

Performance and Insight Report

April 2026



Report Overview

Our refreshed **Performance and Insight Report** focuses on delivering actionable insights and assurance whilst identifying areas for further improvement.

The report focuses on our performance across the following key areas:



Section 1 Governance and Accountability

This section provides information and assurance for a number of areas key corporate accountability including **People Governance, Finance Governance and Corporate & Information Governance**



Section 2 Service Delivery

This section provides information and assurance for the activities that our services carry out on a day-to-day basis including our **Health Protection and Screening Services, Health and Wellbeing services, Policy and International Health and our Research, Data and Digital services**



Section 3 Strategy Delivery

This section provides information and assurance for the delivery of our strategic plan including **IMTP Milestone Delivery**, progress against our **Strategic Change Programmes** and updates for our **six strategic priorities**. The section also includes an update on **Inequalities** which is reported on a bi-monthly basis.



Section 4 Outcomes Measurement

This section provides information and assurance on our developing work on **Outcomes Measurement**, including reporting of IMTP measurement system indicators and developing a strategically aligned Evaluation Programme for 2025/26 onwards. Update provided on a bi-monthly basis.



Section 1

Governance and Accountability



Key Performance Indicator Summary



People Governance	Target	12 Month Look Back	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26
12m Rolling Sickness Absence FTE %	<3.25%		4.51%	4.51%	4.58%	4.61%	4.58%	4.57%	4.52%	4.58%	4.46%	4.52%	4.60%	4.64%
Statutory and Mandatory Training	85%		93.3%	93.2%	93.2%	93.0%	93%	92.9%	92.9%	92.9%	92.9%	92.8%	92.3%	92.4%
Appraisal Compliance	85%		86.3%	86.1%	86.2%	86.3%	86.8%	86%	86.5%	86.5%	86.0%	85.7%	83.4%	79.9%
Diversity ESR Data	N/A		76%	77%	77%	77%	77%	78%	77%	77%	77%	78%	78%	78%
Agency Spend, % of Total Pay Bill	≤1.7%		1.3%	1.4%	1.4%	1.4%	1.3%	1.2%	1.1%	1.0%	1.0%	1.0%	0.9%	0.8%
Financial Governance														
Revenue Position YTD	Breakeven		£19K	£10K	£10K	£33K	£0.016k	£0.002k	£0.040k	£0.069k	£0.034k	£0.054k	£0.088k	£5.000k
Revenue Position Forecast	Breakeven		£0k	£0k	£0k	£0k	£0k	£0k	£0k	£0k	£0k	£0k	N/A	Breakeven
Capital Year-End Position	Breakeven		£14K	£23K	£62K	£225K	£0.282k	£0.656k	£0.738k	£1.014k	£2.149k	£3.304k	£4607k	N/A
Public Sector Payment Policy (PSP)	95%		96.98%	97%	97.36%	97.56%	97.41%	97.38%	97.34%	97.34%	97.32%	97.27%	97.29%	97.00%
Information Governance														
Freedom of Information Request Response*	Within 20-Days		1	4	2	1	1	1	0	0	1	0	1	
Subject Access Request Response*	1 Month Avg		0	0	0	0	0	0	0	1	0	1	1	
Personal Data Breaches Reported	N/A		0	2	7	1	2	1	3	3	4	2	2	
Personal Data Breaches Reported - Escalated			0	1	0	0	0	1	2	0	1	0	0	
Mandatory Information Governance Training	85%		91%	91%	91%	91%	91%	91%	90%	90%	90%	95%	89%	89%
Clinical Governance														
Moderate or above harm incidents - monthly	N/A		6	6	0	0	2	1	2	7	6	6	22	4
Moderate or above harm incidents - YTD*			12	18	18	18	25	26	28	35	41	47	69	4
Number of externally reported incidents (NRI's, EWI, RIDDOR, IRMER) - In Month	N/A		2	1	0	2	3	1	0	4	1	0	1	0
Number of externally reported incidents (NRI's, EWI, RIDDOR, IRMER) - Rolling 12m			11	12	10	13	15	13	13	20	24	24	23	26
Incident Closure Compliance**	85% PHW		73.8%	59.7%	65%	79%	79%	86%	85%	71%	70%	72%		
Formal Complaints - Acknowledged within 5 working days**	75% WG 95% PHW		100% (4)	90% (3)	100% (4)	100% (3)	75% (4)	50% (4)	100% (5)	100% (2)	100% (3)	100% (4)		
Formal Complaints – Responded to within 30 working days**	75% WG 95% PHW		80% (4)	75% (3)	100% (4)	67% (2)	50% (4)	75% (4)	60% (5)	100% (2)	100% (3)	75% (4)		
Informal Complaints – In Month	N/A		9	5	6	8	7	11	14	11	8	9	4	8
Informal Complaints – Rolling 12m			77	75	75	81	85	91	103	109	105	108	110	111
Nationally reportable incidents open over 12 months*	0 NRIs													0
Number of never events *	0 Never Events													0

*This data is YTD from 1 April 2026.

**Note: Incidents and Complaints require 30 working days for closure, therefore this data pertains to February 2026

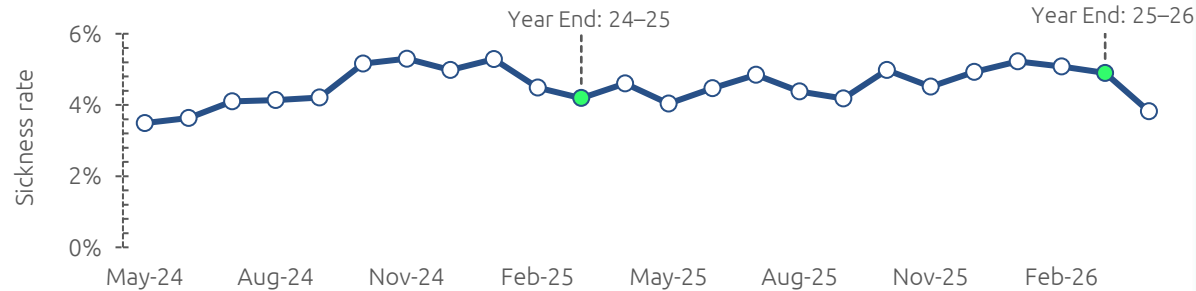
4/7 Note: Figure in brackets refer to total complaint numbers received. *Note: NRI and never events introduced in NHS Performance Framework 2026/27



People Governance: Sickness Absence



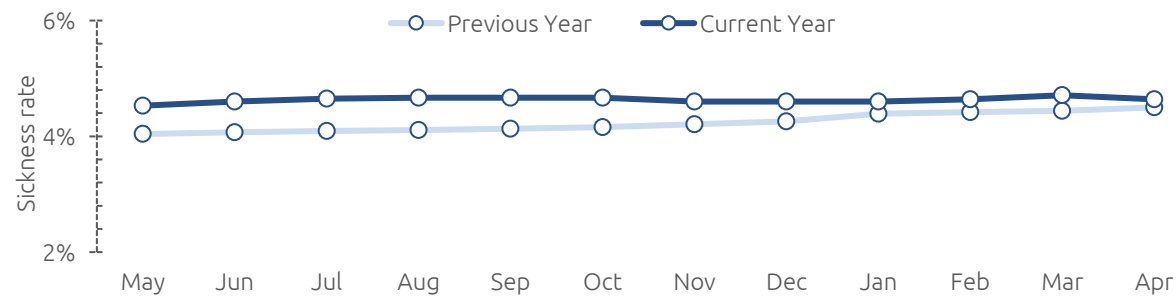
Sickness Absence



3.82%

Decreased by 1.08% in April 2026.

12 Month Rolling Absence



4.64%

Remains **above** the national target and has fluctuated around 4% over the past three years.

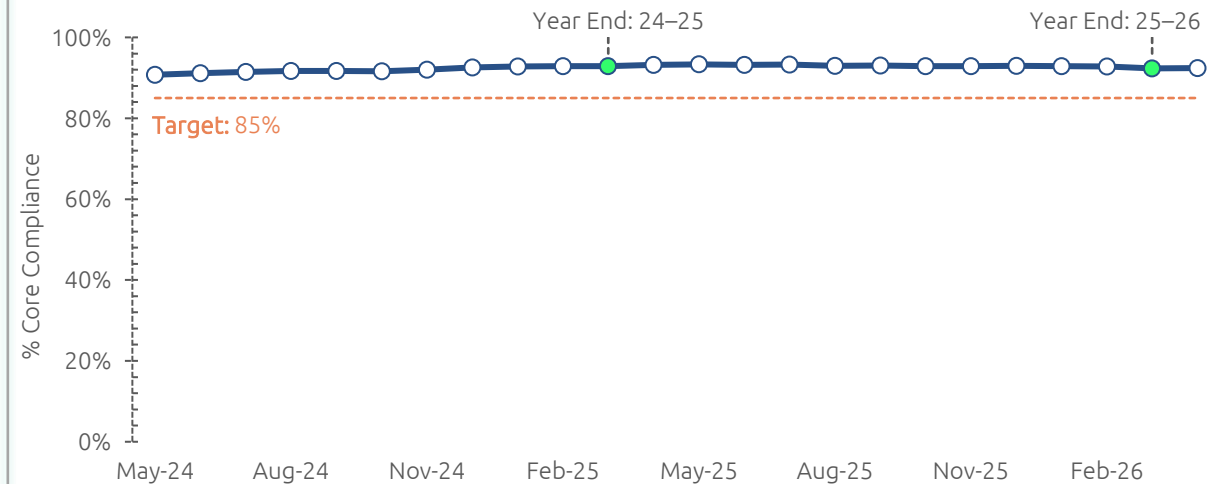


+0.14%
Year on Year

Additional assurance is provided in
the focus area on pages 6



Statutory and Mandatory Training



85%



92.4%

Remains **above** target in April 2026.

All Directorates continue to **exceed** target within the financial year.

The module reporting lowest completion is Welsh Language Awareness (83.7%), The 'Putting Things Right' module is no longer a requirement for staff to complete in ESR, so has been removed from our internal reporting compliance figures.



In Focus: Sickness Absence



Key Insights

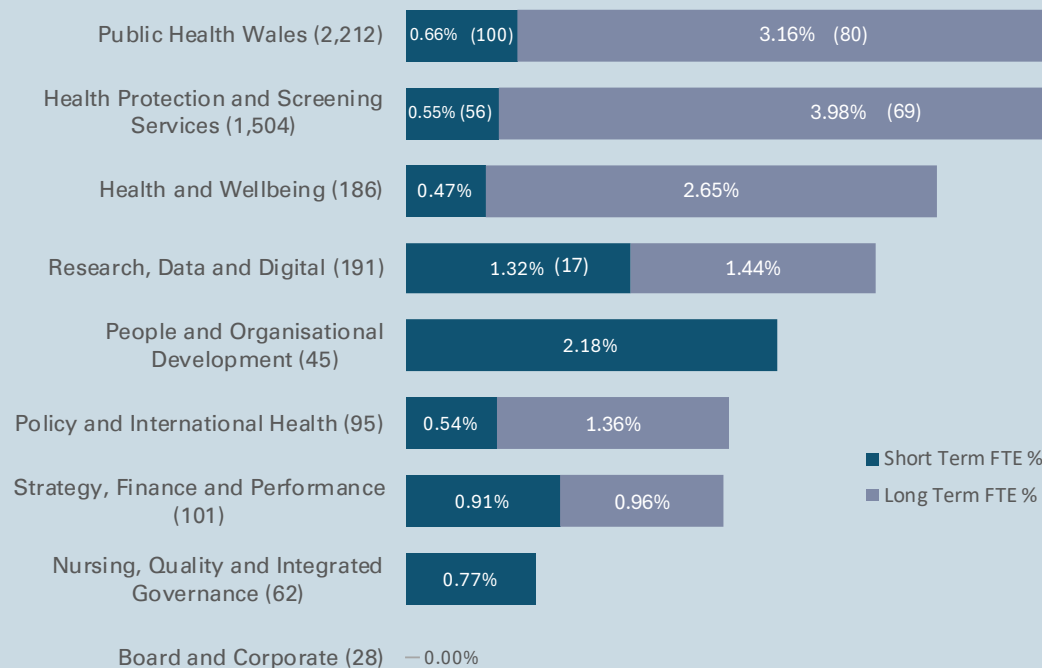
- Overall sickness absence reduced to 3.82% in April 2026, an improvement from 4.90% in March 2026.
- Long-term sickness absence continues to be the primary driver, accounting for 65% of FTE days lost, with short-term absence representing 35%. This continues to indicate the importance of sustained case management and effective rehabilitation.
- Anxiety, stress, depression and other psychiatric illnesses continue to be the most frequently recorded causes of absence. This mirrors national trends, with CIPD evidence indicating that mental ill-health accounts for approximately a quarter of both short and long-term absence, reinforcing the need for a consistent organisational focus on wellbeing and early intervention.

Assurance and Actions

- People and OD consistently support the management of long-term absences, providing advice to managers and attending absence review meetings, supporting with early Occupational Health referrals or other interventions, particularly for any mental health related absence.
- Managing Attendance at Work training continues to be delivered monthly to those with People Management responsibilities with signposting to HR Clinics for case specific advice.
- A new Workplace Adjustment Passport has been launched, making it easier for employees to access the support they need and for managers to confidently provide this.

Sickness Absence by Directorate

The breakdown of Directorate level sickness absence for April 2026 is provided below, split by Short-Term (less than 28 days) and Long-Term (28 days or more) Absence FTE %.



*NB. Number of sickness episodes are in brackets - fewer than 10 have been redacted in accordance with data confidentiality.

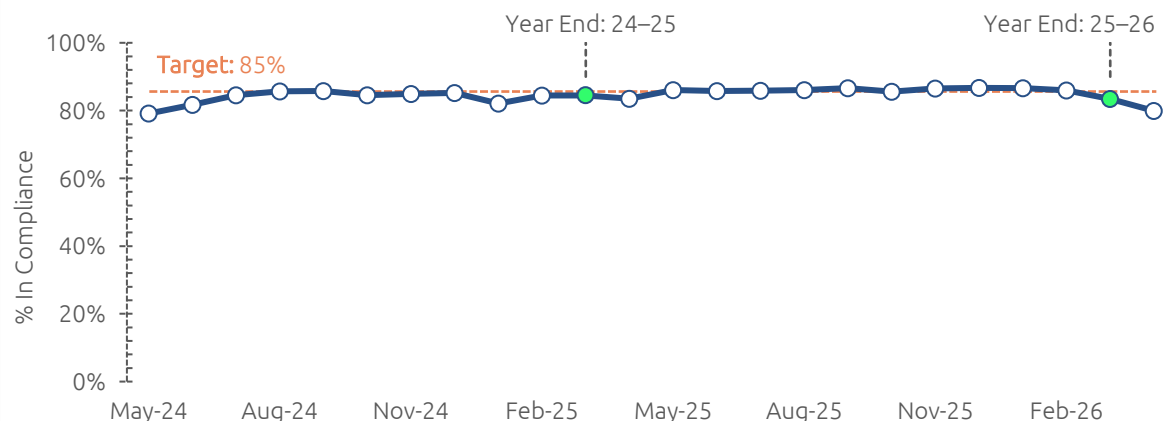




People Governance: Sickness Absence



Appraisal and Development Reviews



85%



79.9%

Appraisal compliance has dropped **below** the 85% target. People & OD is currently below target at 79.1%, with Health Protection and Screening Services at 77.4%, followed by Board and Corporate at 45.8%.

Whilst compliance for Board and Corporate Governance is below target in April, appraisal meetings have taken place and are in the process of being recorded on the ESR system. It is therefore anticipated that Board and Corporate will be above target for the May report.

Compliance may decline over the next three months if appraisals are not completed in a timely manner. People and OD continue to support improvement and address barriers to completion.

**Reported retrospectively taking into account updated data being reported following the monthly refresh. Previous reports may therefore demonstrate minor variances in monthly performance data.*

Equality and Diversity

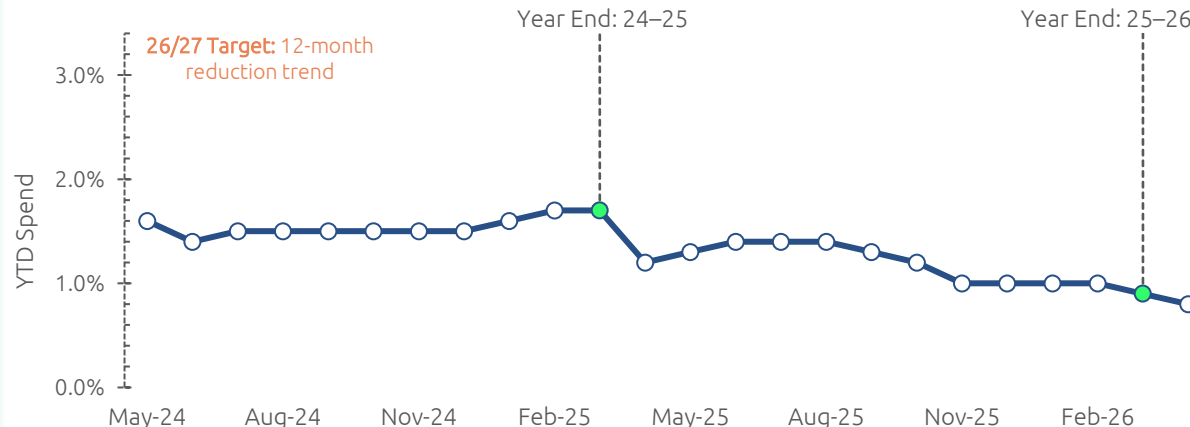


78%

We encourage all staff to record their diversity data in ESR so that we can use the data effectively and ensure we are meeting the needs of our workforce.

Our current Diversity data completeness has steadily improved over the last four years

Agency Spend as A Percentage of Total Pay Bill



0.8%
YTD



0.8%
Forecast

Forecast to be reduced below 2025/26 levels.

Year-to-date agency spend is 0.8% of the total pay bill, with this level forecast to be maintained. This is below the 2025/26 position and consistent with the ongoing 12-month reduction trend into 2026/27.

Agency spend remains a key focus area in line with the Cabinet Secretary's enabling actions. In April, PHW spent £113k on agency staff, £51k of which was categorised as Admin and Clerical.

The use of agency staff remains under scrutiny, with all requests subject to review and early consultation between People and OD, Finance and business leads, ensuring decisions balance operational risk, workforce capacity and financial control.