

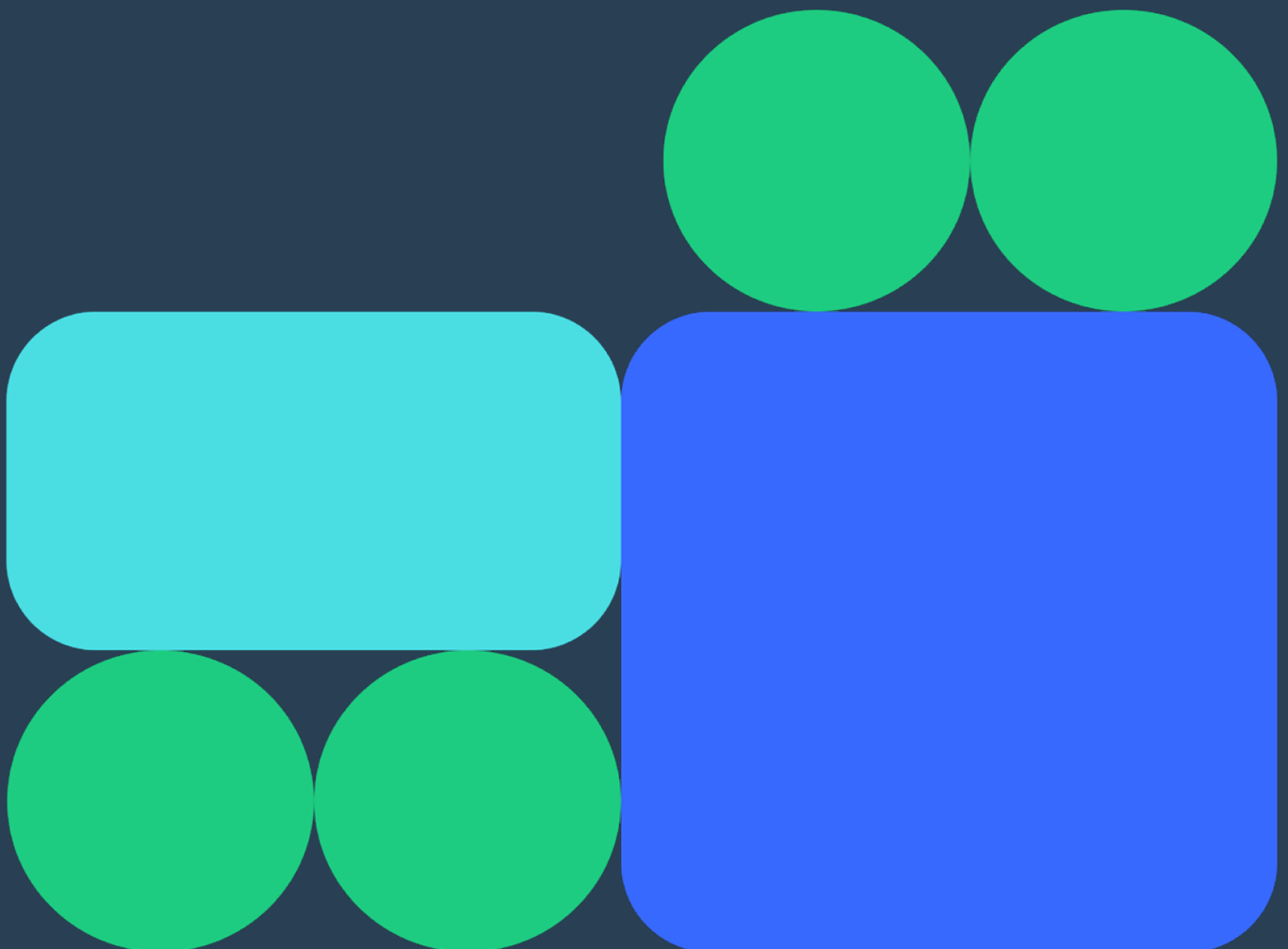
Easy Read



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Public Services Ombudsman Our Strategic Plan

What we will do from 2026 to 2029



May 2026

How to use this document



This is an Easy Read version of: **Our Strategic Plan 2026-2029.**



You might need help to read it. You can ask someone you know to help you



Words in **bold blue** may be hard to understand. You can check what they mean on **page 25.**



Where the document says **we**, this means the **Office of the Public Services Ombudsman for Wales.** For more information contact:

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Hawdd ei Ddeall Cymru
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About us



We are the office of the **Public Services Ombudsman for Wales**.

We have 3 main jobs:



- We look into complaints about **public services** in Wales.



Public services are services paid for by the Government. For example, local councils, the NHS, social landlords.



- We look into complaints about local councillors breaking the **code of conduct**. Local councillors are people chosen to run a council.



Code of conduct means the rules and standards someone must follow in their job.



- We help **public services** and councils do better.

Our principles



We are independent.

We are independent. This means we are not controlled by the government.



We are fair.

We do not take sides. We look at the facts and make decisions.



We are open to everyone.

Our service is free. We make it easy for anyone to use.



We put people first.

We know complaints can be stressful. Everyone who contacts us should feel respected, listened to, and understood.

What this Plan is about



We have made a **Strategic Plan for 2026 to 2029**.



This is a plan for what we need to do to improve our services.



This will help us do better for:

- People.



- **Public services.**



- Local democracy in Wales. This means people can have a say in how their local area is run.

Things we want to focus on



Our staff and advisers helped us see the main things we need to focus on. We also listened to what people said in the public consultation.



Showing our impact:

We want to show how our work makes a difference. Some results take time, but we will do better at measuring and sharing them.



Handling more complaints:

More people are using our service. This is good, but it also puts pressure on staff and resources. We will manage this carefully.



Improving public services:

We help services improve through training and investigations. Investigation means looking more deeply into what happened.



Making our service easy to use:

Everyone should be able to use our service. We will work to make it easier, especially for people who find it hard to be heard.



Using our data:

We will use our information better to work smarter and improve our services.



Using technology and AI:

New technology can help us work better. We will use it in a fair way. AI stands for Artificial Intelligence. It is a type of technology. People will check it at each stage.



Making our organisation strong:

We want our staff to stay happy and supported. We will work smarter, improve processes, and stay flexible. While keeping high standards.

Our main goals

We want:



- Everyone in Wales to be treated fairly by **public services**.



- **Public services** to listen, learn and do better when things go wrong.



- Councils in Wales to do the right thing, so people can trust them.



- People to see us as fair and helpful.

Our aims for 2026 to 2029

Aim 1: Fair outcomes for people in Wales



We provide a caring and well run service. People feel listened to and understood.



Our decisions are fair and effective.

What we want:



- We handle complaints faster.



- People who complain feel heard and understand our decisions.



- Organisations follow our **recommendations** within the agreed time.

Recommendation means saying what actions need to be taken to solve a problem.



- We use our investigations to show serious problems in services and local democracy.

To make this happen, we will:



- Use digital tools to make our service easier to access.



- Work in new, flexible ways to resolve complaints quickly.



- Improve our service so more people feel listened to and understood.



- Review **recommendations** to make them clearer and more effective.



- Check that organisations follow our **recommendations**.



- Focus on serious complaints about the **Code of Conduct** when needed.

Aim 2: Improve public services and standards



We help **public services** improve. We share good practice and lessons learned.



We support high standards of behaviour for councillors.



What we want:

- Our Complaints Standards work helps organisations improve how they handle complaints.



- Our work leads to positive changes in **public services**.



- Our **Code of Conduct** work promotes high standards in public life.

To make this happen, we will:



- Include more organisations in our Complaints Standards.



- Use our own-initiative powers in more cases and involve key people. Own-initiative investigations are investigations we do without a complaint.



- Find new ways to collect and understand the impact of our work.



- Improve how we share our work with the media.



- Make accessible resources for local government members about their duties and our role.

Aim 3: Good outcomes for people who need us most



We make our service easier to access.



We promote our service to people who need help most.

What we want:



- More people can easily contact us.



- More people know about our office.



- We can take more complaints made by speaking instead of writing it down in. So more people can use our service.



- More people use Welsh with us.



- Senedd members and staff understand our work.



- Organisations that help people find us know more about our work. They tell us what problems people have.

To make this happen, we will:



- Make our service easy to use for everyone.



- Make it easier for people to make complaints by speaking.



- Reach people who find it harder to use our services.



- See how we can encourage people to use Welsh when they contact us.



- Develop training resources to help advice organisations and constituency offices.



- Work with organisations to understand issues affecting users, especially vulnerable groups.



- Look at including school complaints in our work.

Aim 4: Be a strong and well-run organisation



We use our staff, money, and systems well.



We work in an open and honest way.

What we want:



- Our staff stay skilled, strong, and included.



- We manage money in a careful and good way.



- We use data, technology, digital tools, and AI fairly to improve our work.

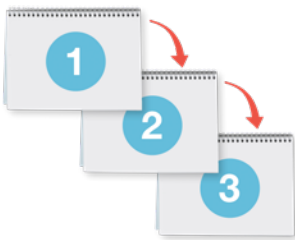


- Our systems are secure and reliable.

To make this happen, we will:



- Help our staff stay flexible, strong, and perform well.



- Make our processes simpler and respond quickly to challenges.



- Manage resources well.



- Use data to make better decisions and work smarter.



- Use technology carefully to improve services for people.



- Keep systems secure and protect data.



- Continue to protect the environment and reduce our impact on the environment.

Next steps



Each year we will make a Business Plan with detailed actions.



It will show who we will reach and how we will measure our work.



We will also make more detailed plans for different parts of our work.



We will share our priorities and our action plan each year.

Hard words

Code of conduct

Code of conduct means the rules and standards someone must follow in their job.

Public services

Public services are services paid for by the Government. For example, local councils, the NHS, social landlords.

Recommendation

Recommendation means saying what actions need to be taken to solve a problem.