Llais Organisational Performance Framework

How we understand, manage and improve what we do

This framework sets out how we track our performance, and understand, and use performance data and information to deliver our vision, mission and purpose: strengthening the voice of people across Wales in health and social care.

1. Why performance matters

Organisational performance isn't just about meeting internal targets. For us, it's about making a real difference, ensuring that people's voices lead to meaningful change in health and social care. Our organisational performance framework helps us to be transparent, showing clearly how we are performing, where we are improving, and where more needs to be done.

Our approach to performance is closely connected to our Board Assurance Framework (BAF). The Board Assurance Framework helps us understand how well we deliver on our strategic goals, and where risks might affect progress. By linking performance and assurance, we create a picture of how we're doing, what needs attention, and how we're learning and improving as an organisation. While the Board Assurance Framework is reported less frequently, both frameworks are designed to work together, providing a joined-up view of delivery, risk, and impact.

Our organisational performance is central to building trust. By sharing evidence of our work, we can demonstrate the difference people's voices have made and the impact that has followed. Just as importantly, our organisational performance framework is a tool for driving improvement, helping us to learn, adapt and strengthen what we do in the future.

By focusing on impact, openness and learning, we ensure that our approach to performance is rooted in our purpose: amplifying the voice of people across Wales.

2. What we mean by performance

We define organisational performance as the combined effect of:

- Our delivery – do what we said we would do, when we said we would do it, understanding how well we did it and whether it is making a difference.

- Creating impact – influencing change at local, regional and national levels based on what people tell us.

- Closing the loop – showing people how their voices have shaped decisions, and what's changed as a result.

- Transparency – making our performance information visible and accessible, including plans to publish dashboards online and share outcomes in accessible formats such as infographics and short videos.

- Risk and assurance – recognising that performance is closely linked to how we identify, manage and report risks, and how we provide assurance through our governance arrangements, including the annual report and accounts.

- Learning and culture – encouraging curiosity, accountability and ownership at every level of the organisation.

- Working in the right way – living our values, supporting each other, and staying true to our purpose.

We believe that good performance means doing the right things, in the right way, for the right reasons – and being open about the results.

3. How we're structured to support performance

Our governance and assurance structures are shaped by legislation and reflects our status as a Welsh Government Sponsored Body. These arrangements are designed to ensure transparency, accountability, and good governance in how we deliver our responsibilities. Our remit letter from Welsh Government sets out its expectations:

- for our work, informed by ministerial priorities, and respecting our independence in line with our statutory role to represent the voice of the people in health and social care.
- Our Chief Executive, as Accounting Officer, is responsible for ensuring that public funds are used appropriately, efficiently and effectively, and is accountable both to the Board and to senior officials in Welsh Government.
- The Chair is accountable to the Cabinet Secretary for Social Justice, as our sponsor..

Regular partnership meetings are held with Welsh Government sponsorship team to support shared oversight of performance, risk, and progress against our strategic goals.

We've designed our governance and leadership structures to make sure performance is visible, understood, owned, and acted on at every level of the organisation.

Board and committees

- Our Board has overall responsibility for performance and assurance as set out in our Board Assurance Framework. This includes agreeing on our performance standards and expectations.

- Audit and Risk Assurance Committee (ARAC) monitors risk, compliance, internal audit and performance.

- Workforce and Remuneration Committee oversees workforce performance and related assurance.

Executive leadership

- **Executive Team (ET)**: Chief Executive, Strategic Directors, Board Secretary, and Director of Operations. This group reviews finance, performance, and risk regularly and makes strategic decisions.

- **Tim Arwain** (Senior Leadership Group): Executive Team + all directors (Regional, Workforce, Communications and Engagement, Finance). Oversees organisational delivery and performance.

- **Strategic Delivery Group (SDG)** and **Corporate Services Group (CSG)** sit beneath Tim Arwain to focus on delivery-level performance, insights, and improvement.

- **Divisions and regions:** Each regional and functional area is responsible for owning and delivering the objectives relevant to their work, in a way that meets our performance standards, as well as our legal and other responsibilities. Leaders in each area are expected to lead and support their teams to:
  - Understand how their work contributes to wider organisational priorities
  - Regularly review progress against their objectives and OKRs
  - Use performance data to guide improvement and share learning

4. Our approach to measuring performance

We use a layered and joined-up approach so that performance is:

- Strategy-led

- Tracked regularly

- Based on what we hear and learn to help us with what is working and what needs to change

- We also look at what risks might affect our work and take steps to manage them.

- Transparent

- Used to support learning and improvement.

Our tools and systems

We use a connected set of tools and reporting mechanisms that link strategy to action and support accountability at every level of the organisation.

Level	Tool	What it covers	Who uses it	How often
Vision & strategy	**Llais Strategy** (incl. vision, mission, purpose)	Sets out our long-term aims and the difference we want to make	Board, Executive Team, All staff	Reviewed every 3–5 years
Strategic planning	**Annual Business Plan**	Translates the strategy into annual objectives and priorities	Executive Team	Reviewed and updated annually
	Thematic Strategies (e.g. Communications, Volunteer Strategy, Strategic Equality Plan)	Provide direction and delivery focus for key areas of work	Executive leads, teams	Reviewed every 1–3 years
Performance management	**OKRs (Objectives & Key Results)**	Strategic and operational objectives linked to strategy and annual plan	All teams (via Viva Goals)	Monthly updates, reviewed by Strategic Delivery Group, Corporate Services Group and Executive Team, incl in Board performance reports

Level	Tool	What it covers	Who uses it	How often
	Organisational dashboards	Engagement, advocacy, insights, complaints, HR, finance, risk, comms, OKRs	Executive Team, Board, SLT	Included in all Board reports
	Regional & national reports	Monthly team-level updates, data and reflections	Regional/National teams	Monthly
	CRM reporting	Live insight and performance tracking (in development as main reporting tool)	All teams	Ongoing
Oversight & assurance	***Risk Management Strategy and Board Assurance Framework***	*help us track delivery, manage risk, and provide assurance on our progress against strategic goals.*	Board, Audit and Risk Assurance Committee, Executive Team	Twice yearly reporting
	Risk Registers (Corporate and Departmental)	Corporate risks, mitigations, and learning	Audit and Risk Assurance Committee, Executive Team, Tim Arwain	Ongoing, reviewed by Executive Team monthly, and Audit and Risk Assurance Committee at each meeting
	Internal Audit, and audit action tracker	a tool for learning and assurance, helping us assess performance and compliance through a risk-based approach.	Audit and Risk Assurance Committee, Executive Team, Tim Arwain	Reviewed monthly
	Formal action plans – Board, Exec, Tim Arwain	Agreed high-level actions and follow-through	Relevant leadership groups	Updated monthly and shared ahead of meetings as part of papers.

Level	Tool	What it covers	Who uses it	How often
Operational delivery	**Functional & regional action plans**	Local delivery of objectives and service priorities	Regional and functional leads	Tracked and reportable when required
	Project plans	Specific delivery plans for projects or initiatives	Project leads	Tracked and updated per project cycle
	Annual planning tracker	Operational delivery supporting strategic goals	Director of Operations & Regional Directors	Ongoing monitoring, formal sign off every 6 months.

5. Our Objectives and Key Results (OKR) approach

We use OKRs as the golden thread that links all or main activities to our 5 strategic priorities – or to our day-to-day priority ("Priority 0").

- All OKRs are time-bound and RAG-rated.

- They are tracked and reviewed regularly by:

    o Strategic Delivery Group

    o Corporate Services Group

    o Executive Teamteam

- Key highlights are included in quarterly Board performance reports.

- OKRs also help shape:

    o Individual and team objectives

    o Learning and development needs

○ Risk identification and mitigation

We think this future-focused, adaptive approach supports good governance and drives improvement.

6. How insight shapes performance

People's voices are at the centre of how we judge and improve performance. We don't just measure what we do, We focus on the difference it makes.

- **Engagement and advocacy insight** – We use what people tell us through engagement, complaints advocacy and day-to-day contact as evidence of what matters most.

- **Representations** – We make representations to services and decision-makers, based on people's experiences, and track how those representations influence change.

- **Service change** – We monitor how people's voices help shape or improve services, and we record where our work has contributed to those changes.

- **Impact** – We measure and report on what has changed as a result of our work, showing where we've influenced services, policy or practice.

- **People's stories** – We share real stories and case examples in our reports to bring the numbers to life, and to show the human difference behind our performance.

- **Quantitative and qualitative evidence** – We use a mix of data: numbers and trends to give scale, alongside stories and insights to provide depth and meaning.

- **Inclusive engagement insight** – We track who we're hearing from to ensure our engagement is inclusive and representative, using demographic and equity data to identify gaps and improve reach.

- **CRM-generated intelligence** – Our CRM system is being developed to bring all these insights together in one place, making them easier to track, report and act on, including identifying recurring themes and informing strategic adjustments.

Performance for us is not just about delivery — it's about learning, influencing, and being accountable. By connecting data, stories, service change and impact, we can show people how their voices have led to meaningful change.

7. Oversight and reporting

We have clear and connected lines of oversight and reporting to make sure performance is visible, understood, and acted upon at every level. Oversight is applied proportionately, focusing on the right level of detail at the right stage, and reporting is designed to be timely, so that issues and learning can be addressed when they matter most.

- **Monthly**
    - Regional and national teams submit performance updates, including OKRs, operational action plans, and project progress.
    - Data and insight (quantitative and qualitative) are reviewed through the CRM, dashboards, and team meetings.
    - Action plans for Executive Team and Tim Arwain are tracked and updated.
    - We track recommendations from external audits and inspectorates, including Audit Wales and bodies such as the Welsh Language Commissioner. These recommendations are reviewed alongside internal audit actions and used to inform improvement planning and assurance reporting.

- **Quarterly**
    - Performance reports go to the Board, combining dashboards, OKR highlights, trends, key issues, and progress on representations and service change.
    - Corporate Services Group and Strategic Delivery Group review functional and delivery-level performance.
- **Annually**
    - Our Annual Report summarises our performance, impact, service change, and people's stories. It is externally audited (Audit Wales) and publicly available.
    - We set an annual Internal audit programme which is run on a rolling basis, with improvement actions tracked via the audit tracker and reported to Audit and Risk Assurance Committee and Executive Team.
    - Strategies (e.g. Communications, Volunteer Strategy, etc) are refreshed in line with organisational priorities.

8. Culture, accountability, and continuous improvement

We view performance as everyone's business. It's not just about reports and dashboards — it's about how we work every day.

- **Shared ownership** – Divisions, regions and teams are responsible for their objectives and for regularly reviewing progress.

- **Learning culture** – We use OKRs and performance information in team planning and reviews to encourage curiosity, reflection and improvement.

- **Accountability with purpose** – Reporting is not about blame. It's about understanding what's working, what needs to change, and how we can make a greater impact for people.

9. Our future direction

We are continuing to strengthen how we use performance information so that it is clearer, more transparent, and easier to act on. Our next steps include:

- **CRM development** – making the CRM the main live reporting tool across all teams, reducing duplication and improving consistency, and enabling us to track and report more systematically on our influence and impact.

- **Transition from Viva Goals** – with Viva Goals ending in December 2025, we are reviewing alternatives to continue our OKR-based approach.

- **Action and audit tracking** – exploring the use of Microsoft Planner to support team action plans, project delivery, and audit follow-up in a more integrated way.

- **Transparency** – considering how we publish more of our performance information, including dashboards, on our website to strengthen public accountability.

- **Joined-up reporting** – aligning engagement, insight, finance, audit, and risk data into a single, shared view of performance.

- **Embedding OKRs** – continuing to use OKRs as the golden thread through strategy, team planning, and individual objectives, ensuring line of sight from day-to-day work to organisational impact.

This direction reflects our commitment to performance as a tool for learning, transparency, and impact, making sure people can see the difference their voices make.

Summary: What good performance looks like at Llais

Element	What good looks like
Delivery	We know what we set out to do, and we can clearly show what has been achieved.
Impact	We can demonstrate the difference our work has made to people, services, and policy.
Service Change	People's voices contribute directly to meaningful changes in how services are designed and delivered.
Insight	We act on what people tell us, using both quantitative evidence (numbers, trends) and qualitative insight (stories, experiences).
People's stories	We share real stories and lived experiences to show the human difference behind the data.
Learning	We don't just track performance, we use it to change, adapt, and grow.
Transparency & accountability	Our data, decisions, and impact are visible to our Board, stakeholders, and people and communities, with oversight applied proportionately and in a timely way.
Culture	Everyone understands how their work contributes to our purpose, and we foster a culture of curiosity, ownership, and improvement, not blame.