



LLAIS 

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

ANNUAL PLAN

2025-2026

Accessible formats

This document is also available in Welsh.

If you would like this publication in an alternative format and/or language, please contact us at enquiries@llaiscymru.org

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Introduction

This plan, year 2 of our 3 year strategy, sets out the priorities and actions we will take this year to support us in delivering on what people across Wales have told us matters most to them.

Every day, we hear real experiences – what’s working well in health and social care, what isn’t, and what could make a real difference to people’s lives. Their voices shape everything we do.

Right now, health and social care services are under immense pressure. People are facing long waits for treatment, struggling to access the proper care when they need it, and feeling like the system isn’t always working for them.

Services are stretched, and staff are doing their best in difficult circumstances, but the cracks are showing. People’s safety and rights relating to health and social care must remain a top priority – and services must be designed to meet people’s needs in a way that responds to what matters most to them.

As we enter the second year of our 3-year Strategic Plan, we will focus on deepening our impact. That means using what we hear in local communities, across regions, and nationally to push for real improvements.

We'll build on the conversations and work we've started, strengthen partnerships, and work with people and services so that our lived experiences drive change in health and social care.

This year, we'll create more ways for people to have their say, especially those whose voices haven't always been heard. We'll amplify what we hear so that decision-makers respond to it, and we'll keep track of what's changing, celebrating progress where it happens and challenging where things aren't improving fast enough.

We know health and social care is a vast system, and we can't tackle everything at once. But by focusing on where we can make the biggest difference for the people of Wales, we will keep moving forward, bringing people together, challenging where needed, and helping to make sure services work better for those who rely on them.



Who we are and what we do

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 can choose what we work on, how, and who we work with.

We were established in April 2023 and work across all areas of Wales.

Our Board sets our strategic direction. It ensures we are on track to do what we said we would – in the way that best meets people’s needs.

Our strategic vision and priorities

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.



Our strategic priorities

Our strategic plan 2024–2027 has 5 priority areas to help us achieve our vision and mission. These are:

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

2 Push for services that meet everyone's needs

3 Working together better

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

5 Grow and improve as an organisation



What people have told us matters to them

Every day, people share their experiences with us, and we listen.

We hear what works well and what people value about health and social care services. People want services that are accessible, compassionate, and responsive to their needs and services that communicate well and work together for them.

When we hear about services people like because of how they are delivered, we will actively share them through our networks. We will encourage decision-makers to adopt or adapt what works for people in one place to improve care across Wales.

Some of the things we hear about most often include:

Health

Access to GP and dental services, long waits for diagnosis and treatment, challenges in mental health support, gaps in maternity care, and difficulties with emergency care.

Social care

The pressures on unpaid carers, long waits for social care assessments and placements, inconsistent access to social workers, and the need for better respite support.

Across both

A lack of joined-up working between health and social care, difficulties accessing services in rural areas, transport barriers, and the need for more coordinated, person-centred support.

We know these issues are important. Health and social care are vast, and we can't work on everything at once. That's why we are focusing our efforts where we can make the biggest difference: from strong local, regional and national engagement, influencing national and regional policy, and championing transparency and inclusivity in health and social care.





Our everyday work

Our legal obligations, responsibilities, and daily commitments that support us in achieving our mission are:

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.

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.

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.



Strong local, regional and national engagement

Llais Local engagement

Holding focused conversations in communities, particularly with underrepresented and underserved groups; so, their voices help shape local, regional, and national priorities.

Regional forums

Bringing people and decision-makers together across Wales to share real experiences of health and social care so that these can be used to bring about change and shape future services.

National engagement

We go where you are so you can share your views and experiences with us about health and social care. Whether it's at national events such as the Royal Welsh Show, the Eisteddfod, or the Urdd or regional shows and events, we will be there to hear from you.

Sharing what we hear with decision makers

We regularly share what we hear with communities, health and social care planners and providers, policy makers and other partners so that improvements can be made.



Representations (influencing decisions)

Listening and acting on local needs

We'll take what you tell us through our engagement into the proper working groups, boards, and decision-making spaces to make sure real experiences shape change. We'll push for improvements, track progress, and be upfront about where things are improving and where they're not.

Supporting people's voices to shape policy and law-making

We'll share what we're hearing from people across Wales and bring people's actual experiences into our responses to national and regional consultations, development of new policies and strategies, and work with (and provide evidence to) Senedd committees.

Influencing service changes

Health and social care services change constantly, but the people affected aren't always as involved as they should be. We'll make sure services let people know what's changing, why it's happening, and how they can have their say.

We won't get involved in every service change, but we'll get involved when we see big decisions being made or when a change will have a big impact on people and communities.



Complaints advocacy and enquiries

Our complaints advocacy and enquiries service

We'll continue improving our support for people finding their way through complaints processes, helping them be heard and get fair outcomes. We will introduce a new specialised complaints advocate, funded by Tenovus, specifically focused on supporting people living with cancer with their complaints.

Enquiries

We will continue to help people who do not have a formal complaint but need help or guidance on where to find support or services.

Continue to make patient safety and safeguarding referrals

If we find something that we think is a risk to people using health or social services, we will refer the matter to the appropriate organisation so they can intervene and help keep people safe.



Communication and promotion

Communicating more clearly and effectively

We'll make it easier for people to understand who we are, what we do, and how they can get involved.

By reaching out more deeply into our communities, telling more real-life stories, and making sure our messaging is clear and accessible, we'll raise awareness, build trust, and increase public engagement. Our 4 key messages for this year are:

- We are the independent and trusted voice of people and communities
- We make change happen
- We are a national voice with local reach
- We connect communities with decisions makers

Promotion

This year, we're focused on boosting our public relations and promotion to make it easier for people to know what we are doing and the difference its making.

By strengthening how we work with the media and with our partners across health and social care, we'll enhance our visibility and spark conversations about services across Wales. We aim to highlight what we do through impactful storytelling and inspire positive change to better highlight and respond to what you tell us.



Meeting our wider responsibilities

As well as our day-to-day work, it is also important that we show people how we meet our wider legal and other public reporting responsibilities.

This includes things like our:

- Annual Report and Accounts, which includes our Governance Statement, Remuneration and Staff Report, Performance Report and Financial Statement Report
- Annual Equality Statement
- Gender Pay Gap Report
- Annual Welsh Language Standards Report
- 3-to-5-year Strategy
- Annual Business Plan (this document)
- Net Zero report
- Accessibility Statement

Our work programme 2025–2026

As well as our every day work, we will focus on a range of activities that help support our 5 strategic aims. They respond to the things we hear about what matters most to our people and communities across Wales about their health and social care services. In 2025–26, these are:

01. Drive a national conversation about the future of health and social care services

Activities that are already in progress and will continue into 2025–2026:

Position statements and action groups

This is where we publish our position on issues we know about, such as emergency care, dentistry, issues facing unpaid carers, or waiting times for neurodevelopmental assessments.

We will make representations and prompt organisations to act by bringing together decision-makers to explore the issues, spread what's working well and drive improvement in the aspects that need to get better.

'Walking in your Shoes' collaboration with the Bevan Commission

Building on our joint work around the Silly Rules campaign, we will find other ways to combine people's real-world experiences with practical problem-solving to create meaningful service improvements.



Activities that are new for 2025–2026

Our all Wales engagement projects

By listening to people's experiences, we will better understand what works well and where things need to get better for everyone. These projects will highlight what's working well and what's not, share real-life stories, and provide insights to help shape how our health and social care services are designed and delivered.

Exploring rights, expectations, and responsibilities in health and social care

We will work across Wales to raise awareness and build understanding of people's rights in health and social care, explore what people want and expect from their services moving forward and understand what people need to use services responsibly.

We will use what we find out to highlight any gaps and push for changes wherever this is needed.

Getting care and support through Integrated community care hubs

This project will explore how people experience care within the Integrated Community Care System (ICCS), focusing on how well local hubs and joined-up services work for individuals and communities. It will examine how people move through the system, looking at what helps or hinders access to care – whether that's travel, digital options, or the availability of local services.

The project will gather real-life experiences to provide insights into how effectively integrated care hubs meet people's needs.

Voices for change event

Health and social care decision-makers, front line staff, representative and improvement organisations and community groups will listen to and discuss real-life experiences of health and social care. The event will highlight the challenges people face, promote what works well, and advocate for commitment to action where changes are needed for the future.

Our work programme 2025–2026

02. Push for services that meet everyone's needs

Activities that are already in progress and will continue into 2025–2026:

Navigating the new NHS complaints process

Big changes are coming to how people's NHS complaints are handled. We will continue working with the Welsh Government and NHS bodies to help shape the new arrangements, and when the changes are made, we will adapt how we support people to make things easier.

Embedding anti-racism in our work

We will work with ethnic minority-led organisations, NHS and social care services to help make sure diverse voices shape policy and service improvements, tackling race-related inequalities in health and care. We will continue to make changes within our organisation to embed anti-racism principles in everything we do.

Social care voices

Social care services are often less visible than health services, but they matter just as much. We'll create more ways to hear from people who need social care services so we can share their experiences with decision-makers and push for changes where needed.



Projects or initiatives that are new for 2025–2026

Learning from complaints to improve services

Working with regulators, inspectorates, advocacy services and complaint-handling bodies, we will bring a strong focus on learning from complaints to drive change in all parts of the health and social care system – so people's experience make a real difference by making things better for everyone.

Regional health and social care summits

We will bring together NHS bodies, local authorities, social care providers, third-sector organisations, and government representatives to tackle shared challenges and develop coordinated solutions that improve people's services.

Maternity and Neonatal Voices Partnership Cymru

We will be the 'host agency' for the Maternity and Neonatal Voices Partnership Cymru. We will bring together the chairs from each of the local maternity and neonatal groups to share what's happening across Wales and take actions together to inform and influence our maternity services.



Our work programme 2025–2026

03. Working together better

Activities in progress that will continue into 2025–2026:

Continuing to develop our Children and Young People's Programme

We will build and strengthen relationships with organisations working with children and young people to ensure their voices shape the services they rely on, making sure younger voices are heard on the things that matter most to them.

Activities that are new for 2025–2026:

Strengthening community engagement

We will deepen our engagement with community-based health and social care services and representative groups. This includes groups like carers forums, GP patient participation groups and service user groups, to understand what's in place for you to have your say, what works and where change is needed.



Our work programme 2025–2026

04. Help people and services to use technology in ways that work for them

Activities that are already in progress and will continue into 2025–2026:

Promoting digital inclusion

Continuing to be a part of the Digital Inclusion Alliance Wales and collaborating with partners like Digital Health and Care Wales and Social Care Wales, we will represent your views on how digital health and social care tools are developed with user needs in mind.

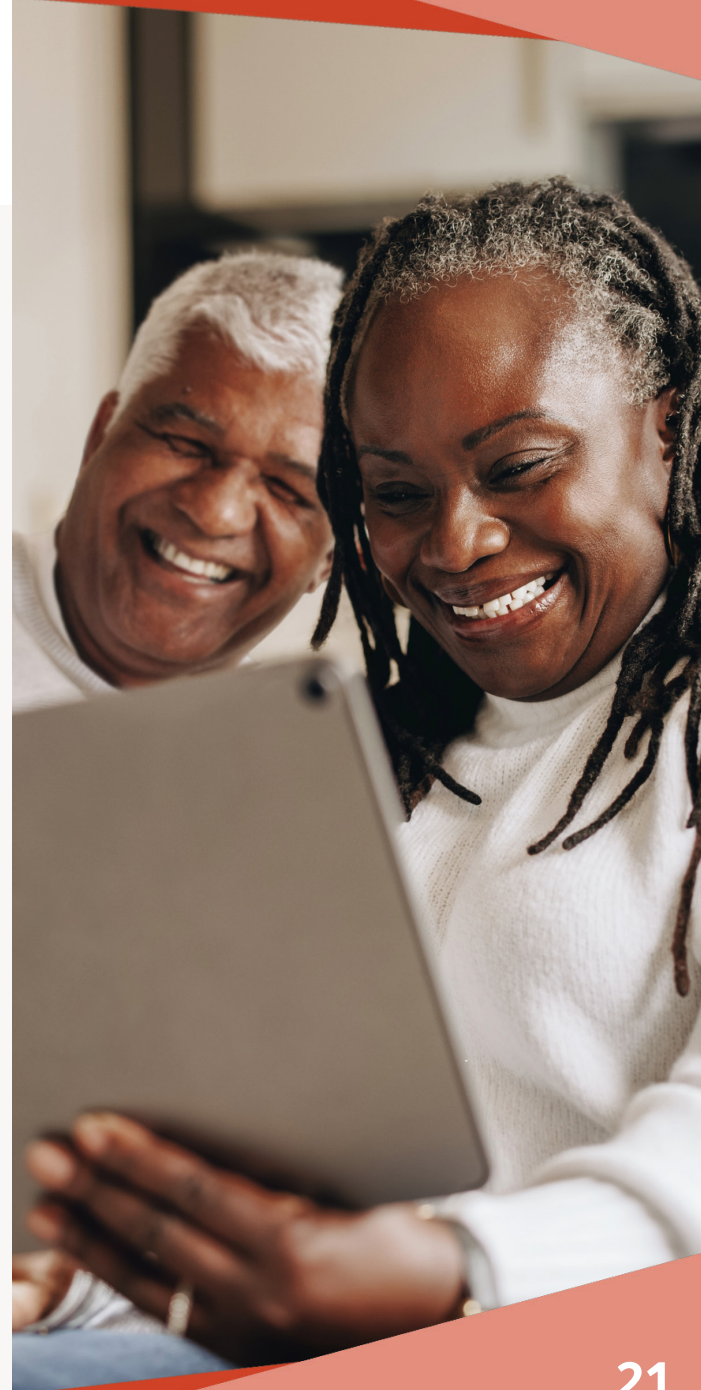
Activities that are new for 2025–2026:

Health and social care data transparency

We will act to help make sure that organisations make health and social care data more transparent so that people and communities can better understand how our services are performing and push for improvements wherever needed.

AI (artificial intelligence) and data use for improvements and engagement

We will find out more about data privacy and ethics. We will share what we hear from service users about using their data, and we'll play our part in involving communities in discussions about AI and new technologies in health and social care.



Our work programme 2025–2026

05. Grow and improve as an organisation

Activities that are already in progress and will continue into 2025–2026:

Strengthening our volunteer programme

Volunteers are at the heart of what we do. We'll grow and diversify our volunteer network, encouraging more young people, Welsh speakers, and those with lived experience to get involved. By improving learning, mentoring, and recognition, we'll work to make sure our volunteers feel supported and empowered to help shape real change.

Improving how we work

We'll continue to develop our ways of working, from reviewing our policies and processes to how we organise ourselves. This will help us be more efficient, work smarter, and focus on making the biggest impact possible.

Delivering our commitments to equity, diversity and inclusion

We'll continue working with partners to deliver our Strategic Equality Plan, including our commitments in the Anti-Racist Action Plan for Wales, LGBTQ+, and disabled people plans.

This means improving how we collect and use data to understand better and respond to the needs of the people we work with, as well as our staff and volunteers.



Activities that are new for 2025–2026

Making sure we're in the right places

We'll introduce a locations strategy to make sure we're organised in a way that works best for the people and communities we serve. This will support more accessible and effective community engagement and provide our complaints advocacy services in the best way possible.

Building a supportive and inclusive culture

We want Llais to be a place where people feel valued, listened to, and able to make the biggest difference for all of us living in Wales.

Our cultural change plan will help us strengthen accountability, decision-making, and leadership. We'll champion collaboration, recognise positive contributions, and ensure Llais is an organisation where everyone feels empowered to drive change.

We will enhance transparency and accessibility

By making it easier for people to engage in our decision making and strengthening how we communicate our decisions. We will hold more accessible Board meetings and share information in clearer, more engaging ways.

This includes exploring how digital tools can facilitate greater public participation and strengthen accountability, ultimately shaping how we work and influence change.



Final thoughts

We understand that change takes time. By working within our communities and with our partners, we'll continue to do everything we can to make sure your voices are heard and acted on in health and social care services.

Our focus will be on doing the things that make a meaningful difference for people, particularly those of us whose voices often go unheard.

Whether improving how people are heard, enhancing accessibility to digital tools, or strengthening cross-sector partnerships, we can't do this alone – your voices and ideas are crucial.

If you want to help shape the future of health and social care in Wales, we're here to listen.



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