to the public and to schools.

This year, North Wales Police has led effective partnership working to provide community support and wrap around services as part of an operation to tackle an established organised crime group which was supplying drugs in the Penycae, Rhosllanerchrugog and surrounding areas. Organisations were brought together to provide support to local residents including housing, substance misuse, employment and other services, once the group were removed from the area. A significant number of arrests were made and joint patrols took place in the aftermath of the action which involved more than 100 officers across a number of days. Sentencing is yet to take place but a significant volume of the suspects have already pleaded guilty and the community support was well received by the local community and its elected representatives.

North Wales Fire and Rescue have established partnership relationships with Natural Resources Wales in relation to Wildfires and Flooding prevention and response, sharing best practice with NRW on a new long term Community Risk Management Plan

A diverse community of practice came together for a Nature Based Social Prescribing Event hosted and held at Wrexham University, looking at the impact of green spaces on mental health and wellbeing. Coleg Cambria has planted over 1000 trees and developed wildflower meadows achieving bee friendly accreditation

The Wrexham Forest Partnership is bringing partners together to facilitate increased trees and green infrastructure for Wrexham. Natural Resources Wales has co-ordinated the partnership to build knowledge and practice, share areas of work and priorities between partners and identify areas of funding, raising awareness and enabling Wrexham to achieve the UK Tree of the Year award.

## Workplaces

In this Board we are focusing on what PSB organisations can do to make the biggest impact to their communities through volunteering, active travel and sustainable procurement

There is a real opportunity for the third sector to lead our priority to build workplace volunteering and share best practice, and for PSB organisations to work collectively to discuss how we make volunteering impactful, possibly using some of the system thinking transferrable learning from the Shaping Places for Wales programme. Fire and Rescue has an active approach, so AVOW will help to develop their volunteering policy as a PSB pilot

Coleg Cambria has led the way locally, with a wide range of volunteering with local groups including AVOW and FLVS to date £35k funds raised and 3107 hours of volunteering time to support the community across Wrexham and Flintshire.

The North Wales Healthy Travel Charter has been agreed by the PSBs across the region and will be a step-change in developing active travel. Within our PSB we now have a number of partners who have agreed to work together to share best practice, discuss what support, resource and capacity is needed, how the signatories can work together and how the PSB can support partners who haven't yet got on board.

The isolation of carers and people providing services from home is a worry, particularly after coming back from time out of work. We have sought to identify and develop strong links between carers Micro-Carers so that they are able to build a network of colleagues that can support each other.

Collaboration with Diverse Cymru to raise awareness of BME cultural competency within Coleg Cambria. Additionally, a training programme is being developed with Diverse Cymru's guidance

NWFRS work alongside GoSafe, NWP and other partners on an engagement-focused approach to the new speed limit called Operation Ugain. This programme sees drivers travelling over the speed limit identified by the Police. NWFRS provide an alternative to penalty points or a fine through road safety education and engagement, delivering a free 10-minute presentation to inform people on the change in default speed limit, the reasons behind the change, and how they can identify the roads it applies to.

## PSB Magic

Our North Wales regional partnership work is increasingly interconnected, with a strong focus on how we can ensure everything that we do is led by and shaped by our communities. Working through a regional lens helps PSB organisations add value to all well-being outcomes and shape lasting change across our region and Wales.

Through the North Wales Insight Partnership, we have worked together to align well-being assessments and connect well-being plans. This was supplemented by a programme of Climate change data analysis focused on how we in public services work alongside citizens to analyse and understand data. Led by Wrexham University this pilot of a public involvement method background, involved citizens across the region working to analyse data, and this work then informed and shaped the well-being priorities. Citizens were paid for their time and expertise and work is now continuing to evolve around deliberative democracy and working with partners to explore a toolkit for using different approaches to engage and involve citizens.

The Insight Partnership manages the PSB regional support funding from Welsh government. This support is to encourage collaboration and innovation between the three PSBs, and since the success of working as a regional partnership to produce rich well-being assessments, there have been a range of innovative learning projects.

The following projects have been developed in North East Wales with the intention of sharing the learning across the region as we scale up our best practice:

Future Leaders programme. On the principle of nothing about us, without us, the project team worked with Ysgol Clywedog in Wrexham to develop a way for young people to talk directly about well-being with PSB leaders. This is part of the challenge to engage Children and Young People with the WBFGA and to shift the power balance onto the needs of the future generations and how we feed this insight into public services priorities, planning and delivery. Guided by the Wales Co-production Network, the first session was held in November 2022, and enabled rich conversations between young leaders with colleagues from Betsi Cadwaladr, Wrexham County Borough Council and Wrexham University.

The intention of the project is to continue to scale this concept up across the region, and share the model across Wales. Going forward, there will be a number of key outcomes: the views of young people can feed quickly and directly into well-being planning, a regular dialogue and open accountability will be established and the confidence and experience of the young people involved will be enhanced

Flintshire and Wrexham Public Services Board is committed to sharing power and responsibility where it can. Through our regional Co-producing Community Narratives project

we have been using creative engagement methods in Sealand, Flintshire and Ty Pawb in Wrexham. Led by Wrexham University, the project means working together honestly as friends and equal partners to discuss how communities, stakeholders and public organisations will be able to improve our well-being.

During the year we have worked with different partners across our region on a number of innovative projects that are informed by the well-being plans, priorities and with a key focus to work with communities. The New Futures programme has been working with six communities (Larynx, Eagles and Dragons, Learning Disability, Ty Pawb Multicultural hub, Refugee and Asylum Seeker Community book, Solocode) to enable rich conversations around well-being, and to equip those communities with the skills to help to participate and shape the action planning phase. The key learning was brought together in a film and a launch event in April 2023 at Ty Pawb, Wrexham, and the team is looking at how the project can be replicated in West Wales.

- EYST Wrexham engages with a group of Black, Asian and Ethnic Minority youths in Wrexham, and is supporting them to design and decorate the EYST Eagles Meadow Hub, in order to express their diverse identities, their cultural heritage, and what the space means to them. The bi-weekly sessions dedicated to project delivery also facilitate discussions on new ways for EYST Wrexham to share their wellbeing needs, develop new wellbeing activities, and interact with other youth groups and relevant local/regional organisations.
- EYST Flint engages with a group of Black, Asian and Ethnic Minority youths in Flintshire, and is supporting them to organise and participate in a Multi-Cultural Sports Programme at a local cricket club. In addition to this event, the group is also being supported to attend three engagement sessions with Campfire Cymru at Halkyn Woods – these sessions will deliver a programme of outdoor activities, and facilitate discussions on wellbeing, youth leadership and cultural exchange.
- Mind Our Future works with a group of young people with identified mental health and wellbeing challenges in Wrexham, and is supporting them to organise and host a podcast to discuss their wellbeing needs and lead a conversation on new ideas for delivering wellbeing support in North Wales. In addition to the podcast session, the group is also being supported to utilise mobile recording equipment to document bite size wellbeing conversations at selected locations in Wrexham to raise awareness of local sources of wellbeing support.
- Wrexham Pride engages with a group of LGBTQ+ community organisers in Wrexham, in partnership with VIVA, a third sector organisation supporting LGBTQ+ youths in North Wales. This project is supporting the group to connect with LGBTQ+ youths via group discussions hosted at Coleg Cambria and Wrexham University, in order to develop new ideas to counteract discrimination.
- Creating and supporting the growth of a multicultural hub, led by the Welsh Government community Cohesion Team. The key challenge is how we stop consulting and have continual conversations. A collection of diverse leaders from across black, ethnic and minority communities created a group to lead conversations with public services so that we can work together to shape the future. This is growing and developing, and we are working to host a Festival of communities in 2025 for communities across Wales focused on health, music, arts, and food, with a vast range of partners.

As a region we are combining our efforts through the North Wales Insight Partnership to focus on building systems leadership and change maker capacity and capability where it is needed, whether in organisations or in community groups, coming together to share and learn. Our next big challenge will be working together through the Climate Change Risk assessment process to identify the risks that our communities will face in the future.

This will support the next well-being assessments and well informed adaptation plans that connect communities, partners and the PSBs will help to build resilience. This work will be challenging but we can learn from other areas in north Wales who have started on their journey.

## Community Safety

Flintshire's People Are Safe Board have now agreed the following priorities for 2024/2025:

- Working in partnership to address Violence Against Women and Girls, Domestic Abuse and Sexual Violence
- Prevent and deter anti-social behaviour and crime in our neighbourhoods
- Developing partnerships to tackle serious and organised crime.
- Protecting our communities
- To support each of these priorities, a partnership approach will be taken to address the part played by the misuse of illicit drugs and alcohol. Substances misuse will often exacerbate offending behaviour or be a significant causal factor.

Wrexham Community Safety priorities were also reviewed in its Community Safety Plan 2023 – 2026:

- Work in Partnership to Reduce Crime and Disorder
- Work in Partnership to tackle Violence against Women and Girls, Domestic Abuse and Sexual Violence.
- Tackle Violent and Serious Organised Crime
- Protect and build resilient communities and maintain public safety.

Flintshire's People are Safe Board and Wrexham Community Safety Partnership have been given £57,000 and £60,000 respectively by the Police and Crime Commissioner as part of the Serious Violence Duty to work with third sector partners and statutory agencies on key areas such as VAWDASV, Community Cohesion, Youth Anti-Social Behaviour, knife crime and exploitation. Flintshire and Wrexham are represented on the regional Serious Violence Steering Group and have been contributing to the development of the North Wales Serious Violence Strategy for preventing, and reducing serious violence. The strategy was launched in June.

Coleg Cambria has been looking at Knife Crime and emerging substance misuse issues across the counties. The group is formed of Wrexham and Flintshire Councils together with Police, Education and other local partners. As a legacy of the Knife Angel's visit Coleg Cambria with support from North Wales Police and Wrexham Council are also building a Knife Dragon, from knives collected from regional knife amnesties. Completion is planned for December 2024 and the sculpture will be used to raise awareness of the devastating impact of knife crime.

Wrexham Council were recently awarded funding through the Home Office Preventing Radicalisation Fund, which will enable the delivery of regional workshops for young people age 16+ and for professionals working with young people. Wrexham has also been involved in raising awareness of domestic violence through various events and launched their Keep your Heart campaign in 2023. Red hearts have been distributed throughout the county, they are printed with a QR code which links to domestic violence support service information.

## Reflections

Since the publication of our well-being plan over a year ago, we have increasingly focused on what has been the impact of our strategic partnership, and how can PSBs act as catalysts to enable communities, partners, stakeholders and businesses to innovate, discuss their well-being and build their resilience. Partnership landscapes can be complex, enabling a dispersed form of social innovation that can help to connect citizens and communities.

However, there are a number of challenges:

- There are increasing demands on PSBs, who as strategic partnerships are thinly resourced, and enabling systemic change across their organisations will take time.
- The Climate Change Risk assessment and similar programmes of work that require both expertise and officer time to complete. We need to tackle climate change urgently and regionally, harnessing the collective wisdom of the other North Wales PSBs, the Regional Partnership Board and our diverse communities.
- Whilst the PSB presents an excellent opportunity to bring the right people round the table, and to connect with other partnerships, there is an inherent risk in not broadening participation across organisations. So, when we lose an energetic colleague it takes time for their successor to get up to speed.
- As budget pressures continue, that we keep a long term focus on improving well-being and delivering our objectives. The PSB has to be seen as a safe space for public sector bodies to discuss issues and work together – it is more important than ever that we collaborate. With a consistent and dedicated commitment to protecting prevention and help services, this will also alleviate pressure on costly statutory interventions.
- There is an awareness gap of what PSBs are and what they are able to achieve. At best they will be a catalyst for communities and partners to innovate and co-produce solutions. This is why we have held back from having a traditional top down website and a traditional logo so that in the future we can co-produce better engagement and data sharing and insight to support the well-being plans and the regional partnership work across North Wales. The North Wales Insight partnership is developing a platform for regional engagement. Led by Wrexham University, this project will include workshops with the communities and creating opportunities for local designers and creatives to get involved, and will align with the Data Cymru objective to develop clear data portals for PSBs
- PSBs need to involve the people they serve and hear the diverse mix of voices in their communities. As a region we are increasingly trying new ways to involve our communities. And as a direct result of this engagement we are working with the Future Generations Office to directly link the Young Leaders Alumni with Flintshire and Wrexham PSB as critical friends. [Future Generations Leadership Academy 3.0 – The Future Generations Commissioner for Wales](#)
- In the last year we have realised that there is a concentration of regional alliances for change/social movements and new ways of working but it is emergent and growing with little resource.
- As strategic partnerships, Public Services Boards must operate as a place for leaders, colleagues and communities to listen and to have honest discussions. And then challenge, change and support their organisations, through research, data and insight, enabling organisations to practically use the five ways of working in everything they do

## Our next steps

We need to ensure that our PSB focuses on what we have learned on our journey so far. As a strategic partnership we will continue to look to the long term, way beyond the lifespan of individual well-being plans, as we work together to build the prosperity, well-being and resilience of our communities.

Our key next steps are to:

- Continue to support the North Wales Insight Partnership as colleagues develop, test and use rich ways to work with communities and share what PSBs are doing to promote and encourage community investment in our well-being plan.
- Support continued sharing and connecting across our region. It is by building strong communities of practice through events like the North Wales C4C or by sharing data and insight that we will enable real involvement and innovation.
- Use a systems leadership approach to change how we deliver the services that communities need. The new Shaping Places for Wales programme will be a significant way we build capacity and continue to innovate and be prepared for the big societal challenges facing our region.
- Deliver change. At the end of the day, impact matters more than innovation on its own. As a strategic partnership Flintshire and Wrexham PSB can be the catalyst to a whole civic society approach with business, citizens and public institutions identifying issues and working together to fix them. The children's university is a great template for this.

Edited by Michael Cantwell and Nicola McCann

June 2024

### **Flintshire and Wrexham PSB Members**

- Association of Voluntary Organisations Wrexham - Dawn Roberts McCabe
- Betsi Cadwaladr University Health Board - Michelle Greene, Ceriann Tunnah
- Coleg Cambria - Sue Price, Steve Jackson
- Department of Work and Pensions - Tony Potter
- Flintshire County Council - Cllr Ian Roberts, Neal Cockerton, Neil Ayling
- Flintshire Local Voluntary Council - Ann Woods
- Natural Resources Wales - Lyndsey Rawlinson, Mark Hughes
- North Wales Fire and Rescue Service - Justin Evans, Anthony Jones
- North Wales Police - Jonathan Bowcott, Emma Cater
- Welsh Government - Steven McGregor
- Wrexham County Borough Council - Cllr Paul Roberts, Ian Bancroft, Karen Evans
- Wrexham University - Nina Ruddle

# Gwynedd and Anglesey Public Services Board

## Annual Report 2023/24

### Foreword from the Chair:

We present the Gwynedd and Anglesey Public Services Board's annual report for 2023-24. We are very excited to share the progress we have made since we launched our Well-being Plan for 2023-28 at the Llŷn and Eifionydd National Eisteddfod last year. Working together as a Public Services Board is a golden opportunity to ensure that our communities thrive and prosper for the long term. The aim of our Well-being Plan is to set out how we want to achieve this and make a real difference to the lives of the residents of Gwynedd and Anglesey.

The Board is committed to following the Whole Systems Thinking to Healthy Weight methodology to realize our three well-being objectives, and the Welsh language continues to be the focus of all the Board's work. This report contains information about how we have set out to achieve the objectives, such as innovative projects in Newborough, moving towards jointly signing the Healthy Travel Charter, working together on projects for our children and young people and our thinking behind using the whole systems methodology. We are extremely proud of the project completed this year on the challenges of recruiting for jobs where the Welsh language is an essential skill.

I trust that you see that there has been good progress in the first year of the plan, and we look forward to our achievements for the next four years.

**Aled Jones-Griffith, Grŵp Llandrillo Menai Chief Executive  
Chair of the Gwynedd and Anglesey Public Services Board**

### 1.0 Introduction and context:

The Well-being of Future Generations Act (Wales) 2015 places a duty on public bodies to improve the social, economic, environmental and cultural well-being of Wales. The Act is based on the sustainable development principle and places a duty on public bodies to set and publish well-being objectives and to take every reasonable step to achieve these objectives. Also, it established the Public Services Boards Act with representation from key public bodies. Every five years, Public Services Boards must prepare and publish an assessment of the state of the economic, social, environmental and cultural well-being of their areas and use this as a basis for the Well-being Plan for the next five years.

### Gwynedd and Anglesey Public Services Board Membership:

- Isle of Anglesey County Council
- Bangor University
- Betsi Cadwaladr University Health Board
- Cyngor Gwynedd
- Eryri National Park Authority
- Grŵp Llandrillo Menai
- Representative of North Wales' registered social landlords
- Mantell Gwynedd
- Medrwn Môn
- Natural Resources Wales
- North Wales Fire and Rescue Service
- North Wales Police
- Public Health Wales
- Wales Probation Service
- Welsh Government

We are in the first year of the Well-being Plan 2023-28 for Gwynedd and Anglesey. There are **three specific Well-being Objectives, namely:**

- *We will work together to mitigate the effect of **poverty** on the well-being of our communities.*
- *We will work together to improve the well-being and achievement of our **children and young people** to realise their full potential.*
- *We will work together to support our services and communities to move towards **Zero Net Carbon**.*

We have also agreed to follow the Whole System Thinking Healthy Weight methodology when implementing the Well-being Objectives. This means that we would look at the work programme through a healthy weight lens and theme. This means working jointly with everyone (professionals and local communities) who could influence the flow of healthy and affordable food choices and create opportunities to allow people to move more. By working in this method, we can work at the same time to reduce health inequalities and slow down the change in the climate.

The **Welsh Language** is a permanent priority for the Board, and we promote it in each area of our work, and work with communities to develop services and activities through the medium of Welsh. The Public Services Board is an opportunity to share good practice, promote the language and ensure that residents of both counties have access to all public services through the medium of Welsh.

In a period of substantial reduction in public sector resources, we believe that these are areas where we can collaborate well to ensure the best results for Gwynedd and Anglesey residents, as well as add value to the good work that is already happening within the individual organisations. All PSB members have shown a willingness to work together, to be stronger, more resilient and maintain more effective connections to improve the well-being of Gwynedd and Isle of Anglesey residents. To this end, we are utilising our relationships and networks that have been fostered over the last few years and drawing on each other's knowledge and experience.

## 2.0 Delivery Plan 2023 - 2025:



### 3.0 Our Permanent Priority - The Welsh Language:

**Target:** The Welsh Language is a **permanent priority** for the Board since its establishment back in 2015. As noted in the Board's terms of reference: *'The main administrative language of the Public Services Board, both verbally and written, will be Welsh. All members will prepare reports bilingually.'* There is a statutory requirement for the Board to publish a Well-being Plan and establish well-being objectives every 5 years. Whilst Well-being Objectives change over time, the Board's commitment to the prioritisation of the Welsh language is unwavering. See the image on the previous page setting out the priorities with the Welsh Language in the centre and flowing through all the Board's work:

#### This year we have:

- Commissioned The Welsh Centre for Language Planning (Iaith Cyf) to investigate the challenges and successes of bilingual workforce planning amongst organisations that are part of the public sector in North Wales. The research examined why public organisations across north Wales are struggling to recruit staff to posts that need Welsh speakers, and whether there was a need to adapt their own recruiting processes. The report is shared nationally with output including examples of the experiences of applicants and managers, as well as a practical checklist for managers to follow.
- Shared good practice and understanding about campaigns that support and promote the Welsh language within organisations.
- Promoted the output of the Language Sub-group's previous project to motivate and empower customers to use the Welsh language when contacting public organisations. A checklist of good practice is available for each organisation to motivate the use of the Welsh language in their receptions and contact spaces.

#### Looking ahead to the next year:

- We will be collaborating with Arfor and the Welsh Language Commissioner's Office to ensure a follow-up to the Language Recruitment Project, to build on the findings and review the improvements.
- We will share information and good practice with other Public Services Boards in north Wales (and beyond when opportunities arise).
- We will be working together to ensure that every workstream listed in the Well-being Plan can add value and contribute to promoting the Welsh language.

### 3.1 Our Use of Whole Systems Thinking Healthy Weight Methodology:

**Target:** We have agreed to follow a Whole Systems Healthy Weight methodology when implementing the Well-being Objectives. This means that we would look at the work programme through a healthy weight lens and theme. This means working jointly with everyone (professionals and local communities) who could influence the flow of healthy and affordable food choices and create opportunities to allow people to move more. By working in this method, we can work at the same time to reduce health inequalities and slow down the change in the climate.

#### What has been achieved this year:

- Laid the groundwork to facilitate collaboration between our organisations on the Healthy Weight agenda.
- Explored the regional structures already working on the Healthy Weight agenda and put processes in place to add value to the regional work and avoid duplication.
- Weaved healthy weight themes into the actions for the three Well-being Objectives.

- Agreed the system's beliefs and goals as well as securing core organisational commitments to the Whole System Approach to Healthy Weight for the coming months.

**Looking ahead to the next year, we will:**

- Agree a core data set through which we can monitor progress and the impact on the residents of Gwynedd and Anglesey.
- Evidence the progress made by using the Ripple Effect Mapping process.
- Evidence the extent to which the beliefs and goals of the Healthy Weight System are integrated into each partner's core ethos.
- Share progress, ideas, challenges and answers with the partners on the Board.
- Ensure collaboration happens on both a regional and local level to ensure added value and avoid duplication.

**3.2 The Poverty Well-being Objective: *We will work together to mitigate the effect of poverty on the well-being of our communities.***

**Target:**

We will develop a detailed understanding of how poverty affects the area and look to ensure that the work happening across public bodies is more effective in mitigating the long-term effects of poverty. We will work together to gain a detailed understanding of the implications of living in poverty in our different areas. We will continue to develop the Well-being Assessments to get a detailed picture of where the lack of access to services is more challenging due to poverty.

**What has been achieved this year:**

- Shared the work that has already been done in the county councils to alleviate living costs and give organisations the opportunity to collaborate to promote correct and consistent information and messages.

**Looking ahead to the next year, we will:**

- Host local Poverty Workshops with the Bevan Foundation for the Board Members, as well as other specific officers in their organisations.
- Promote national campaigns to claim benefits with Gwynedd and Anglesey residents through a multi-agency arrangement, with consistent messages on the support available.

**3.3 The Children and Young People Well-being Objective: *We will work together to improve the well-being and achievement of our children and young people to realise their full potential.***

**Target:** We will plan preventative services and activities together to support families before the need for intensive intervention arises. We will encourage children, young people and their families to improve their health so that they can live healthily and independently within their communities in the long-term. We will work to ensure that our children and young people have positive experiences during their childhood and give priority to supporting families to ensure that every child gets the best start in life. We will also ensure that there is a clear vision among the partners to ensure the best results for children and young people.

**What has been achieved this year:**

- Researched in detail the regional structures to be clear on how we could add value by collaborating.

**Looking ahead to the next year, we will:**

- Commit to be a Public Service Board that is Trauma Informed by ensuring:
  - That officers in organisations are aware of adversity and trauma and understand how they affect people.
  - That organisations are aware of how to step in and prevent adversity and trauma from happening.
  - That organisations are aware of how to support someone that has been affected by trauma.
- Collaborate to support families and reconcile children's rights in our work.
- Take action to ensure that Gwynedd and Anglesey are every age friendly.

### **3.4 The Climate Change Well-being Objective: *We will work together to support our services and communities to move towards Zero Net Carbon.***

**Target:** We will work together locally to support our communities to reduce carbon emissions and try to mitigate the impact of climate change. The Board considers that protecting the natural environment is integral to achieving its priorities and will be a common theme that runs across all the well-being objectives.

#### **What has been achieved this year:**

- Commenced work to implement the North Wales Healthy Travel Charter. A Task Group is in place with the aim of supporting Board members to adopt and implement the Healthy Travel Charter within their organisations. They would:
  - Share experiences and examples of good practice with the group, including the process of adopting the Charter, launch, implement and monitor it.
  - Identify opportunities to collaborate with other organisations when implementing the Charter, e.g. share resources on a geographical level, or when communicating with the public.
  - Lead the way for the remainder of the Board members and be a good example for the Board's other organisations to sign the Charter formally.
  - Promote the progress and the benefits of implementing the Charter with stakeholders, including internally within organisations, amongst partners, and with the public / service users.
- Newborough Project: An alternative, collaborative method of getting to grips with a significant but common issue on a specific community level was trialled, to learn and apply them so they can be appropriate in other locations. A public event was held in Newborough with a series of activities and discussions on the transport theme and access to Llanddwyn. A report has been published that brings together the standpoints and ideas shared by contributors during the event.

#### **Looking ahead to the next year, we will:**

- Continue to implement jointly on the Healthy Travel Charter by:
  - Providing practical materials for organisations to implement the Charter.
  - Support organisations to share good practice on the Charter.
  - Support individual organisations to formally commit to signing the Charter.
- Undertake a Local Climate Change Risk Assessment for Gwynedd and Anglesey. There will be an Overall Assessment on the Regional footprint with sub-reports on each Board area.

- Newborough Project: Continue to implement the output of the community event held in March. Use the report as part of the evidence basis used to develop a way forward for Newborough in terms of transport and access.

#### **4.0 Scrutiny arrangements:**

The Board's work is scrutinised regularly by the Scrutiny Committees of Cyngor Gwynedd and the Isle of Anglesey County Council. The Well-being Act and the associated national guidelines note three roles for scrutiny committees of Local Authorities when providing democratic accountability for the Board:

- Review the Public Services Board's governance arrangements
- Statutory consultee on the Well-being Assessment and the Well-being Plan
- Monitor the progress of the Board's efforts in the implementation of the Well-being Plan

#### ***More information:***

*If you need it in another format and/or language, or if you have any questions about its contents, contact us by using the details below.*

*Anglesey and Gwynedd Public Services Board Programme Manager  
The Council's Business Support Service  
Council Offices, Stryd y Castell, Caernarfon, Gwynedd, LL55 1SH*

*01766 771000*

*We welcome correspondence and phone calls in Welsh and English. Contacting through the medium of Welsh will not lead to a delay in response.*

*Mae'r cyhoeddiad hwn hefyd ar gael yn y Gymraeg.  
This publication is also available in Welsh.*

**End**