

OUR COMMUNICATION STRATEGY 2024 - 2027

LLAIS 

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



INTRODUCTION

We are **Llais**, the citizen voice body for health and social care. We are a Welsh Government sponsored public body. We get our funding from the Welsh Government, but we are operationally independent. This means 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 130 staff, in every corner of Wales. We organise ourselves into 7 regions across Wales. Our national team support all our 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 the way that best meets people’s needs. 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.

As your voice in health and social care, how, when and where we communicate our work matters.

We want our communication to be purposeful, relevant, timely, informative, engaging, and impactful.

Under Section 14 of the Health and Social Care Quality and Engagement (Wales) Act 2020, we have a duty to make sure the public are aware of who we are and what we do. We also work with the NHS and Local Authorities to help them to spread the word about what we do, which is expected of them under Section 17 of the Act.

This strategy talks about the ways in which we will do this to make sure that all people and communities in Wales are aware of Llais and what we can do to help shape the future of health and social care.

We are independent, and will speak up when things are not right, and will share information about the good practice we see. We will challenge those in a position to make changes that impact you.

Our work is based on our five Strategic Priorities, identified in our Strategic Plan, which are to:

- 1. Drive a national conversation about the future of health and social care services.**
- 2. Push for services that meet people'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.**

OUR VALUES AND BEHAVIOURS

Our values and behaviours always run through all of the work we do, as well as the wellbeing goals of the Wellbeing of Future Generations Act.

We work across a lot of areas – to be a voice for the people of Wales in their health and social care services. Our work is varied, and this means changing the way we communicate so that every voice in Wales can be heard. This also means we need to find ways to communicate in a lot of different places – raising more voices, being part of more conversations and being in more settings so we can help the public to continue to shape and influence health and social care.

This three-year Communication Strategy sets out in more detail the different ways in which we will do this.

We will use various methods to improve our communication within Llais and with the people and communities we serve. This will help us be more effective in sharing information about our work and its impact.

ACCESSIBILITY

We want to be an organisation that everyone in Wales can access, making sure we communicate in ways that suit individuals.

We strive to exceed the Welsh Language Standards and follow good practice. Our Welsh Language Working Group in Llais focuses on all aspects of using and promoting the Welsh language, both internally and externally.

Our website is available in both English and Welsh. Since it is often the first place people go to learn about Llais, it is essential that it is as accessible as possible to serve everyone in Wales. We will regularly check the website for accessibility issues and work with our web developers to fix any problems quickly. We will keep improving our communication to promote good accessibility practices and adopt new methods.

We provide our information leaflets, booklets, and guidance documents in the top 10 most widely spoken languages in Wales, as well as making sure we have those same documents available in Easy Read, and Braille. We also provide BSL interpretation.

We will provide translation and interpretation support for all those whose first language is not Welsh or English to support them to use the services we offer in Llais. We are looking at ways as an organisation to improve our translation and interpretation offer, so that all those needing our services can feel confident in using their preferred language.

BRAND VOICE

Llais is an organisation for everyone living in Wales so we will use language that is easily understood by all those we need to communicate with, while also being professional.

Our tone of voice may change depending on the channel of communication – for example, for our internal newsletter, or social media our tone will be – friendly, casual, entertaining or friendly, casual, informative, depending on the content.

AUDIENCE

As an organisation serving all people living in Wales, we have several external audiences. They include, but are not limited to:

- **The people and communities of Wales**
- **Local Authorities**
- **NHS Wales**
- **Welsh Government**
- **Representative bodies – Social Care Wales, Royal College of Nursing, General Medical Council, Welsh Language Commissioner, Children’s Commissioner for Wales, Older People’s Commissioner for Wales, Welsh NHS Confederation, Centre for Digital Public Services Wales**
- **Regulatory bodies – Health Inspectorate Wales, Care Inspectorate Wales, Public Services Ombudsman for Wales**
- **Third sector**

EXTERNAL COMMUNICATIONS

We want to improve how we work with everyone we are trying to reach and have four main strategic goals for how we communicate with those outside of Llais:



Where are we now?

Brand awareness remains quite low – this means not enough people know about us yet. By 1 April 2024, we had reached 294,654 people in our first year on social media, with 1,868 new fans and followers.

Our social media reached 1.979 million people in our first year.

The biggest age group of our social media users are 35–44 years old.

We have had 3,900 visitors to our website from 4 February to 31 March 2024. Analytics are not available prior to this date.

Some staff in Health and Social Care are still unaware of Llais and what we do, although this is changing.

We are starting to work with the NHS and Local Authority communications leads and are working with them to share information about our work.

There is higher awareness about Llais amongst health professionals due to us replacing the Community Health Councils who were around from 1974.

Where do we want to be?

Increase in people who engage with our content, share it, and follow us on social media.

Producing content on social media platforms that people regularly engage with.

NHS and social care communications and senior executive staff in Wales know who we are, what we do and how we work.

NHS and social care are sharing what we do with others.

There is a 20% increase in people completing our survey to tell us about social care services.

We are reaching underrepresented communities and changing the way we connect with people, communities, and our stakeholders to make sure we communicate in the language and the way that people need us to.

Trust

Llais is a trusted, independent, and reliable source of information.

We will do this by:

- **Developing social proof: working alongside trusted organisations, public bodies, and those in charge who can share knowledge about things our audiences want to hear about.**
- **Communicating the impact of our work and asking others to say when we have helped make a difference.**
- **Communicate with the right people, in the right places, at the right time.**
- **Finding ambassadors for Llais amongst our people, communities, and stakeholders.**
- **Speak up publicly when we think things are wrong.**
- **Making sure we are trauma-informed in our communication – being sensitive, thinking about the impact and seeing the person first in how we communicate.**

Inspiration

Llais works in a way that motivates others to step forward and join the National Conversation.

We will do this by:

- **Sharing real-life stories about how Llais has made a difference.**
- **Using feedback from people and communities to show why change is needed.**
- **Highlighting good practice inspired by the voices of the Welsh public.**
- **Promoting opportunities to join Llais as a volunteer, staff member, or partner organisation.**

Awareness

Llais is the go-to for people with comments about health and social care services and the people of Wales understand who we are and what we do.

We will do this by:

- **Making sure our campaigns are focused, have a clear call to action, and reach underrepresented groups in Wales.**
- **Ensuring our communication is accessible to everyone in Wales.**
- **Reaching people without internet access as well as those with it.**
- **Promoting our work equally in both rural and urban areas of Wales.**

Community

Llais is here for everyone and works on a local, regional, and national basis to serve the people of Wales.

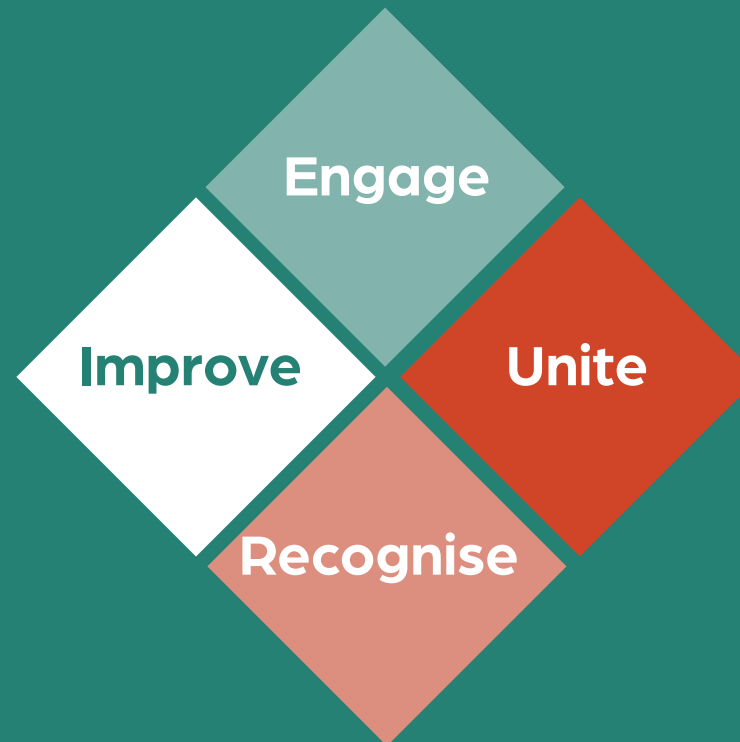
We will do this by:

- **Showcasing how Llais engages with people and communities locally and highlighting what we have learned from this work.**
- **Sharing our partnerships and collaborations with key community organisations.**
- **Celebrating religious and cultural festivals and ensuring our staff are aware of important dates to be sensitive to the needs of the people and communities we serve.**
- **Sharing how feedback from people and communities has influenced changes at local, regional, and national levels.**
- **Building our links with the Digital Inclusion Alliance Wales to help everyone in Wales who wants to use digital tools and technologies in their daily lives to feel confident doing so.**
- **Recognising that some people do not have easy access to digital technologies and adapting our communication to reach these people.**

INTERNAL COMMUNICATIONS

Our people are central to the success of Llais, and we all have a part to play in making sure the right information is delivered at the right time, in the right way, and to the right people.

We want to create psychological safety in Llais. This means being an organisation where we make space and time for questions, encourage learning, find respectful ways to have different thoughts and opinions. We want our people to have a voice in making us aware of any difficulties, working together to find solutions without worrying about what will happen if we say what we think.



Where are we now?

We were formed in April 2023, replacing the seven former Community Health Councils. Many staff from the Community Health Councils were brought into Llais, which now has a different focus and purpose.

This change has been significant for many of our staff and volunteers. We need to improve internal communication to help blend these seven different cultures into one unified “one-Llais” approach.

We are expanding our work to include social care, and our staff are gaining knowledge and experience in this area.

New roles and responsibilities have been created within Llais, and we need time to develop a clear understanding of these changes.

The new structure means people are learning about each other’s roles and how we all fit together as one organisation.

Where do we want to be?

We want to be one, unified organisation with a clear brand identity.

Our people understand each other’s roles and responsibilities and work well together to achieve our strategic goals.

We aim to have a confident, skilled workforce and engaged volunteers who proudly represent Llais.



Engage

We want our people to be fully involved with Llais, acting as strong ambassadors, and contributing their thoughts and ideas to our work.

We will do this by:

- **Ensuring our communication channels deliver the right information to the right people at the right time.**
- **Exploring new ways to gather our people's input on our direction.**
- **Creating an easy-to-use suggestion process for ongoing improvements.**
- **Producing internal content that involves our people in the process.**
- **Using various platforms to meet everyone's needs.**
- **Addressing our people's questions through our content and communication.**



We want our people to find ways of working that drive improvements and excellence.

We will do this by:

- **Highlighting research and good practice through our internal content.**
- **Informing our people about peer group learning opportunities and sharing resources.**
- **Informing our team about learning and development opportunities.**
- **Keeping our team updated on improvements in our digital platforms.**



Unite

We want our people to feel part of one, connected organisation, creating a clear, shared Llais culture.

We will do this by:

- **Sharing a consistent explanation of who we are and what we do.**
- **Ensuring all content reflects our brand identity.**
- **Supporting our regional office teams with Llais branding and messaging.**
- **Celebrating and sharing information from each region so everyone feels connected across Llais.**
- **Developing our people's understanding about each team's role.**
- **Supporting the work to embed our values and behaviours in all that we do and how we communicate.**



Recognise

We want our people to feel appreciated and motivated to work hard for Llais.

We will do this by:

- **Working with colleagues to implement reward and recognition schemes.**
- **Making sure our people know what support is available to them.**
- **Acknowledging their contributions.**

PUBLIC RELATIONS AND CRISIS COMMUNICATIONS

The topics we deal with are often sensitive, confidential, and emotional for those we speak with. There may be times when this means we need to address difficult questions and situations. At other times, external crises or disruptions can affect our ability to carry out our work effectively. For these times, a crisis communication plan is essential.

Our communication will be trauma-informed, always thinking about the impact of our words and actions on the person we will be communicating with, and how this might make them feel.

We also help people and communities on matters that might attract media and public attention. We take a proactive approach by monitoring social media and keeping an eye on emerging issues. We also keep an eye out for topics that the public may be interested in, which often come up during our engagement activities.

Where are we now?

We are creating our crisis communication plan, which includes identifying key contacts and outlining procedures to follow during emergencies or disruptions to services.

Since our Communication, Insights, and Engagement team was set up, we have issued four press releases. Three of these have been covered by the press.

We have provided media interviews about Betsi Cadwaladr Health Board, and the Emergency Medical Retrieval and Transportation Services. We have provided comment on the junior doctor strikes, as well as the setup of Llais in April 2023.

Media enquiries are increasing as press become more familiar with Llais.

Where do we want to be?

We have a clear crisis communications plan. If faced with a key public relations issue or disruption to services, all staff, volunteers, media contacts and stakeholders can quickly identify the right channels and individuals in the organisation to manage the situation and make sure our services continue.

We keep an eye out for emerging themes, trends, and issues in our work, as well as in health and social care, and when information is relevant to the people of Wales, we communicate this promptly.

We are routinely approached for comment by the media on key health and social care issues and can confidently respond in both Welsh and English.

We are seen as a trustworthy source of information in raising the voice of the public in Wales.

HOW WILL WE GET THERE?

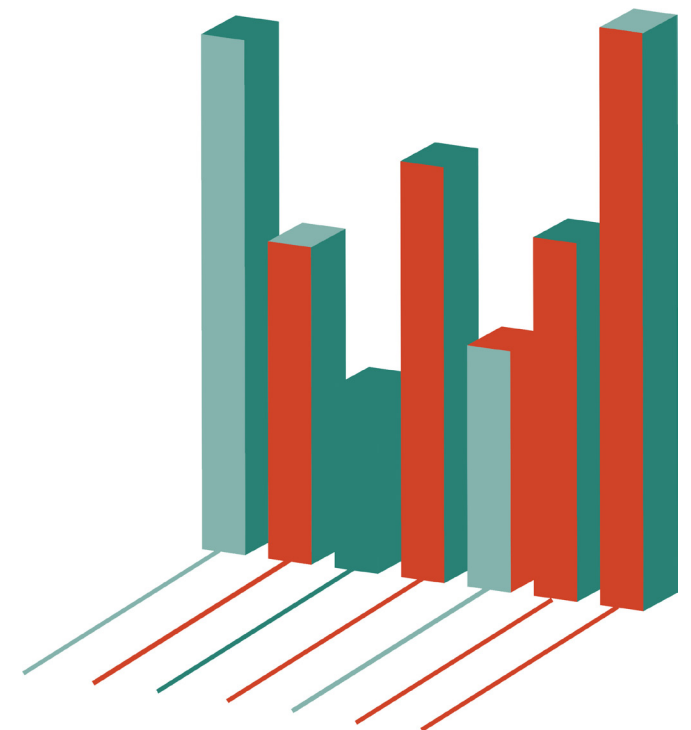
We will develop a Crisis Communications Plan that achieves the following and maintains the trust of the public and our stakeholders:

- **Provides a coordinated approach to communications before, during and after an incident or emergency.**
- **Coordinates with partner agencies involved in any response to avoid confusion from mixed messages.**
- **Makes clear the roles and responsibilities needed to deliver the plan.**
- **Describes the crisis communications process and provides tools to help put it into practice.**

MEASURES

We will measure our outcomes and impact through various methods, which will be set out as SMART objectives in our Communication Plan. This will include:

- **Social media and web analytics**
- **Conversion rates for marketing campaigns**
- **Social listening and horizon scanning**
- **Survey responses**
- **Telephone calls**
- **Email enquiries**
- **Media enquiries**
- **NHS and Social Care promotion of our work**
- **An increase in applications for our vacant positions**
- **An increase in requests to volunteer with Llais**
- **An increase in people using our services**
- **Increased staff wellbeing and understanding of roles shown in the staff survey**

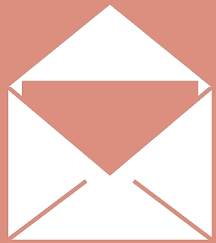


NEXT STEPS

An operational Communications Plan will be developed each year to set out the steps needed to help us achieve our strategic aims. This will include:

- **Internal Communications – Staff and Volunteers**
- **Social Media**
- **Marketing**
- **Advertising**
- **Public Relations**
- **Crisis Communications**
- **Stakeholder Communications**

The SMART plans will set out the details of who is responsible, the channel, timescale, frequency, and measures to achieve the strategic aims.



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