GIG CYMRU NHS WALES
Iechyd Cyhoeddus Cymru
Public Health Wales

Performance and Insight Report

August 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.



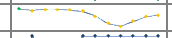
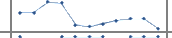
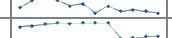
Section 4
Outcomes Measurement

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

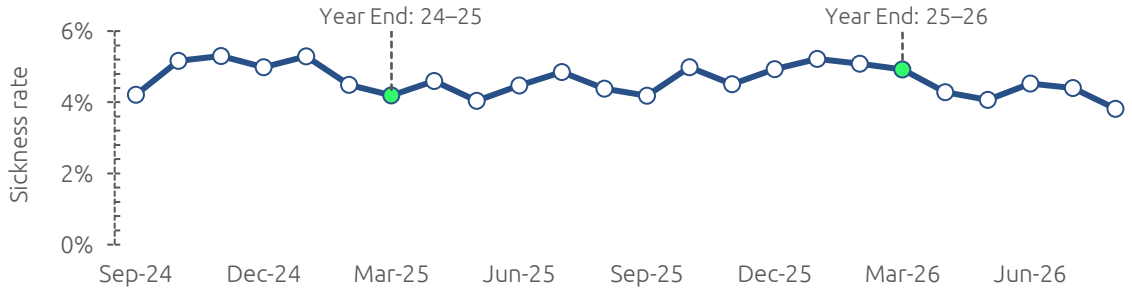
People Governance	Target	12 Month Look Back	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26
12m Rolling Sickness Absence FTE %	YoY Reduction		4.58%	4.57%	4.52%	4.58%	4.46%	4.52%	4.60%	4.64%	4.63%	4.60%	4.57%	4.58%
Statutory and Mandatory Training	85%		93%	92.9%	92.9%	92.9%	92.9%	92.8%	92.3%	92.4%	92.5%	92.5%	92.5%	92.3%
Appraisal Compliance	85%		86.8%	86%	86.5%	86.5%	86.0%	85.7%	83.4%	79.9%	78.6%	81.0%	83.1%	83.8%
Diversity ESR Data	N/A		77%	78%	77%	77%	77%	78%	78%	78%	78%	78%	78%	78%
Agency Spend	30% YoY Reduction		1,042m	1,120m	1,180m	1,270m	1,379m	1,491m	1,645m	113k	218k	316k	436k	479k
Admin and Clerical Agency Spend	£0 Spend		82k	68k	22k	40k	49k	71k	97k	51k	47k	39k	53k	26k
Financial Governance														
Revenue Position YTD	Breakeven		-£0.016m	-£0.002m	-£0.040m	-£0.069m	-£0.034m	-£0.054m	-£0.088m	-£5k	-0.002m	-0.089m	-0.312m	Breakeven
Revenue Position Forecast	Breakeven		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Year-End Variance	Breakeven		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Public Sector Payment Policy (PSPP) In-Month	95%		96.72%	97.24%	97.03%	97.34%	97.14%	96.74%	97.42%	97.00%	95.96%	96.91%	97.31%	96.88%
Public Sector Payment Policy (PSPP) Cumulative			97.41%	97.38%	97.34%	97.34%	97.32%	97.27%	97.29%	97.00%	96.55%	96.70%	96.85%	96.86%
Information Governance														
Freedom of Information Request Response*	Within 20-Days		1	1	0	0	1	0	1	2	1	3	2	
Subject Access Request Response*	1 Month Avg		0	0	0	1	0	1	1	0	1	0	1	
Personal Data Breaches Reported	N/A		2	1	3	3	4	2	2	3	3	4	5	
Personal Data Breaches Reported - Escalated			0	1	2	0	1	0	0	1	0	0	1	
Mandatory Information Governance Training	85%		91%	91%	90%	90%	90%	95%	89%	89%	89%	88%	88%	87%
Clinical Governance														
Moderate or above harm incidents - Monthly	N/A		2	1	2	7	6	6	22	4	6	6	8	4
Moderate or above harm incidents - YTD 26/27			25	26	28	35	41	47	69	4	10	17	25	28
Number of externally reported incidents (NRI's, EWI, RIDDOR, IRMER) - In Month	N/A		3	1	0	4	1	0	1	0	0	0	0	0
Number of externally reported incidents (NRI's, EWI, RIDDOR, IRMER) - Rolling 12m			15	13	13	20	24	24	23	26	26	25	24	20
Incident Closure Compliance*	85% PHW		79%	86%	85%	71%	70%	72%	74%	75%	75%	69%		
Formal Complaints - Acknowledged within 5 working days**	75% WG 95% PHW		75% (4)	50% (4)	100% (5)	100% (2)	100% (3)	100% (4)	67% (3)	100% (2)	100% (2)	100% (4)		
Formal Complaints – Responded to within 30 working days**	75% WG 95% PHW		50% (4)	75% (4)	60% (5)	100% (2)	100% (3)	75% (4)	100% (3)	100% (2)	50% (2)	25% (4)		
Early Resolution Complaints – In Month***	75%		7	11	14	11	8	9	4	8	5	6	5	4
Early Resolution Complaints – YTD***	N/A		85	91	103	109	105	108	110	111	13	19	24	28
Appropriate complaints resolved through early resolution	40%										100%	100%	100%	100%
Early Resolution Complaints - Acknowledged in 5 working days	75%										100% (5)	100% (6)	100% (5)	
Early Resolution Complaints - Responded to in 10 working days	75%										100% (5)	83% (5)	100% (5)	
Nationally reportable incidents open over 12 months	0 NRIs		0	0	0	0	0	0	0	0	0	0	0	0
Number of never events	0 Never Events		0	0	0	0	0	0	0	0	0	0	0	0

*Note: Incidents and Complaints require 30 working days for closure, therefore this data pertains to June 2026
**Note: Figure in brackets refer to total complaint numbers received.

***Note: Early Resolution Complaints was previously reported as Informal Complaints and is now presented as a percentage rather than a count. This change reflects new regulations introduced on 1 April 2026

People Governance

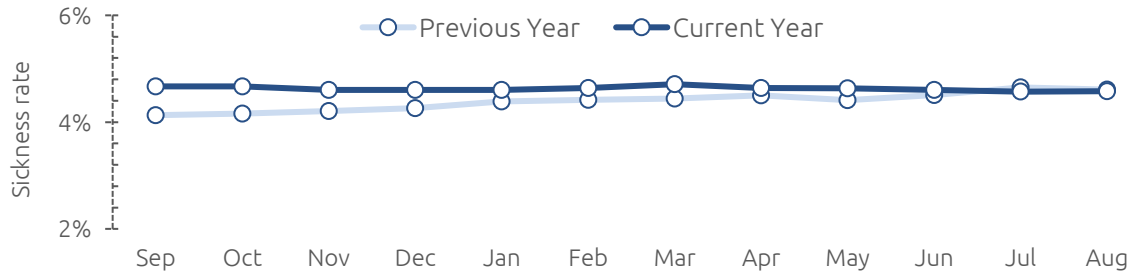
Sickness Absence



3.82%

Decreased by **0.58%** in August 2026.

12 Month Rolling Absence



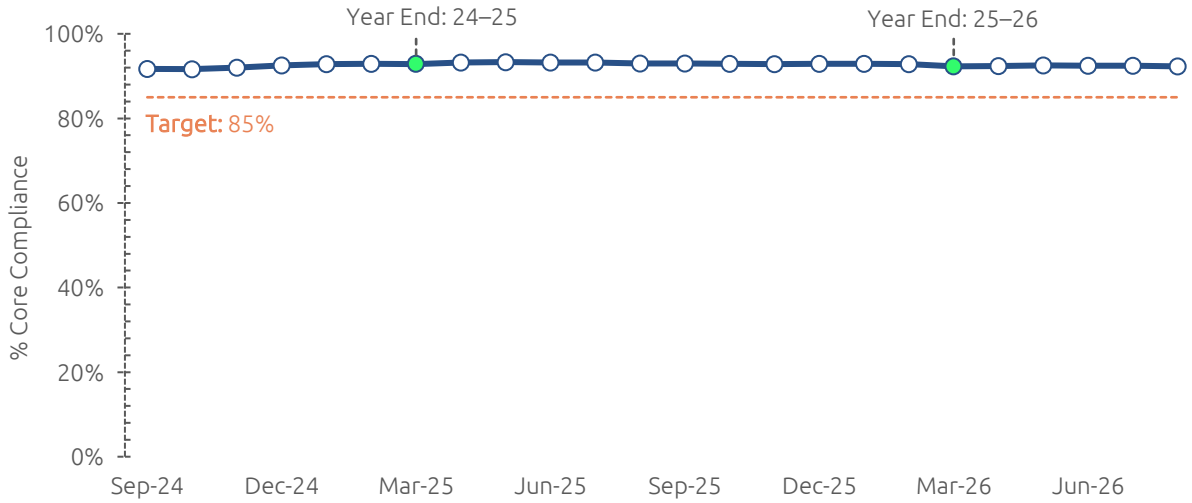
4.58%

-0.03% Year on Year

Currently achieving the year-on year reduction target - has fluctuated around 4% over the past three years.

Additional assurance is provided in the focus area on page 6

Statutory and Mandatory Training



85%

92.3%

Remains **above** target in August 2026.

All Directorates continue to **exceed target** within the financial year with the exception of Board and Corporate (82.6%).

The module reporting lowest completion is Welsh Language Awareness (84.4%).

In Focus: Sickness Absence

Key Insights

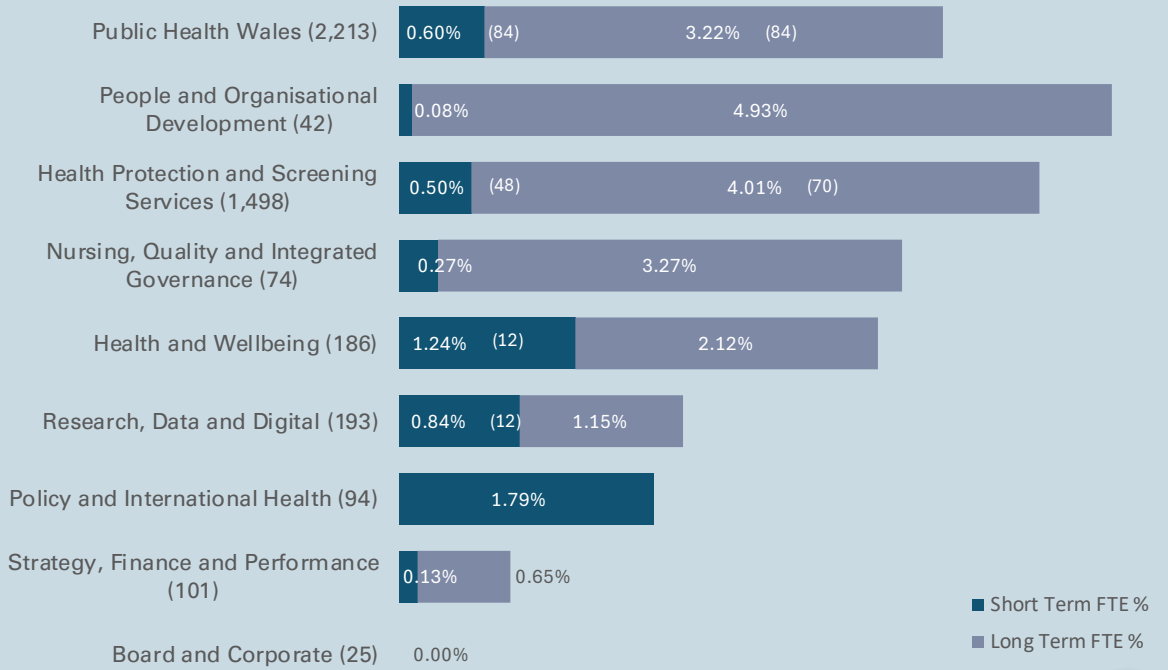
- Overall sickness absence reduced to 3.82% in August 2026, compared with 4.4% in July 2026, and is at its lowest level in the current financial year.
- Long-term absence remains the principal driver, accounting for 83% of FTE days lost, indicating that sustained improvement is likely to depend on supporting those with more complex and prolonged health conditions.
- Mental health-related absence continues to be the most frequently reported reason for sickness absence, consistent with wider NHS and UK-wide workforce trends.

Assurance and Actions

- People and OD continue to work with directorates to support the effective management of sickness absence, with a particular focus on long-term cases which remain the main driver of overall absence levels.
- Improvement efforts remain focused on ensuring timely review meetings, appropriate Occupational Health referrals and the consistent application of the Managing Attendance at Work (MAAW) Policy.
- Targeted support is being provided to areas with higher absence levels to strengthen case management, facilitate earlier interventions and support sustainable returns to work.
- Manager development continues through HR Clinics and MAAW training, helping to build confidence in managing complex cases and supporting employee wellbeing.

Sickness Absence by Directorate

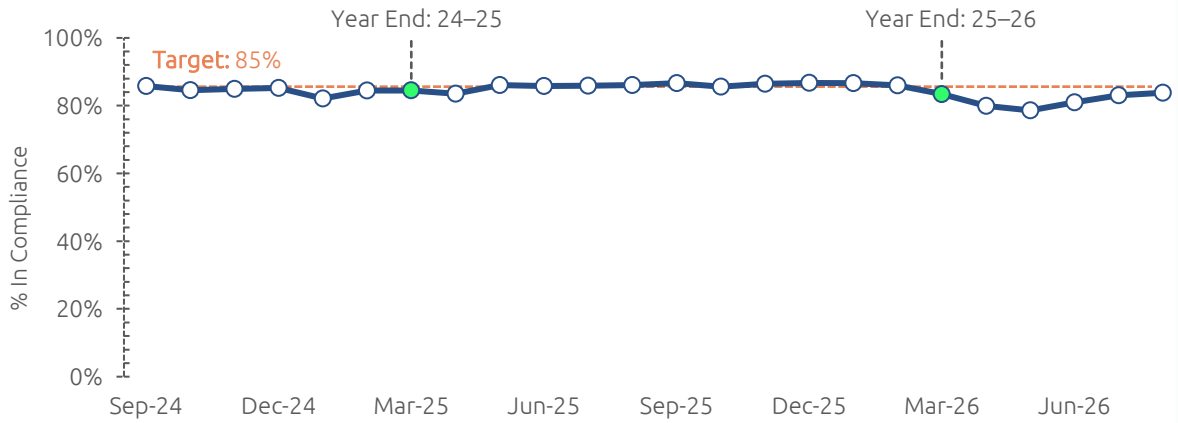
The breakdown of Directorate level sickness absence for August 2026 is provided below, split by Short-Term (less than 28 days) and Long-Term (28 days or more) Absence FTE %.



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

People Governance

Appraisal and Development Reviews



85% | 83.8%

Appraisal compliance has slightly increased but remains **below** the 85% target. HPSS is below target at 79.9% with Health & Wellbeing at 86.8%

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.*

Additional assurance is provided in the focus area on page 8

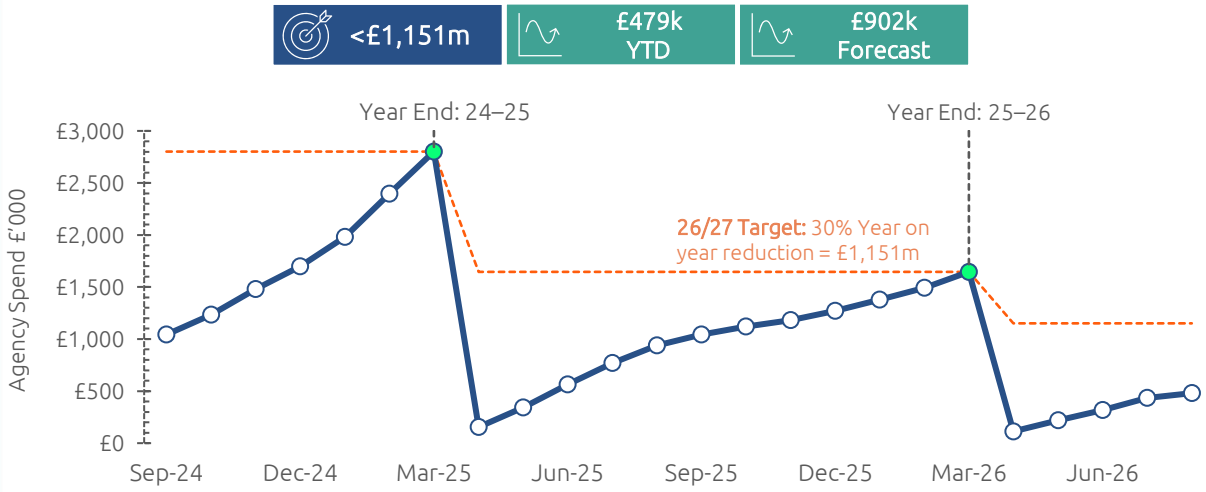
Equality and Diversity

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



Admin and Clerical Agency Spend

