

Llais Board Development Programme Report 2025/2026

1. Summary

The 2024/2025 Llais Board Effectiveness Review demonstrated significant progress in governance, strategic oversight, stakeholder engagement, and cultural development. However, several areas were identified as requiring further development to ensure the Board continues to mature and effectively lead the organisation. This report proposes a structured development programme for 2025/2026, aligned with the feedback, actions, and strategic priorities discussed at the Board Development Session in April 2025.

2. Key Themes and Development Priority Areas

A. Strategic Focus and Vision

Achievements:

- Improved strategic clarity and oversight – approval of an annual plan
- Development of the Board Assurance Framework (BAF) and completion of a governance review.
- Framing of OKRs (Objectives and Key Results) for performance tracking and improved reporting.

Development Actions:

- Finalise and embed OKRs reporting and dashboard reporting aligned to the Board Assurance Framework and routine reporting to the Board and committees.
 - During 2025/2026 develop a new Annual Plan for approval by March 2026 and prepare for the development of a new strategy.
 - Increase the Board focus on social care matters.
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B. Governance and Compliance

Achievements:

- Governance review completed.
- New Standing Orders, Standing Financial Instructions and a range of governance framework documents developed and reviewed.
- Clarified roles of Audit and Risk Assurance and new Workforce, Remuneration and Terms of Service Committees.
- Introduced new style Board agenda.
- Improved clarity and accessibility of financial reports.

Development Actions:

- Further embed governance structures and cross-committee assurance processes.
- Provide ongoing training on remit letter and the Accounting Officer role for Board members.
- Continue to refine public/private board meeting balance and transparency.
- Explore changing arrangements for the delivery of Board meetings e.g. new online platforms and also consider flexing meeting arrangements e.g. evening and weekend meetings.

C. Board Composition and Succession Planning

Achievements:

- Diverse board with new appointments to address skills gaps (e.g., finance, digital).
- Annual appraisals and development plans initiated.

Development Actions:

- Develop a formal succession plan.
 - Increase representation from North Wales.
 - Explore including younger people in the governance arrangements of Llais.
 - Explore opportunities for shadowing, placements, and youth engagement.
 - Participate in the Aspiring Board Members Programme and provide a constructive experience for appointees and Board members alike.
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D. Ambassador Role

Achievements:

- Ambassador role defined and partially implemented.
- Increased regional engagement and event participation in Board member activity.
- Annual diary of regional and national events created and issued to better inform Board members and with a view to increasing board member involvement in Llais events, where possible.

Development Actions:

- Hold a development workshop to clarify ambassador role and expectations.
 - Further develop feedback loops from staff and stakeholder interactions of Board members to the Board, as part of routine reporting from the organisation and Board members.
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E. Communication and Public Engagement

Achievements:

- Improved bilingual communication and visibility.
- Enhanced use of social media and public events.
- High-profile reports on key health and social care matters with real impact.

Development Actions:

- Increase Board/organisational visibility through further statements and public-facing outputs/reports.
- Expand communication in Welsh and other community languages.
- Further embed the use of everyday language

F. Organisational Culture and Dynamics

Achievements:

- Strong culture of trust, openness, and respect developed.
- Effective leadership and inclusive facilitation identified as a strength.

Development Actions:

- Continue implementation of cultural change approaches and behavioural framework.
- Promote more informal engagement opportunities with staff for the Board members (linked to the ambassador role)

3. Development Programme Structure

Development Area	Key Actions	Timeline	Lead Responsibility
Strategic focus and vision	Finalise OKR reporting and dashboard reporting	Q2 2025	Strategic Director of Organisational Strategy and Engagement/Board Secretary
Strategic focus and vision	During 2025/2026 develop a new overarching annual plan for approval by March 2026.	Q4	Strategic Director of Organisational Strategy and Engagement
Governance and compliance	Awareness raising sessions for the Board on the remit letter and the Accounting Officer role	Q2 2025	Chief Executive/Board Secretary
Governance and compliance	Further develop Board agenda/papers, locations and delivery	Q2 - Q4	Board Secretary

Development Area	Key Actions	Timeline	Lead Responsibility
	platforms to aid openness and transparency.		
Governance and compliance	Further embed new governance framework and documentation and focus on effective cross-committee assurance arrangements.	Q2 – Q4	Board Secretary
Succession Planning	When new Board is in place undertake a skills audit to build a clear picture and also consider further youth engagement	Q2–Q3 2025	Chair and Board Secretary
Succession Planning	Fully participate in the Aspiring Board Members Programme	Q2 – Q4	Chair, Board Secretary and Non Executive Member mentors
Ambassador Role	Deliver a workshop for the ambassador role and agree a new framework document for the role	Q3 2025	Vice Chair and Board Secretary

Development Area	Key Actions	Timeline	Lead Responsibility
Communication and Engagement	Continue Board member involvement through briefing and engagement in regional and national activities/events and high profile organisational publications and statements.	Ongoing	Strategic Director of Organisation Strategy and Engagement

4. Monitoring and Evaluation

- **Six monthly progress reviews:** Linked to Board Assurance Framework.
- **Annual effectiveness survey:** To measure impact of development actions in March 2026.
- **Committee Effectiveness Reviews:** To assess effectiveness of committees – March 2026.
- **Appraisals:** Annual Chair-led appraisals to track individual development for Board Members.

5. Conclusion

The 2025/2026 Board Development Programme builds on a strong foundation of progress while addressing key areas for growth. By focusing on strategic clarity, inclusive engagement, and robust governance, Llais Cymru's Board will be well-positioned to lead with confidence and impact in the year ahead and future years.