

Item: 8

Title: Organisational performance framework

Gweithredu / Action required -	To approve
Amseru / Timing	Routine
Argymhelliad / Recommendation	That the Board approves a new organisational performance framework.
Risg / Risk	Lack of a joined-up performance approach could limit our ability to track progress, manage risk, and demonstrate impact.
Cyllid / Finance	N/A
Amcan Cynllun Corfforaethol / Corporate Plan Objective	Strategic Priority 5 – Grow and improve as an organisation.
Cydraddoldeb / Equality	The framework supports inclusive performance reporting, including demographic and equity data to improve reach and representation.
Cyfathrebu / Communications	Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input checked="" type="checkbox"/> External: our organisation's reputation <input checked="" type="checkbox"/>
Cymeradwyaeth / Approval/Clearance	Ben Eaton
Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	Audit and Risk Assurance Committee - Internal audit recommendation (reasonable assurance) to consolidate performance standards and processes.
Awdur/ Cyflwyno / Author/presenting	Ben Eaton
Dyddiad / Date	Sep 2025

Cefndir / Background

We have developed a new organisational performance framework to integrate our performance, assurance, and risk management processes into a single, coherent structure. This framework also responds to a recommendation from an internal audit (reasonable assurance rating) and reflects our commitment to transparency, learning, and impact.

The framework is designed to help us track performance, understand and use data and insight, and deliver on our purpose: strengthening the voice of people across Wales in health and social care.

The framework is included as an appendix to this cover paper.

Manylion / Detail

The framework sets out:

- What performance means for Llais, i.e. not just delivery, but impact from learning, including service change.
- How we're structured, with clear roles for the Board, Committees, Executive Team, and regional/functional leads.
- Our tools and systems: including Objectives and Key Results (OKRs), dashboards, Customer Relationship Management (CRM), audit tracking, and action plans.
- How insight shapes performance using people's voices, stories, and data to guide improvement.
- Oversight and reporting: monthly, quarterly, and annual cycles to ensure visibility and accountability.
- Culture and continuous improvement, embedding performance as everyone's business, with a focus on curiosity, ownership, and learning.

This framework aligns with our Board Assurance Framework and Risk Management Strategy, creating a joined-up view of delivery, risk, and impact.

Next steps if Board approve the framework:

- Training and rollout. We will support our people to understand and use the framework in their day-to-day work.

- Linking Customer Relationship Management system development to the framework through reporting.
- Objectives and Key Results transition – reviewing alternative software to Viva Goals post-December 2025 shut down.
- .From Q3, we will begin formal reporting to the Board using the organisational performance framework. This will be embedded within the reporting section of relevant Board papers and will provide a structured overview of progress against strategic objectives, key results, and assurance mechanisms.

To support this:

- **Executive Team** will review organisational performance monthly, drawing on OKRs, dashboards, and CRM data.
- **Managers and teams** will use the framework to track delivery, identify risks, and escalate learning through monthly updates and action plans.
- **Audit and Risk Assurance Committee** will receive twice-yearly assurance reports aligned to the Risk Management Strategy and Board Assurance Framework.
- **Board** will receive quarterly performance reporting, with a focus on strategic delivery, risk, and impact.

This approach ensures that our connected set of tools and reporting mechanisms described in section 4 of the framework link strategy to action and support accountability at every level of the organisation.