

Board Meeting – In Public
Wednesday 24 September 2025
09:30am – 15:00pm

Venue: Holiday Inn, The Coldra, Newport, NP18 2YG
and on Zoom

Members:

Medwin Hughes
Grace Quantock
Alyson Thomas
Bamidele Adenipekun
Jack Evershed
Karen Lewis
Jason Smith

Chair
Deputy Chair
Chief Executive
Non-Executive Member
Non-Executive Member
Non-Executive Member
Non-Executive Member

Apologies:

Mwoyo Makuto
Rajan Madhok

Associate Member
Non-Executive Member

In attendance:

Richard Bevan
Joanne Bolton

Lisa Charles

Corinne Cope
Bethan Davies
Ben Eaton

Jenna Hodges
Rebecca Lythgoe

Israa Mohammed

Jenny Mushiringani
Monjero
Karla Williams

Board Secretary
Strategic Director of Operations and
Corporate Services
Regional Director, Gwent

Llais Volunteer – people's stories (item 4)
Welsh Government
Strategic Director of Organisational
Strategy and Engagement
Regional Operations Manager, Gwent
Head of Insights and Engagement (part
meeting)
Representative Aspiring Board Member
Programme
Participation Lead (part meeting)

Governance and Risk Manager

1.0 Welcome, introductions and apologies

- 1.1 The Chair welcomed everyone to the meeting, including those joining the meeting online and observing the meeting.
- 1.2 It was noted that the meeting was being recorded for the purposes of the minutes.
- 1.3 Apologies were noted above. The Chair expressed his sincere condolences to Rajan Madhok for his recent bereavement.

2.0 Declarations of Interest

- 2.1 There were no new additional declarations of interest received.

3.0 Spotlight on our activities: Llais project - “The health and social care we want”

- 3.1 The Strategic Director of Organisational Strategy and Engagement thanked all teams across Llais for their contribution and participation in the health and social care we want project.
- 3.2 Jenny Mushiringani Monjero, participation lead and Rebecca Lythgoe, Head of Insights and Engagement shared a presentation and explained the approach to the project and the progress made to date.
- 3.3 It was highlighted that the responses and engagements had increased substantially through completion of online surveys, online events, one-to-one conversations and engagement at national and regional events.
- 3.4 Through the different approaches key themes were noted, such as people wanted to be treated with dignity and humanity, there were calls for better equity of access and a strong demand for clear, accessible information. The expectations from the public included services that communicated well with patients and families, collaborative working across health and social care, and timely care which would include reduced waits for treatment and diagnosis.
- 3.5 As a result of the outputs of the project, a report would be drafted following the end phase including proposals for next steps.

- 3.6 It was confirmed feedback from rural communities were being analysed geographically by region. Work was underway with regional teams to break down the figures in more detail and look at other opportunities, such as the rural health conference that was due to take place.
- 3.7 A Non-Executive Member suggested that the team contacted an organisation in Mid-Wales that would add value to this project due to the overlap of themes and would provide contact details, if required.
- 3.8 Members positively reflected on the activities undertaken by all involved and recognised the extent of the work that was completed in the time given. Members were also reassured that the regional teams were following up on conversations after the initial interaction and that this was appreciated by people who has engaged in the project.
- 3.9 The Chief Executive reflected that the key principles identified were helpful. She also identified the expectation placed on our organisation on how to use this information as effectively as possible to influence the design and delivery of their services. Equally, Llais would also need to consider the feedback in terms of the delivery of our functions and services.
- 3.10 There would need to be a lot of further work to be done to ensure Llais meaningfully translated the feedback and used that to best effect going forward.
- 3.11 A Non-Executive Member added that it would be important for the Board to understand how Llais would close the loop on what was heard and how Llais would act upon this. It was advised that it would be reflected on across all functions and programmes of activity.
- 3.12 For instance, it was planned to hold a trauma informed practice development session, and this would be rolled out across the organisation. This would also include reflecting on making sure that Llais was well placed to respond to the introduction of the new NHS Wales complaints arrangements 'Listening to people.
- 3.13 Israa Mohammed, representative of the Aspiring Board Member Programme asked about staff capacity to respond to the additional

challenges and if there were any additional skills that the organisation had identified it might need to respond effectively.

- 3.14 It was explained that there was an ongoing programme of learning for our engagement and wider staff, helping to make sure our organisation can respond effectively to changing needs, although the challenge of balancing development through learning and the demands on our functions and services was a continuing one.
- 3.15 The Chair noted this process was halfway through, therefore, he asked what had been learnt so far, and what would change or be adjusted in the following 6 weeks. He also queried how Llais would connect all the feedback to propose changes and developments.
- 3.16 The Head of Insights and Engagement replied that the project questions themselves would not change, but colleagues were changing and adjusting the engagement approach where needed, including targeted action particular community groups where responses so far had been lower.
- 3.17 The Strategic Director of Organisational Strategy and Engagement confirmed that further learning would come from the engagement outcomes and that a plan would be developed as a result to be shared with the Board and across the organisation.
- 3.18 The Board acknowledged all the work that had been completed to date and endorsed the ongoing work. It was agreed that the framing of the next stages would be important and looked forward to the proposed report and plan.

4.0 Valuing people's stories: examples of individual experiences as highlighted by the project – The health and social care we want

- 4.1 The health and social care we want project update continued with a presentation from Corinne Cope who shared her personal experience on her son's preventable death in the hope this would help provide better care in the future by building on the key outputs of the investigations that followed Dylan's death.
- 4.2 Corinne, who now volunteers for Llais shared her story of her 9-year-old son who died of sepsis as a result of appendicitis. An inquest found it was due to a gross failure of basic care. It was

identified that many things could have been done which would have helped prevent his death including the initial assessment and ongoing observations.

- 4.3 It was highlighted that system failures were identified and assurances were given that the initial discharge had been the correct approach. However, there were also concerns about the investigations in that not all doctors and nurses involved in Dylan's care had been interviewed.
- 4.4 Mrs Cope explained that she was now involved with Sepsis awareness campaigns, where it has become clear that there were other examples of patients unfortunately dying in similar circumstances.
- 4.5 In conclusion, it was emphasised that Dylan's death would have been avoided if he had remained at the hospital for further assessment. It was highlighted there was a need for more robust safety procedures to be put in place and that this tragedy should be used as an opportunity for learning and improvements to be made.
- 4.6 The Chair expressed his gratitude to Mrs Cope on her courage for sharing her story and agreed there was a lack of optimal learning. He welcomed the opportunity to meet Mrs Cope face-to-face with the Chief Executive to listen further to her story and proposals for change.
- 4.7 The Chief Executive echoed this and advised that Llais had been in touch with the Welsh Government regarding the latest sepsis position and had sought an update on the development on the 'call for concern' system in Wales. Welsh Government provided a statement in advance of the meeting highlighting the following:
 - Work was progressing on call for concern, where NHS Wales was considering patient and family-initiated escalation, which was in NHS England and compassed within Martha's Rule.
 - plans were underway to test and develop models of delivery, which had an expected roll out of 2026 and there were ongoing discussions to develop a patient and public plan.

- improvements had been made on the early detection diagnosis and treatment of sepsis.
- a leaflet had been developed alongside Sepsis Trust UK alongside healthcare professionals to distribute to parents and carers to help identify symptoms earlier.
- NHS Wales performance and improvement had taken forward work to standardise early warning scores which would identify acute deterioration and could prevent the detection of sepsis.

4.8 The Chair again thanked Mrs Cope for her powerful contribution, and it was agreed that further updates would be brought forward to the Board as the new arrangements progressed.

A25-09-01: Further updates would be brought forward to the Board as the new arrangements progressed regarding the latest sepsis position and an update on the development on the call for concern system in Wales.

Action: Chief Executive

5.0 Health and social care services in Gwent - Presentation

- 5.1 The Regional Director of Gwent shared a presentation on listening and hearing to people and communities from a Gwent region perspective. It was noted that there'd been a wide range of representations made in response to what we had heard from people in Gwent, and the Health Board had provided feedback.
- 5.2 This has demonstrated how Llais has been able to powerfully raise the voice of people in Gwent to help shape quality change and action.
- 5.3 Members noted there was 10 areas of service changes since April 2025 to August 2025 in the Aneurin Bevan University Health Board area. 2 key areas were highlighted:
- Reconfiguration of Children's Services; and
 - Reconfiguration of Enhanced Local General Hospitals
- 5.4 An update was provided on the engagement activities that had taken place:

- GP services appointment access – the e-Harley Street partnership handed the contract back to Aneurin Bevan University Health Board relating to a number of GP practices and they had become directly managed practices. However, the Health Board would be going through the process to advertise the practice contracts to enable them to return to independent contractor status.
- Mental Health Services – this service continued to be a concern within the Gwent area especially regarding accessing patient support. Active conversations were ongoing.
- Dentistry – accessing care and prevention services continued to be a concern across the region – similar to the position across Wales.
- Access and inclusion – this was an area of focus due to the barriers for disabled and neurodiverse people. Llais had seen an increase in deaf people contacting the organisation to report difficulties in accessing services and seeking support.
- Hospital and secondary care services – discharge issues continued to be a concern. Winter plans were place for the upcoming season.
- Young people's experiences – this was a common theme through the engagement, particularly the problems for young people in accessing mental health services.
- Social care – the region is growing and developing links with all authorities and social care teams. Concerns regarding home care services in particular were highlighted.
- Prescribing and medication – information received had identified a trend regarding delays on access to medication.

5.5 In terms of the regional complaints advocacy service in the last 5 months Llais had provided support to people to raise 230 concerns about health and social care services.

- 5.6 The Regional Director outlined that the region had responded to a series of patient safety concerns raised with them. This had triggered a number of on-site engagements with Llais alongside HEIW with the Health Board. The Board was assured that following these engagements, there has been a lot of staff changes, care changes and actions to make sure people are heard. A formal report would follow.
- 5.7 The Deputy Chair queried the communication barriers facing people who are deaf and hard of hearing. The Regional Director suggested that assumptions are being made by services that deaf people can read, which is not necessarily the case therefore, requests have to be made for interpreters, which causes more delays in access and receiving the information required. It was noted that Llais had created a good connection with 2 interpreters, which are often used to facilitate Llais's engagement.
- 5.8 A Non-Executive Member asked how the learning from the work with the homeless in Gwent would feed into wider work across Llais in this area. The Regional Director replied that the Gwent team had joined with other regional teams to provide feedback and pull together shared learning approaches.
- 5.9 The Chair thanked the Regional Director for the presentation of the work of Llais in the Gwent region.

6.0 Report from the Chair

- 6.1 The Chair provided a verbal report to the Board and reflected on how proud he was of the growing maturity of the organisation. All colleagues involved in the preparation of the papers and engagement at the Board meeting were thanked.
- 6.2 He noted there were key general lessons to be learned and further developments to be taken forward as Llais advocates for the people of Wales. He reflected on how important it was to tell people's stories and show the impact value of Llais's work. The Chair stated that it was clear that the people of Wales valued and believed in the health and care system but also were concerned that the system was letting some people down.

- 6.3 He suggested that more personalised care plans were required. The Chair emphasised the need to be increasingly active partners in the development and ongoing monitoring of care across the health and care systems based on people's feedback and engagement with Llais.
- 6.4 The representative from the Welsh Government's Patient Experience Team commented that it was fantastic to hear all the work that had been done so far and the work of Llais re-emphasised how important it was to have people's voice heard to make sure services met their needs.

7.0 Report from the Chief Executive

- 7.1 The Board received an update on matters across Llais from the Chief Executive which covered a range of developments and activities since the last Board meeting.
- 7.2 These included:
- the new NHS complaints system for Wales 'Listening to people' which is due to come into effect on 01 April 2026
 - the response in Wales to the Leng Review, which looked at the role of Physician Associates and Anaesthesia Associates in the NHS
 - our briefing to the new Chief Medical Officer in Wales about what we are hearing about primary care, drawn from our national engagements, local visits, complaints advocacy, and commissioned research. This briefing would be discussed further by policy makers.
- 7.3 Members noted that Chief Executives of arm's length public bodies in Wales had discussed the Welsh Government's Corporate Parenting Charter. All public bodies in Wales were encouraged to sign up to the charter. The charter is a commitment to safeguard and promote the rights and life changes of care-experienced children and young people in Wales.
- 7.4 The Board discussed the importance of Llais working with children and young people to think about what signing the charter could

mean in terms of how we carry out our activities and deliver our services. Further consideration will be given to this before signing up to the charter.

- 7.5 The Chief Executive updated the Board on the further development of our approach to making representations on health and social care matters. This was being facilitated through a workshop approach with key staff, with the aim of strengthening our approach so Llais has a bigger impact in driving improvements for people and communities.
- 7.6 Due to the current Strategic Director of Operations and Corporate Services leaving the organisation on 3 October 2025, the Chief Executive noted the opportunity had been taken to review the senior staffing structure, both on a temporary basis and for the longer term. Further information for the Board would be provided in the in-committee meeting of the Board.
- 7.7 The Chief Executive highlighted 2 additional points that were not included within the written report:
- Llais had been involved in discussions with government policy makers around the issues affecting access to dentists in Wales. Following a public consultation on proposed changes to the dental contract arrangements in Wales, the Cabinet Secretary had recently announced the outcome of the consultation. This reflected key points made by the public directly and via Llais about the importance of continuity of care.
 - Welsh Government had recently launched the All-Wales Accessible Communication and Information Standards which would be implemented by NHS Wales. We would take these standards into account when working with health and social care services and when designing and delivering our own activities and services.
- 7.8 The Chair queried what had been heard from clinicians about the review of the role of Physician Associates and Anaesthesia Associates. The Chief Executive confirmed that discussions in Wales acknowledged how the associate roles have been used in Wales has differed from England, with most roles being in primary care rather than hospital settings. Although there had not been

significant concern raised from the public in Wales, it was vital that the public has a clear understanding of the part associates play in their care. The regulation of these roles would be important.

- 7.9 It was confirmed that Board would be required to approve Llais becoming a corporate parent. This would formally be brought back to Board.

8.0 Organisational performance framework – for approval

- 8.1 The Strategic Director of Organisational Strategy and Engagement provided an update on the performance against Llais' organisational performance framework. It was noted there had been a new framework developed to integrate performance, assurance, and risk management processes into a single, coherent structure.
- 8.2 Members noted that this framework responded to a recommendation from an internal audit and reflected the commitment to transparency, learning, and impact. The framework was designed to help keep track of performance, understand and use data and insight, and to align with the Board Assurance Framework and Risk Management Strategy.
- 8.3 Members queried the move to new software from Viva Goals post-December 2025, and the timescale for transition. It was explained that an alternative method was being looked at which used Microsoft Planner which could provide the same functionality as currently provided. Transition would be fairly quick and would not affect teams across the organisation. The Executive Team had been reassured by the proposals and the plan for transition.
- 8.4 The Chief Executive added that the opportunity would also be taken to refresh the understanding of the system across Llais to enable managers to see the system as a vital tool to better manage their collective team performance and identify areas for action earlier and more quickly.
- 8.5 The Board Secretary supported the proposal as it brought a further consolidation of existing systems and approaches and would further strengthen the organisational approach overall.

8.6 The Chair thanked all those who had contributed to the framework's development. The Board approved the framework.

9.0 Performance against our Annual Plan July – August 2025

9.1 The Strategic Director of Organisational Strategy and Engagement provided an update on the performance against the Annual Plan for July and August 2025, including performance data and outcomes for the period. This period was defined by extensive engagement activity, with a deliberate focus on visibility and reach during the summer months.

9.2 The report presented an update on the delivery against priorities highlighting 5 out of 6 strategic priorities remained on track and were assessed as green. However, priority 5 - to grow and improve as an organisation was assessed as amber. This reflected a delay in the start of a small number of planned developments.,

9.3 The Strategic Director of Organisational Strategy and Engagement outlined that the report reflected changes suggested in the previous Board meeting in relation to adding a description of the outcomes and impacts of the representations that were made. Due to the range and number of these, 3 illustrative examples had been provided:

- All Wales representations on sepsis awareness
- Dignified care in a mental health unit; and
- Clarifying patient protections in commissioned services linked to waiting list recovery funding.

9.4 The Board discussed the levels of engagement and the understanding of the importance of capturing accurate data. They were assured that numbers would be higher if the understanding was better. It was noted that the representations framework and the development of the CRM system would help colleagues have a better understanding.

9.5 It was noted that a target for the number of representations had not been set this year, which had helped regions to be more responsive

and focus on key matters that had arisen rather than organise events just to meet targets.

- 9.6 The Chair asked if the data relating to the closure of complaints advocacy cases per month was captured. The Strategic Director of Organisational Strategy and Engagement confirmed that it is included within the dashboard presented and would continue to be updated and presented to the Board.
- 9.7 The Chair asked to what extent had Llais considered a public statement to be made on the themes identified through engagement. The Strategic Director of Organisational Strategy and Engagement replied that this would be included within the 6 monthly review which would include the key themes and identified outcomes.
- 9.8 The Chair suggested that the Board should have a more detailed discussion about impact. It was agreed to include this in a development session in the future. The Board Secretary agreed this was included in the forward work plan.

A25-09-02: The Strategic Director of Organisational Strategy and Engagement to deliver a session dedicated to the issues of impact in an upcoming development session. **Action:** Ben Eaton

10.0 Finance report - to the end of August 2025

- 10.1 The Strategic Director of Operations and Corporate Services outlined the Llais financial position for the 5 months to 31 August 2025 along with updates on the 2025/26 budget and forecast activity including engagement with budget holders.
- 10.2 It was highlighted that Senedd Cymru had voted on the first supplementary budget. The budget sum incorporated an extra £96,000 of funding for Llais in recognition of the impact of the increase in employer's national insurance costs for 2025/2026.
- 10.3 In addition, it had been informally confirmed that the second supplementary budget would be increased by £36,000 in recognition of the variance between the Agenda for Change 2025/2026 cost of living pay award and the modelling assumptions provided by Welsh Government. Until Welsh Government issued a final grant offer letter, the expected additional funds of £142,000 had not been

reflected in the budget on the ledger, and had not been included within the report.

- 10.4 The Finance Team had worked with budget holders to implement a new internal reporting framework, which was aimed at strengthening budgetary control across the organisation.
- 10.5 A medium-term financial plan for 2026/2027 and 2027/28 would be developed in the coming months and would incorporate the current year cost projections to support strategic decision-making. It would also incorporate Welsh Government advised budget assumptions of 2.2% for the 2026/2027 cost of living pay award to all arms-length bodies. Taking into account the NHS Agenda for Change award (on which Llais pay arrangements are based) was advised as 3% for 2025/2026, the budget plan would look to model a 3% increase for 2026/2027 to mitigate upcoming risks.
- 10.6 As of 31 August 2025, the contingency budget was £88,000, excluding the additional £142,000 not yet formally confirmed. The Executive Team would continue to regularly review the contingency budget to ensure it was deployed toward a targeted and effective work programme.
- 10.7 The Strategic Director of Operations and Corporate Services summarised that Llais remained in a stable financial position as it approached the end of Quarter 2 of 2025/2026. The organisation continued to operate within its approved budget envelope and the staff related savings had enabled the reallocation of resources to priority areas.
- 10.8 A Non-Executive Member queried if there was a plan to spend against the contingency budget. It was confirmed that there was a prioritised list being developed to be able to spend against, if required to support the delivery of Llais' annual plan commitments and work programmes.
- 10.9 The Chair asked what the implications would be if the capital funding was not available for the work in Baglan Bay. It was confirmed that Llais could still move into the new accommodation without proposed layout changes, moving forward swiftly should the capital funding become available.

11.0 Workforce update

- 11.1 The Strategic Director of Operations and Corporate Services updated the Board on the progress on key workforce matters. This included recruitment, learning and development, policy development work and organisational development activities.
- 11.2 The Board noted the Workforce, Remuneration and Terms of Service Committee had scrutinised workforce matters in more detail at the last Committee meeting which was held on 16 July 2025, and the next one was scheduled for 03 October 2025.
- 11.3 Members noted the report didn't include a full dashboard. This was because the reporting cycle was quarterly, and board meetings are bi-monthly. Therefore, the next full organisation dashboard would be scheduled for production at the end of September 2025.
- 11.4 However, the Board was advised that data from the Electronic Staff Record system was indicating that the previous areas of concern, namely e-learning modules and long-term sickness absence were showing improvement.
- 11.5 The Strategic Director of Operations and Corporate Services reported that the new role of Regional Head of Complaints Advocacy and Engagement had now been advertised for 4 regions. This new role had been introduced as part of the Voluntary Early Release Scheme considerations. A potential new role of Corporate Director of People and Resources role had been evaluated.
- 11.6 A draft people strategy would be presented to the Workforce, Remuneration and Terms of Service Committee for consideration at its next meeting on 03 October 2025.

12.0 Corporate risk report and risk dashboard

- 12.1 The Board Secretary introduced the narrative corporate risk report and confirmed that changes had continued to be implemented, noting that a similar paper was presented to the Audit and Risk Assurance Committee on 10 September 2025.

- 12.2 Significant progress had been made following the appointment of the new Governance and Risk Manager in August 2025. This had brought a renewed focus to this area of work.
- 12.3 Members noted the reporting dashboard had also been developed for the regional and national functions risk registers. The corporate risk dashboard continued to be updated but remained separate with the intention of it being integrated in the next quarter. The Board Secretary confirmed an integrated and interactive dashboard would be presented to the next Board meeting, providing a clear alignment with the organisation's risk appetite.
- 12.4 It was noted that an organisational risk workshop was being rearranged for early 2026 following a suggestion from the Audit and Risk Assurance Committee. The date will be confirmed as soon as possible.
- 12.5 The Chair thanked the Board Secretary and Governance and Risk Manager for the continuing work on developing the report. The Chair sought a further update on the 1 red risk, digital and IT. The Strategic Director of Operations and Corporate Services confirmed that recruitment for temporary part-time support to work on the digital strategy was underway.
- 12.6 The Chief Executive had met with the individual who demonstrated significant work that he completed for other public sector bodies, and this provided further assurance about the next stages of development and learning for the organisation.
- 12.7 It was added that members received assurance in the previous Audit and Risk Assurance Committee on digital and IT issues, although it currently remained a red risk on the risk register.
- 12.8 A Non-Executive Member raised a query about Priority 3: work together better. It was clear that change takes time but what was being done to mitigate certain areas such as safeguarding complexities and volunteer recruitment. It was noted that the safeguarding policy and procedure had been reviewed and this would come back to Board for approval.
- 12.9 In terms of volunteers a strengthened and more proactive way of offering more flexible volunteer roles, was being taken forward by

allocating more proactive support for rural or underrepresented groups. The Chief Executive added that Llais had explored with Welsh Government funded providers ways of providing recognition to volunteers, such as time credits. These could be redeemed for various services and activities in the community like sports events, leisure activities, etc.

- 12.10 The Aspiring Board Member representative queried if it was possible to connect with 3rd sector charities in regard to the volunteer recruitment aspect. The Chair asked if the representative, as part of her development work with the Board, would reflect on these issues and provide some feedback for the Board.

A25-09-03: The Aspiring Board Member representative, agreed to provide an update on reflections of working with partners and the third sector, and how Llais could further secure and enhance its relationships with the 3rd sector in Wales. **Action:** Israa Mohammed.

13.0 Annual Welsh language report 2024/2025

- 13.1 The Board received a report on the progress against Llais' responsibilities for promoting the Welsh language and increasing its use of the Welsh language in carrying out its business internally and externally.
- 13.2 Following the Compliance Notice issued by the Welsh Language Commissioner's Office that came into effect on 1 April 2024, this was the organisation's first annual report on compliance with the Welsh Language Standards. An update had been presented to the Audit and Risk Assurance Committee on 10 September 2025 and supported to be presented to the Board for approval.
- 13.3 The Strategic Director of Organisational Strategy and Engagement highlighted that of the 106 total standards, there were none identified as red, 7 had been identified as amber and had been addressed either in the next steps or as part of wider work within the organisation.
- 13.4 The Board noted the ongoing conversations with the Welsh Language Commissioner's Office to make sure compliance was being met and increasing the language skills of volunteers. The Executive Team had discussed where further action was needed

and had agreed further work was required in recruitment to identify Welsh essential roles.

- 13.5 The Board approved the Welsh Language Standards Annual Report 2024/2025.

14.0 Minutes of the last meeting: Monday 28 July 2025

- 14.1 The Board approved the minutes from the 28 July 2025 meeting. The minutes were confirmed as an accurate record.

15.0 Action log and discuss any matters arising from the minutes

- 15.1 The Board Secretary provided an update on the action log and highlighted that the 2 questions from the public that were received in the previous Board meeting had been added as an appendix to ensure they formed part of the public record.
- 15.2 It was proposed that action A24-01-02 workforce metrics, be closed as this would be reported to the Workforce, Remuneration and Terms of Service Committee, which did not have its expanded remit when the action was first identified. Assurance reports would be submitted to the Board from the committee as part of routine reporting.
- 15.3 The Chief Executive provided an update on the concerns around Cwm Taf Morganwg University Health Board's complaints management handling and noted there has been further discussions and meetings between Cwm Taf Morganwg and Llais. This had seen some positive changes, and would be kept under active review.
- 15.4 The Board approved the actions and agreed to move completed actions to the completed actions section and close action A24-01-02.
- 15.5 There were no other matters arising from the minutes, not covered elsewhere in the Board agenda.

16.0 Assurance reports from Board Committees

- 16.1 The Chair of the Audit, Risk and Assurance Committee provided an overview of the last meeting held on 10 September 2025 via an assurance report. She also provided a brief update on the additional assurance session which was held on 01 August 2025 and had looked specifically at Cyber security and IT .
- 16.2 The Chair confirmed the committee had been more assured as a result of an external organisation's assessment work. An updated report is expected at the next meeting.
- 16.3 It was reported that there was an additional meeting on Wednesday 30 September 2025 to consider the final draft annual report and accounts. The next scheduled full meeting would be on Wednesday 10 December 2025.
- 16.4 A Non-Executive Member added that there was also a detailed discussion in the meeting on the timelines for the audit tracker. Members had been assured by internal audit that good progress was made and they were happy with the revised timelines.
- 16.5 Thanks were provided to all the staff who dealt with the CRM incident and provided assurance that it was dealt with appropriately.

17.0 Questions from the public

- 17.1 There were no questions that had been received from members of the public.

18.0 Any other business

- 18.1 There was no other business discussed.

19.0 Board schedule and forward work programme

- 19.1 The Board Secretary presented the Board development programme following the update provided by the Board effectiveness review undertaken earlier in the year.

20.0 Dates of the next meeting

- 20.1 The next meeting of the Board would be held on Wednesday 05 November 2025 via Teams at 09:30 – 10:30 for the Annual Report and Accounts approval.
- 20.2 The next scheduled in-public Board meeting would be held on Wednesday 19 November 2025 at 9:30am, in Cardiff.

The meeting concluded at 14:00. The Chair thanked all involved in preparing the papers, presentations and contributing to the Board meeting.