



Date: 17 February 2026

Mr Peredur Owen Griffiths MS
Chair of the Finance Committee
Welsh Parliament

By email only
SeneddFinance@senedd.wales

Dear Peredur

Consultation on our draft Strategic Plan for 2026-2029

We are pleased to share that we have launched a public consultation on our draft **Strategic Plan for 2026-2029**. This marks an important next step as we prepare for the coming three years and reflect on how our service must continue to evolve.

Over recent months, we have been reviewing the key pressures, opportunities and challenges affecting our organisation and those who rely on public services across Wales. The draft Plan now published has been shaped by internal discussion and assessment of these factors, and we are ready to broaden the conversation further.

Our proposed Plan sets out four Strategic Aims centred on delivering justice with positive impact, supporting systemic improvement, strengthening access for those who need our service most, and ensuring we remain a resilient, agile and accountable organisation.

While strengthening and evidencing impact is one important thread running throughout the Plan, it sits alongside priorities such as accessibility, fairness, improved service quality and the effective use of data and digital tools.

I would like to warmly invite you to respond to our consultation. Your views will help us refine our priorities, strengthen our objectives and ensure our focus reflects what matters most to people who use and deliver public services.

The consultation is open until **31 March 2026**. Full details - including the consultation document and ways to respond - are available at [Consultation on our draft Strategic Plan 2026-2029](#).

If you have any questions, please contact communications@ombudsman.wales

Thank you in advance for your time and contribution. Your insight will play a valuable role in shaping our direction for the next three years.

We invite you to share this letter internally as you consider appropriate.

Yours sincerely

Michelle Morris

Public Services Ombudsman for Wales