

Item: 08

Title: Annual Business Plan 2026-2027

Gweithredu / Action required	Review and approve
Amseru / Timing	Routine
Argymhelliad / Recommendation	That the Board reviews and agrees the annual plan for the period April 2026 – March 2027
Risg / Risk	<p>The delivery of the 2026–2027 Annual Plan will take place within a complex and shifting operating environment. Health and social care services across Wales remain under significant pressure, which increases the demand on Llais services and may limit the system’s capacity to engage with and act on Llais’ representations.</p> <p>There is also wider political uncertainty, with a Senedd election and the potential for a change of government influencing national priorities, regulatory expectations, and the future direction of health and social care strategy.</p> <p>Alongside these external factors, developments in digital and AI present both opportunity and risk, particularly around exclusion, ethics, and information governance.</p> <p>These risks sit alongside the organisation’s ongoing operational challenges such as capacity and capability, workforce stability, the need for consistent insight systems (CRM, analytics, records management), and ensuring staff have the right tools, clarity, and understanding to deliver work to a consistent, high standard.</p> <p>All of our risks are managed through our established processes for risk identification, escalation, and assurance, and will continue to be monitored through committees and incorporated into the corporate risk register.</p>

The shift to a different style of public facing- approach, particularly Board forums, roundtables, and increased visibility, also presents a strategic risk.

Engaging openly with more people means hearing more challenge, including difficult or sensitive issues, in public settings. This may place increased expectations on the Board, especially where issues raised fall outside Llais' remit or where the system cannot deliver immediate change.

In this context, it is important that decisions and responses are taken in line with the Board's Risk Appetite Framework, ensuring proportionality, clarity of mandate, and appropriate handling of public expectations.

At the operational level, delivery risks, including programme complexity, change fatigue, supplier dependencies, uneven capability across teams, and constraints in capacity, will be managed through strengthened programme oversight, prioritisation, organisational performance management arrangements and routine assurance processes.

Overall, risks are not unexpected, but they are known, monitored, and managed through the organisation's usual governance structures, so that the Board has a clear line of sight to the issues that matter most.

Cyllid / Finance

The Annual Plan has been developed in parallel with the 2026–27 budget so that the priorities and programmes set out in the plan are achievable within the financial envelope available to Llais.

	<p>Finance colleagues have been involved throughout the planning process, both at an all-Wales level and with regional teams, to test assumptions, confirm affordability, and ensure that proposed activities align with current resource levels.</p> <p>This co-ordinated approach provides assurance that the plan is deliverable without requiring additional funding, and that expenditure will remain within the limits of the budget being presented to the Board for approval.</p> <p>Any financial risks arising from delivery will be managed through normal budget monitoring and financial governance processes.</p>
Amcan Cynllun Corfforaethol / Corporate Plan Objective	All
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	Please see separate integrated impact assessment. (appendix 2)
Cyfathrebu / Communications	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p>Internal: our people <input checked="" type="checkbox"/></p> <p>External: our customers/partners/stakeholders <input type="checkbox"/></p> <p>External: our organisation's reputation <input checked="" type="checkbox"/></p>
Cymeradwyaeth / Approval/Clearance	Alyson Thomas, Chief Executive
Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	Board development meetings, and previous Board meetings during 2025-2026.
Awdur/ Cyflwyno / Author/presenting	Ben Eaton
Dyddiad / Date	March 2026
Cefndir / Background	



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The 2026–2027 Annual Plan is the final year of the Llais Strategic Plan (2024–2027) and sets out how we will deliver on the commitments we made to people living in Wales.

This year’s plan is shaped not only by what people have told us through all our activities, including The People’s Principles, The We Want Report, and the People’s Priorities (Senedd 2026 Manifesto), but also by a clearer description of how Llais creates impact.

Transparency remains central, people should be able to see what is changing, why, and how their voices have influenced decisions. We gather people’s views and lived experience; turn it into evidence; use that evidence to influence; follow up on commitments; and show where improvements have been made. We are also focused on reducing unnecessary barriers within systems so that insights from people lead to quicker, clearer action.

The People’s Principles are the core thread running through the entire plan. They shape how we engage, how we analyse insight, how we make representations, and how we assess progress. They form the public-facing accountability framework we will use both internally and externally. This strengthens fairness and consistency across Wales, so people can expect the same high-quality experience wherever they live.

The Plan has been developed in line with the 5 ways of working in the Future Generations Act, ensuring long term, preventative, collaborative and people centred priorities that support the national wellbeing goals.

This year also introduces a strengthened operational delivery approach. We are bringing programme delivery, insight gathering, cross-team working, OKRs, and impact reporting into a more structured framework so that progress is clearer and more consistent across the organisation. This supports board assurance and provides a more direct line of sight between what we hear, what we do, and what changes.

Manylion / Detail

Strategic logic of the 5 priorities 2026-2027

The 5 priorities work together as one integrated model:



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Priority 1 – To shape a national understanding of what future health and social care should look like, based on people’s lived experiences, expectations, and rights, and to test whether services can deliver against those expectations in shaping future direction.

Illustrative deliverables for 2026-2027

- Pilot the *We Want* principles with 3 organisations to test feasibility and system readiness.
- “Walking in Your Shoes – Phase 2” to generate powerful real-time evidence on people’s journeys.

Priority 2 – influencing services to improve now, strengthen accountability and equity across Wales so that services actively learn from people’s insights, respond to what matters, and reduce disparities in access and outcomes.

Illustrative deliverables for 2026-2027:

- Regular communication of public service-changes highlighting what is improving and where engagement is happening
- Launch of the 30+ member People’s Principles Alliance
- Regional, and national, engagement focused on communities who are typically underrepresented, including less affluent groups and young people.

Priority 3 – joining up with others to strengthen partnership working and bring lived experience into integrated system design

Illustrative deliverables for 2026-2027:

- 4 quarterly town-hall forums in different regions; two expert policy/academic roundtables; one national Senedd event.
- Contribution to all Regional Partnership Board population needs assessments using local insights.

Priority 4 – representing people in the digital transformation of health and social care, so that digital transformation supports, rather than excludes, people

Illustrative Deliverables for 2026-2027:

- New Llais website and improved digital forms.
- Participation in national digital inclusion pilots.
- Engagement with the Welsh Government Office for AI on risks, opportunities, and protections.

Priority 5 – strengthen Llais’ internal systems, culture, data, and workforce so that the organisation can demonstrate impact consistently and deliver high-quality work across Wales.

Illustrative Deliverables for 2026-2027:

A coherent impact & organisational development programme integrating workforce, systems, culture, and standards that delivers on projects such as:

- Organisation-wide Quality Standards
- New individual performance framework, skills and development offer.
- Customer Relationship Management (CRM) system development and
- improved records management and SharePoint governance.

Argymhellion/ Recommendations

The Board is asked to:

- Approve the Annual Plan 2026–2027, and
- Note the internal development programme that underpins Priority 5.