

Llais response to the NHS Wales Performance and Productivity Review and Welsh Government Action Plan

29 April 2025

Llais welcomes the publication of the Ministerial Advisory Group's (MAG) report on NHS Wales Performance and Productivity, and the Welsh Government's detailed action plan in response.

We see this as an important moment for the future of health and care in Wales.

These documents set out a clear challenge for the NHS in Wales to shift from ambition to delivering, something people across Wales have been asking for.

Throughout our work, from listening to lived experience to sharing what matters to communities, we've consistently raised many of the issues now acknowledged in this report. We are encouraged to see several areas reflected in both the report and the Welsh Government's response where Llais, on behalf of people across Wales, has called for greater urgency, transparency, and a stronger focus on lived experience.

We particularly welcome the emphasis on improving transparency, learning from what works, and creating a culture of shared leadership and accountability, all areas we have long championed through our engagement, insight, and complaints advocacy work.

Putting people at the centre of performance

The report is clear: to improve performance and productivity, services must shift from strategy to delivery with people's experiences at the heart. Llais has consistently highlighted how performance targets must connect with the reality of long waits, poor communication, and fragmented journeys through care.

We welcome the Welsh Government's commitment to improve performance in ways that people feel and value. We will continue to play our part in bringing people's views and experiences on healthcare to the table so that system-level progress leads to better, fairer experiences on the ground.

We are encouraged to see several of the recommendations reflect areas where Llais has previously called for change, and where we have offered constructive challenge and support. That includes:

- A greater focus on outcomes that matter to people, not just performance metrics.
- Making local performance data more transparent and useful to communities.
- Ensuring the approach to treatment ‘fitness’ is supportive, fair, and doesn’t exclude people without the right help and support.
- Improving how missed appointments are managed — with compassion and understanding.
- Creating a culture where leadership is shared, improvement is collective, and people feel supported to speak up and do things differently.

We’re also pleased to see a clear emphasis on acting now. The scale of the challenge is real — but so is the opportunity to rebuild trust and confidence.

Professor Medwin Hughes, Chair of Llais, said: “This review puts people’s experiences back where they belong — at the heart of how we measure success in health and care. It also challenges all of us, including Llais, to work differently. We’ll continue to bring people’s voices to the table, and also help create the conditions where they’re truly listened to, and where change follows.”

Alyson Thomas, Chief Executive of Llais, said: “This is the leadership test. It’s not just about new plans, it’s about how NHS bodies work together to bring about improvement fairly and quickly, in ways people can see and feel. We’ve been calling for many of the changes set out here, and we’ll continue playing our part — as a critical friend, a champion for people, and a bridge between communities and decision-makers.”

We also want to reiterate our appreciation for NHS staff. We know the toll that current pressures are having on morale, well-being, and the ability to deliver care. This is not about blame. It’s about building a system that supports the workforce and the people they care for.

Llais will continue listening, challenging, and supporting the system to deliver health and care that is timely, fair, and centred around what matters most to people.

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