

## OUR PLAN & PRIORITIES OCTOBER 2023 - MARCH 2024



# 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@llaescymru.org](mailto:enquiries@llaescymru.org).**

**You can download it from our website or ask for a copy by contacting our office.**

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The principles of the Well-being of Future Generations (Wales) Act 2015, the five ways of working, and our contribution to achieving the seven wellbeing goals are reflected throughout our plan.

Where any of the five ways of working (below) are reflected in our plan we have included the icon on the page.

### Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

### Integration



Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

### Involvement



The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

### Long-term



The importance of balancing short-term needs with the need to safeguard the long-term needs.

### Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.



## About Llais

We listen to your views and experiences on health and social care in Wales and we share these with decision makers in the National Health Service (NHS) and social care services.

We do not work for the NHS, Local Authorities or the Government.

We stand alone, we are independent.

We want everyone in Wales to have a say in the design, planning and delivery of health and social care services so that those services are right for you.

We listen locally, so that we can understand local and regional issues, and work nationally to make an impact. We support people and communities in all parts of Wales so that everyone's voice can be heard.

## Our first 6 months

We started our work on 1 April 2023. We replaced the 7 Community Health Councils in Wales and the Board of Community Health Councils in Wales, and we picked up the things that the Community Health Councils were working on.

We have been continuing to support people and communities through our engagement, involvement with service changes and our complaints advocacy service. At the same time, we have been learning how to do things in ways that will support our duties and responsibilities, as one independent body.

We needed to put in place new systems and ways of working that supported us to carry out our work. This included things like bringing in new staff and volunteers, new information technology, and new ways of working that help us do our job in ways that work best for you.

We also brought in new arrangements to make sure we take decisions in the best way and keep looking at how things are going so that we can be sure we are doing the right things in the right way, and spending public money in the way you would expect.

Some of this is taking longer than we would have wanted and we have learnt important lessons along the way.

We also had new things to learn and new people to meet. We would like to thank all our new partners, people and communities who have been so helpful in working with us on our shared aims of improving health and social care in Wales.

We know that it's important we get the basics right first. So we made sure we spent our first 100 days listening, to you and our partners, to find out what mattered most to you, and to hear about how we could do our job in the way you want.

More of the detail of what you told us in our first 100 days can be found in our report here - [Our First 100 Days Report](#)

## What's next?

Setting up a new organisation in the most difficult times for health and social care services and public services more generally hasn't been easy. We are up for the challenge and changing how we work to make sure we have a positive impact.



Many of us are already struggling with the rising costs we face in our daily lives. For lots of us, this has changed how we stay healthy, access health and care and get the care we need when and where we need it. A global pandemic has resulted in some people waiting too long for the treatment they need, or waiting too long to come out of hospital because the right type of care can't be put in place. This has been very hard for everyone affected.

Recently finding out that the health and care services we need, and rely on, will now need to make cuts too is very worrying. It is also worrying that here in Wales more people than ever are going to need support to stay healthy and lead independent lives.

So, as health and social care services look to do things differently, we want to work with you to make sure **YOUR** voice is heard and acted upon.

## Your regional priorities

There are lots of things we could be working on in each of the regions across Wales. To make sure we have the most impact in the next 6 months we have used what you have told us and what we know from others to choose 3 main priorities in each region.

We will speak with local people in lots of different places about each of the priorities so we can understand how things are working for you now, and what needs to happen next. We will speak to local communities, listen to people with direct experience of services and involve service providers.

We will share what we learn with decision makers and work with them, and you, to make a difference. We will make sure that you are kept in touch with what's going on as a result.

**As well as working on the 3 main priorities, our regional teams will also:**

- be out and about in our communities to hear from you about the things that matter most to you about health and social care services, including when there are plans to change services
- be there for you if you want to write to us, talk to us by phone, video conference or in person about health and social care services
- support you to raise a concern about your health and social care services through our confidential complaints advocacy service.

# Cardiff and the Vale of Glamorgan

**Living with cancer**

**Getting care and treatment quickly when you need it**

**Having a baby**

[www.llaiswales.org/in-your-area/cardiff-vale](http://www.llaiswales.org/in-your-area/cardiff-vale)





# Cwm Taf Morgannwg

**Being supported to stay healthy if you have a learning disability**

**Day services in our communities**

**Food & drink in hospitals**

[www.llaiswales.org/in-your-area/cwm-taf-morgannwg](http://www.llaiswales.org/in-your-area/cwm-taf-morgannwg)



# Gwent

**Community Services  
(health and social  
services)**

**Mental health services**

**Getting care quickly when  
you need it**

[www.llaiswales.org/in-your-area/gwent](http://www.llaiswales.org/in-your-area/gwent)



# Neath Port Talbot and Swansea

**Supporting carers**

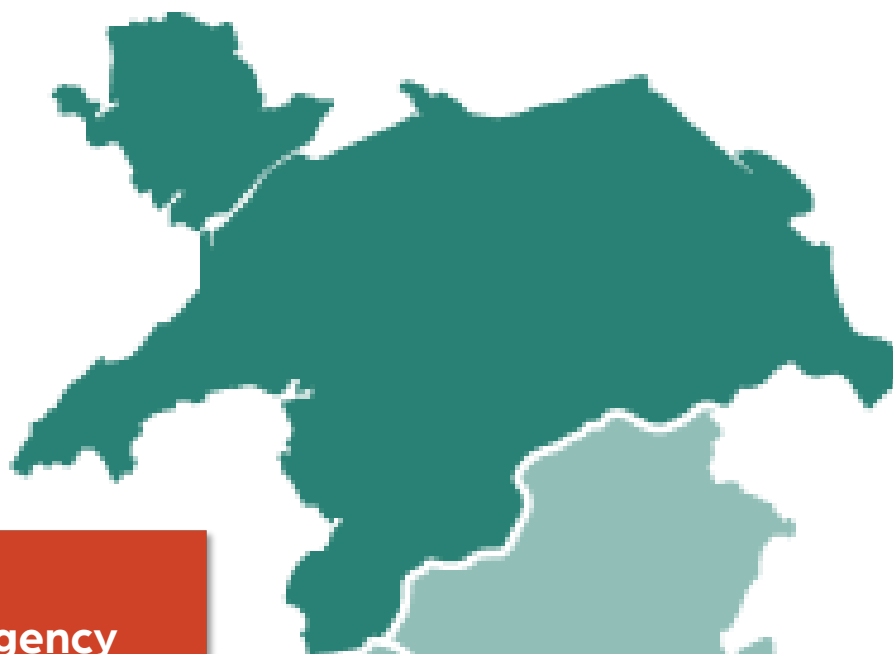
**Living with dementia**

**How are staffing  
challenges affecting your  
care?**

[llaiswales.org/in-your-area/neath-port-talbot-and-swanea](https://llaiswales.org/in-your-area/neath-port-talbot-and-swanea)



# North Wales



**Getting the emergency care you need**

**Getting the care you need locally**

**Helping to make vascular, and mental health care, better**

[www.llaiswales.org/in-your-area/north-wales](http://www.llaiswales.org/in-your-area/north-wales)



# Powys

Care closer to home

Supporting carers

Getting good care  
wherever you live in  
Powys

[www.llaiswales.org/in-your-area/powys](http://www.llaiswales.org/in-your-area/powys)



# West Wales

**Being supported waiting for treatment**

**How has Reinforced Autoclaved Aerated Concrete (RAAC) affected your care?**

**Living healthily and happily in our community as we get older**

[www.llaiswales.org/in-your-area/west-wales](http://www.llaiswales.org/in-your-area/west-wales)



## Your national priorities

There are some things we hear about health and social care services in all parts of Wales. We will look into 2 of these:

Getting help at your GP surgery, dentist and pharmacy

Your health and social care in the community, including following a hospital stay



We will bring organisations and communities together to help us clearly understand the problems.

We will involve them in creating some ways to make things better.

We will let everyone know what difference their involvement has had.

We have also heard that you are getting fed up with all the consultations and engagements that you are being asked to take part in.

So, we will lead a project that looks at the ways we can bring health, social services, government and charities together to work with you on common issues that you want to talk about.

This will be in a coordinated way that works best for you and we will make sure you know what has happened as a result.

# Our priorities

Over the next 6 months and beyond we have lots more to do that you may not be able to see. It is still very important we get this foundation right as we do work internally to make us a better organisation externally for you and our partners.

## Priority 01: Listen and represent your views and experiences to decision makers to make a difference

Continue to represent your voices through our involvement with local, regional and national meetings, boards, committees and projects.

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.

Respond on your behalf to new and emerging issues that we hear about.



### What could success look like?



Our people and the people we work with feel that their priorities are reflected in our work plans and they have had a say in shaping local, regional and national priorities.



### Create a new team so that we can:

learn from what we are hearing locally, regionally, and nationally

get better at understanding and using information from others to help us plan and carry out our work

create ways to collect and use new sources of data

make a powerful case for change so that the people making decisions about health and social care services listen and act on the things that matter

let people know what we've been doing and the difference its made in lots of different ways



Better ways of gathering what you think about your health and social care services will help build our confidence working with others to help make the biggest difference in the way your services are provided.



# Priority 02: Build awareness and understanding of who we are, what we do and how we make a difference

Design and run communications campaigns, locally, regionally and nationally to reach different groups on relevant issues and to promote our work more generally.

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.

Develop new ways of engagement, communication and information sharing with our people and the people we work with.

Create our communication and engagement strategy so everyone is clear where we want to get to and how we want to work.

Develop a network of engagement, communications and insights and learn and improve what we do by sharing good practice.

## What could success look like?



- ✓ We are more well known and understood by people involved with the NHS and social care providers.
- ✓ Our partners start to feel confident in promoting us and referring people to our services.
- ✓ Our people and the people we work with feel that our communication and engagement is clear, impactful, relevant, and we are learning and improving from what we do.
- ✓ Our people are clear what is expected of them when communicating and engaging on our behalf.



# Priority 03: Make it easy to connect with you and our partners, by being accessible and inclusive

To make this happen, we plan to:

Create new approaches, tools and ways of engaging and communicating to learn as much as we can about how services work for you



Develop our strategic equality plan in a way that makes equity, diversity and inclusion run through everything we do.

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.

Improve our people's knowledge, understanding and confidence working with under represented communities.

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.

Take steps to understand and increase the diversity of our people so we better reflect our diverse communities across Wales.



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 under represented groups – so we can help to make sure everyone's voice is heard by decision makers.

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.



## What could success look like?

✓ Our strategic equality plan provides us with practical opportunities to act on our commitment to making equity, diversity and inclusion run through everything we do.

✓ We can show how we've thought about how our plans and decisions may impact people and what we need to do to make the most positive difference.

✓ Our people start to feel they have what they need to help them easily connect, building an understanding and make an impact to meet the different needs of our people and communities across Wales.

✓ The people we work with know and feel that they can connect in the way they want, feel listened to and know what difference their involvement has.

✓ We can show how we have started to build relationships with diverse communities across Wales so that we can actively reach and involve them in what we do.

✓ Our policies, procedures and guidance promote and help to make sure we take a fair, accessible and inclusive approach in everything we do.



# Priority 04: Speak up to help keep people safe when things aren't right

To make this happen we will:

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.

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.

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.



Agree new ways of working and partnership arrangements between our Complaints Advocacy Service and the Public Services Ombudsman Wales.

Review and develop our complaints advocacy service and support our people to develop their practice.

## What could success look like?



Our people are more confident about the introduction of the Duties of Quality and Candour and we are able to feedback to service providers and Welsh Government on how the duties are affecting people across Wales



Identify and speak up on early warning signs about the safety of individuals or services so that others can act quickly



People have the best chance of getting the answers they need and health and social care services get better as a result



# Priority 05: Build a strong voice in social care in Wales

Improve our knowledge and understanding about social care in Wales.



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.

To make this happen we will:

Create a series of engagement events designed to hear what matters most to you about your social services.



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.



## What could success look like?



Our people are more confident working with social care providers because they have a good knowledge and understanding of how things work.



More people know about us in social care and promote our service to those who need us.

# Priority 06: Develop our people, attract new people and support their involvement in our work

To make this happen we will:



Create ways that help attract more diverse 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.

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.

## What could success look like?

✓ Our people feel connected to what we want to achieve, have a clear idea of what development and support is available for them and they understand how their contribution matters.

✓ We start to attract more diverse people to work with us.



# Priority 07: Be a well-run, trusted and ambitious organisation

To make this happen we will:

**Support our teams to work well together and in a way that meets our legal and other public sector responsibilities by:**

- developing our people's knowledge, skills and understanding in good governance, managing public money and records management.
- reviewing our governance arrangements against the highest standard and working on a plan to do things better where we need to.
- looking at how we are carrying out our tasks and making changes to make it better for everyone where we need to



We will agree what values we believe in and use this to work on our:

- organisational culture
- behaviours framework,
- skills and capability framework,
- revised performance assessment approach &
- our national learning and development plan.

Co-produce our Strategic Vision for the next 3 to 5 years. This will set out ambitious aims to help make health and social care work best for you across Wales, help get you involved in ways that work for you, and make sure more of you, with more diverse experiences, have your say.



Develop more ways for our people to play an active role in the future of the organisation. 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.

## What could success look like?



Our people feel they have been involved in setting our direction, they know, understand and feel a part of our journey and what is expected of them to achieve our aims.



The way we organise ourselves, take decisions and review how we are doing gives us the best chance of making a positive difference for everyone living in Wales, in a way that helps us meet our duties and responsibilities.



The way we carry out our activities works for everyone.

# What's comes after March 2024?



If you've read all of this plan, firstly thanks for sticking with us. Secondly you will have noticed how ambitious it is.

We are really pushing ourselves to develop as quickly as possible so we can have the most impact for you. That means we will probably make some mistakes along the way, or things won't always work out how we'd planned. It's important that we take time to learn from our actions and activities to understand what works for you and what we do differently from our experiences in our first year.

Being this ambitious also means we may not get everything done. If this happens, we will say why, look at our priorities again, and if they are still important in April 2024 we will roll these over into next year's plan for the year.

Being responsive to what you are telling us, and what we learn from other places, also means that we may have to change our priorities after we have written this plan. If that happens, we will tell you why, and show you where we have changed it.

In April 2024 we will be sharing our strategy for the future. It will tell you what our vision is for Llais and how we want to help you and our partners improve health and social services, the way we want to do that, and how we think we can do it.

In April 2024 we will share a new annual plan that focuses on what goals we want to hit by March 2025 and explains the steps along the way.