

**Item: 13**

**Title: Board Effectiveness Review Report**

<b>Gweithredu / Action required</b>	For agreement. The report is also provided for assurance and information.
<b>Amseru /Timing</b>	Routine
<b>Argymhelliad / Recommendation</b>	The Board is asked to confirm the key development objectives that it agreed at its recent Board Effectiveness Review Session, which will be implemented during 2024/2025.
<b>Risg/Risk</b>	As a public sector body, Llais is required to conduct an annual board effectiveness review to ensure that it clearly reflects on its performance as a Board and as an organisation. This will ensure that it continues to develop and operates as effectively, as possible. It is also an important element in the organisation's end of year reporting.
<b>Cyllid/Finance</b>	There will be some financial implications with implementing the identified Board development objectives. However, these will be regularly assessed and evaluated and funded from existing budgets.
<b>Amcan cynllun blynyddol/Annual plan objective Amcan cynllun strategol/Strategic plan objective Amcan cynllun 100 diwrnod /100 day plan objective</b>	This Board effectiveness review and the agreed development objectives will support the achievement of the organisation's objectives in a planned and open way. It will also seek to ensure that the Board and the organisation continues to develop and fulfil its roles efficiently, effectively and appropriately.
<b>Cydraddoldeb, amrywiaeth a chynhwysiant/Equity, diversity and inclusion</b>	N/A

<b>Cyfathrebu/ Communications</b>	Please tick one of the following boxes if this activity will have an impact on: <b>Internal:</b> our people <input checked="" type="checkbox"/> <b>External:</b> our customers/partners/stakeholders <input checked="" type="checkbox"/> <b>External:</b> our organisation's reputation <input checked="" type="checkbox"/>
<b>Cymeradwyaeth/ Approval/Clearance</b>	This paper has been cleared by the Chief Executive.
<b>Trafodaethau neu penderfyniadau blaenorol/ Previous discussions or decisions</b>	This is the first Board effectiveness review completed by Llais following the first full year of operation.
<b>Awdur Cyflwyno/ Author/presenting</b>	Interim Board Secretary
<b>Dyddiad/ Date</b>	08-04-2024
<b>Cefndir/Background</b>	
<p>As a public sector body, Llais is required to conduct an annual board effectiveness review. This was completed by anonymous questionnaire in early 2024. The results were shared with all Board members and discussed at a meeting on the 28 February 2024. The purpose of the meeting was to discuss the findings and to agree objectives to further improve Board effectiveness for 2024/2025.</p> <p>The review was broken down into three categories, performance, engagement and board composition. The session was independently facilitated.</p> <p>This report provides the key feedback points from the discussions and the suggested Board development objectives.</p> <p>The Board discussed the scores and written outputs from the survey and as a result agreed the key areas where the Board needed to make further changes and developments. It was agreed that these areas for improvement would be subject to regular review but would be fully tested by repeating the effectiveness survey at the end of financial year 2024/2025. It was recognised that some objectives might be longer term and others quicker to achieve and that further work would be required on framing their implementation.</p>	

### **Objective 1 - Board Support for the Accounting Officer**

The Board will gain a greater understanding of the Chief Executive's role as Accounting Officer and the relationship with the overall governance of the organisation, with the two aspects being mutually supportive in the good governance of the organisation. This will include:

- Organising public sector Accounting Officer training for the Board;
- Accounting Officer to provide updates at Board briefing sessions and explore how the Board can further support effectively discharging the role.

### **Objective 2: Ensuring Board discussions are strategic and focused on appropriate oversight of priorities, performance, progress and impact**

The Board will take the necessary assurance from Tîm Arwain that the operational detail is being considered and planned appropriately and effectively. This will include the organisation undertaking the following:

- Developing the Board Assurance Framework;
- Conducting deep dives at Committee level to provide additional assurance to Board, as appropriate;
- Clarifying the role of the Audit, Risk and Assurance Committee and further supporting skills development of its members;
- Developing guidance and providing further support to staff presenting at Board level;
- Board members to attend engagement events for further assurance on activity taking place, especially in areas where they held a regional ambassadorial role;
- Further developing the reporting mechanisms and templates for Board and Committees. This will be supported by the agreement of a new Governance and Assurance Framework.

### **Objective 3: Strengthen the Board's process for identifying and managing risk**

The Board will review its process in the light of an external governance review and internal audit reviews of Llais's risk management approach. This will include:

- The Board will commission a full review of the risk management policy, the minimum standards for risk management and organisational resources required for risk management;
- The Board will take a holistic view of the roles and responsibilities across Llais (including committees) in relation to risk management;
- The Board will work with Tîm Arwain to develop principles for the topics that should be discussed at public Board meetings.

**Objective 4: Clarify the Ambassadorial role and ensure all regions are getting the same level of oversight and support.**

The Board will review the role of regional ambassadors and make recommendations on how ambassadors can collaborate effectively with the Regional Directors. This will include:

- The ambassador network to be further clarified (Non-Executives and Regional Directors) to share best practice and recommendations for further improvement.
- The Board will review the ambassadorial role profile.

**Objective 5: Succession and Development Plans for the Board**

The Board will develop its succession and development plan. This will include:

- The Board considering its professional skills gaps and development needs alongside the list included in the existing Board workplan. The Board will prioritise accordingly its learning and development for 2024/25;
- The Chair beginning succession planning discussions with members whose terms are due to end in 2024 and 2025. Discussions and decisions should reflect any skills gaps at Board level, performance to date and members desire to be reappointed.

**Objective 6: Gaining feedback on accessibility and inclusivity**

The Board will review accessibility and inclusivity of meetings and make further improvements, where required. This will include:

- Gaining feedback from our people and the public and implementing positive changes;
- Purchasing equipment, where appropriate, that will improve the experience of individuals joining the meetings remotely.

When asked about what people were most proud of over the past year, several members mentioned culture and the focus that had been placed on developing culture from the start alongside the strategy. It was suggested that whilst this was not an area highlighted for improvement, it was one that an effective Board should continue to pay attention to.

### **Board role in leading organisation culture**

The Board will continue to champion and demonstrate Llais's cohesive, collective and collaborative culture. This will include:

- The Board clarifying its role and identify opportunities to contribute to the cultural change programme;
- The Board leading by example and role modelling appropriate values and behaviours;
- The Board ensuring that its decision making processes take culture and values clearly into account.

### **Manylion / Detail**

The Board is asked to agree these objectives in overview. Once agreed, timelines, lead members and officers will be identified. They will take forward these objectives and identify key deliverables.

The Chair, Chief Executive and Interim Board Secretary will keep the programme of work under constant review and any material changes or further proposals will be agreed with the Board.