

**Llais Public Board Meeting
Wednesday 25 March 2026
09:30am**

**Llais Office, Baglan Bay Innovation Centre, SA12 7BX
and via Zoom**

Members:

Medwin Hughes	Chair
Grace Quantock	Deputy Chair (Part meeting)
Jack Evershed	Non-Executive Member
Mair Gwynant	Non-Executive Member
Karen Lewis	Non-Executive Member
Rajan Madhok	Non-Executive Member
Jason Smith	Non-Executive Member
Mwoyo Makuto	Associate Member

Apologies:

Alyson Thomas	Chief Executive
Bamidele Adenipekun	Non-Executive Member

In attendance:

Ben Eaton	Strategic Director of Organisational Strategy and Engagement
Richard Bevan	Corporate Director of Governance and Board Secretary
Charysse Harper	Head of Equity, Diversity, Inclusion and Wellbeing
Katie Holliday	Director of Finance
Michelle Jones	Finance Manager
Israa Mohammed	Representative of the Aspiring Board Member Programme
Angela Mutlow	Corporate Director of Operations
Karla Lee	Governance and Risk Manager
Roxanne Treacy	Director of Communication, Engagement and Insight
Rebecca Shand	People and Organisational Development Manager
Miranda Metha	Regional Operations Manager, Neath Port Talbot and Swansea (until item 7)
Jock Andrew	Deputy Regional Director, Neath Port Talbot and Swansea (until item 7)

Observing:

Lauren Davies

Reed Recruitment

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. Lauren Davies from Reed recruitment was welcomed.
- 1.2 It was noted that the meeting was being recorded for the purposes of the minutes.
- 1.3 Apologies were noted above.

2.0 Declarations of interest

- 2.1 There were no other declarations of interest received.
- 2.2 It was noted that the Governance team was expecting updated declarations of interest as at 31 March 2026 from all Board members. It was agreed that members would receive their 2024/2025 submissions to help with completing the 2025/2026 return.

A25-03-01 Declaration of interest - Board members to receive their 2024/2025 declarations of interest forms to help with completing the 2025/2026 return. **Action:** Governance and Risk Manager.

3.0 Report from the Chair

- 3.1 The Chair provided verbal updates on the following:
 - The importance of the King's Fund report 'The future of patient voice: learning from the Healthwatch model'¹ was noted,

¹ [The future of patient voice: learning from the Healthwatch model | The King's Fund](#)

particularly in terms of its relevance as the organisation moves forward.

An analysis had previously been shared with Directors. It was agreed that this would also be shared with Members.

- 3.2 The Chair gave an overview of the last year and expressed his pride in how much had been achieved in a relatively short time since the establishment of Llais only 3 years ago. The organisation had strengthened over time and there was clear improvement, especially in the comprehensive ways in which people's voices were captured. Llais had also had significant impact through its statements and high-profile programmes of work.
- 3.3 The organisation had also focused on establishing itself building on the previous foundations and was increasingly seen as a trusted and impactful organisations with the right values and culture.
- 3.4 The coming year would see new challenges with a new government following the Senedd elections in May. There would be a need to build new partnerships and understanding, but also to continue to represent the voices of the people of Wales in health and social care, actively monitoring and influencing positive change and developments.
- 3.5 It was recognised that Llais would soon be seeking to frame a new 3 year strategy, but could now build on a positive establishment phase and notable impact during this time.
- 3.6 The Strategic Director of Organisational Strategy and Engagement highlighted that the King's Fund report suggested areas where Healthwatch in England had not been as effective as it could have been due to the ways in which it had been established.
- 3.7 In Wales, Llais had both policy status and a statutory voice that was respected by government and partners. While this continued to develop, the necessary skills and plans were being progressed and were reflected in the proposed Annual Plan.
- 3.8 Board members also reflected on achievements over the past 3 years, noting that significant progress had been made. The Board noted the importance of taking a moment to reflect on and

appreciate what had been achieved, as well as valuing and ensuring independence.

- 3.9 The Corporate Director of Governance and Board Secretary advised that guidance had been issued from the Welsh Government about the pre-election period. This had been used by the Director of Governance to produce Llais specific guidance. This was awaiting translation and was expected to be released by the end of the week.

A25-03-02 Analysis – Send analysis of the King’s Fund report to Board members that was previously sent to Directors. **Action:** Chair.

A25-03-03 Public statement - Issue a public statement reflecting on Llais’ first 3 years. **Action:** Chair.

A25-03-04 Pre-election guidance – The Corporate Director of Governance and Board Secretary to issue the guidance that had been developed once translated into Welsh. **Action:** Corporate Director of Governance and Board Secretary.

4.0 Report from the Chief Executive

- 4.1 The Strategic Director of Organisational Strategy and Engagement deputising for the Chief Executive highlighted:

- UK Parliament’s Welsh Affairs Committee had launched a new inquiry examining rural and border healthcare in more depth following on from its earlier short inquiry. Llais received a formal request from the Committee to submit evidence.
- Llais’s attendance at the UK Chief Medical Officers 4 Nations meeting to talk about its report on rural health and care in Wales.
- The launch of the ‘Health and Social Care We Want and manifesto reports in January 2026, incorporating the People’s Priorities and The People’s Principles. Staff were thanked for their involvement in all the preparation of the event.

Several organisations had been approached to be part of a ‘Peoples Principles’ alliance. The first meeting would take place imminently.

- continuing work to ensure families' experiences shape improvement following the All Wales Maternity and Neonatal Services Assurance Review.
 - the work underway to respond to the draft National Strategy for Unpaid Carers, reflecting what unpaid carers are telling us across Wales.
 - learning from the February 2026 all-staff conference would inform developments used to strengthen organisational culture, communication and ways of working.
 - continuing work to inform and implementation of the new Listening to People complaints process ahead of its introduction on 1 April 2026.
- 4.2 The Chair sought clarification on whether a statement was being issued in response to the challenges within the new Listening to People processes. It was noted that a public statement had been considered regarding the delays to statutory guidance but instead representations were made.
- 4.3 Llais provided feedback to Welsh Government expressing concern with the delays of guidance for the new Listening to People process. While no public statement was ultimately issued, concerns had been raised early through the oversight group, and Llais continued to influence developments through ongoing engagement. Some initial implementation issues were noted, with continued engagement to address these.
- 4.4 A Non-Executive Member commended the team's work and queried whether the new complaints framework included clear standards. It was confirmed that the framework operated through a triaged, trauma-informed process with a statutory duty to act and learn from complaints. However, it remained unclear how learning would be consistently evidenced in practice, and a minor change to the framework was noted.
- 4.5 The Chair proposed that further time be allocated at a future development session to explore these matters in more detail, which was agreed. Members emphasised the need for clear evidence to support informed views and for clarity on how priorities, including the Health and Social Care We Want programme, would translate into tangible actions and outcomes.

A25-03-05: Allocate time at a future development session to discuss the Listening to People process, evidence of learning, and how agreed priorities will translate into actions and outcomes.

Action: Corporate Director of Governance and Board Secretary.

5.0 Spotlight on our activities and valuing people's stories: The Health and Social Care "We Want"

5.1 The Director of Communication, Engagement and Insight shared a presentation which highlighted what people across Wales were telling Llais about their experiences of health and social care and how those experiences had shaped our People's Priorities manifesto for the 2026 General Election and the Peoples Principles.

5.2 The Board heard that people repeatedly raised some common issues. These were patterns across communities, not isolated experiences:

- Difficulty accessing services
- Long waiting times
- Communication and not feeling listened to
- Mental health support
- Dental access
- Services not joined up.

5.3 The following key insights were provided:

- People want to be treated as human beings
- Access is a major barrier
- Waiting times create uncertainty, not just delays
- Communication problems cause anxiety and mistrust
- Services feel fragmented
- People want whole person care
- Inequality shapes experiences
- Unpaid carers feel overlooked

- Children and young people fall through gaps
- Digital works for some but not for others
- People recognise staff pressure
- Themes are consistent across Wales.

5.4 The Llais Manifesto reflected these issues under 4 key priority areas: equity and access, prevention and early intervention, person centred care and integration and coordination.

5.5 The People's Principles were noted as strengthening Llais' role as a system connector, trusted source of insight, and driver for change. The proposed Alliance further extended Llais' reach, embedding the principles within partner organisations, and strengthening influence on system-wide reform. Members welcomed the strong collaboration, noting that partner organisations would amplify this work.

5.6 The Alliance was recognised as having significant potential impact. The Strategic Director for Organisational Strategy and Engagement outlined next steps to establish governance arrangements, including a rotating chair and shared agenda-setting.

5.7 The Board emphasised the importance of clearly setting out priority system changes and communicating these well. Members congratulated the teams on their progress and noted that further planning would take place following the election.

5.8 It was agreed that an evaluative framework, aligned to the People's Principles, should be developed. Once a new government was in place, the programme should be reviewed promptly, with appropriate engagement, including sessions to familiarise new Members with the principles.

A25-03-06 Internal framework - Develop an internal framework to test and evaluate programmes and policy proposals against the People's Principles. **Action:** Strategic Director for Organisational Strategy and Engagement.

6.0 Health and social care services in Neath, Port Talbot and Swansea

- 6.1 The Regional Operations Manager for Neath Port Talbot and Swansea provided an overview of Llais' work in the region, focused on:
- Maternity, women services and winter care
 - Mental health services
 - Social care
 - Hearing from children and young people
 - Hospital discharge arrangements
 - The experiences of people in care homes and hospitals
 - Extending Llais's reach with under represented groups.
- 6.2 The Board heard how the team's activities had increased partnership working and strengthened the contribution of volunteers, as well as improving public recognition and trust in Llais.
- 6.2 The region's complaints advocacy service had received 456 new enquiries and concerns in the previous 12 months. Waiting times, communication, standards of care and clinical practice were the main themes raised.
- 6.3 There had been a backlog in supporting complaints through the service, but this had reduced since June 2025 through improved triage and oversight. The advocacy team were dealing with more complex cases, involving multi-agency and high-risk matters.
- 6.4 It was noted that the regional complaints advocacy team had managed long-term sickness during the year and had now returned to full capacity.
- 6.5 Members also heard an illustrative patient story describing concerns raised by a mother about her son's care and wellbeing. A safeguarding referral by Llais had led to coordinated multi-agency action, including wheelchair provision, assessment of the home environment and medical support, with joint working between professionals and the family contributing to positive outcomes.
- 6.6 The Board reflected on the importance of Llais' safeguarding role, and the boundary between complaints advocacy and statutory social

work responsibilities. Members reflected on the positive impact achieved for the family, noting the importance of being clear how learning from Llais involvement in complaints is captured and shared across regions.

- 6.7 The Chair thanked the regional representatives for their contribution to the discussion.

7.0 Performance against our annual plan Quarter 3

- 7.1 The Strategic Director of Organisational Strategy and Engagement presented the performance report and highlighted strong engagement activity, and solid newsletter engagement.
- 7.2 The Board heard about Llais' continued discussions with the Joint Commissioning Committee and its recent agreement to carry out further public engagement. This would be with the communities affected by its earlier proposals for a road based service made as part of its response to planned changes to the Emergency Medical Retrieval and Transfer Service in Wales (known as recommendation 4).
- 7.3 It was also reported that the Executive Team was scheduled to meet with the Joint Commissioning Committee Executive Team as part of routine arrangements.
- 7.4 The Board heard about the different range of activities taking place in the 7 regions as each responded to the particular challenges and issues people and communities faced. Across Wales, there were continued concerns about the non-emergency patient transport service (NEPTS). These issues had been raised with both the Joint Commissioning Committee and directly with the Welsh Ambulance Services Trust so that the response from both results in improvements for people who need this important service.
- 7.5 Members also noted that the way regions recorded their engagement activity differed, and this was contributing to anomalies in reporting. Work was ongoing to develop a shared understanding and consistent definitions to record engagement activities. This would help to address these anomalies. Alongside this, further development of the Customer Relationship Management (CRM) system would also improve reporting and trend analysis.

- 7.6 The Board noted that the Gwent region had reported concerns that changes to the way the NHS 111 service worked had negatively impacted on access to the service by people with particular communication needs.
- 7.7 The Strategic Director of Organisational Strategy and Engagement agreed to ask Regional Directors to review access issues and to specifically link with the Regional Director in Gwent. Members also emphasised the importance of demonstrating impact and progress through continuous improvement, recommending greater focus on trends over time.

A25-03-07 Access issues – All regions to review access to the NHS 111 service in their area linking in with the Regional Director in Gwent **Action:** Strategic Director for Organisational Strategy and Engagement.

8.0 Annual Plan 2026/2027 for approval

- 8.1 The Strategic Director of Organisational Strategy and Engagement thanked all involved for their ongoing input into the development of the Annual Plan 2026/2027, which is the final year of the strategic plan.
- 8.2 It was noted that the plan has been developed in line with the Future Generations Act's 'Five ways of working' and takes a collaborative, people-centred approach. The People's Principles would run throughout the plan, with priority 5 reshaped into a programme focused on supporting the delivery and demonstration of greater impact.
- 8.3 Members noted the key areas of focus within the plan. These included continued testing of the Peoples Principles and further listening activity, strengthening influence and accountability in service change, improved public transparency through the new website, and closer working with Regional Partnership Boards under agreed arrangements.
- 8.4 Community engagement activity would focus in particular on less affluent communities and children and young people. Plans were also noted to increase direct public engagement through quarterly town hall forums, one annual Senedd event, fewer formal Board meetings (albeit in line with Llais Standing Orders), and the launch of a new website.

- 8.5 The organisation's involvement in digital inclusion work and the development of the Citizens' Voice in Digital Inclusion Alliance was also highlighted.
- 8.6 Members discussed governance, delivery, and the importance of measuring success through key performance indicators.
- 8.7 The Board also reflected on changes to the organisational governance framework and ways of working. Members were assured that moving to 4 Board meetings per year would be supported by appropriate planning and alignment with Committees. It was noted that a future review of decision-making arrangements and the Scheme of Delegation was also planned.
- 8.8 The Board approved the Annual Plan.

9.0 Approval of 2026/2027 budget and medium-term financial plan

- 9.1 The Director of Finance presented an update on the budget position and efficiency activity. Members heard about the ongoing estates review. It was also noted that the Gwent team had reviewed its office space requirements and that a review of contracts was underway.
- 9.2 A 3% provision for inflation had been built into the plan. Should inflationary pressures significantly increase, delivery plans would need to be reviewed.
- 9.3 The Board discussed the proposed increase in permanent staffing by 5 roles.
- 9.4 The Corporate Director of Governance and Board Secretary clarified that any increase in staffing numbers affecting the organisation's core establishment would require Board approval. The Chair queried the level of flexibility available should an additional non-executive Board member be required, subject to Ministerial approval. It was advised that contingency arrangements would allow for some flexibility.
- 9.5 Members noted that should the Board agree to this increase in permanent staffing numbers, the Chief Executive had delegated

authority to approve the creation of the individual posts. Progress on the development and appointment to these roles would be reported to the Workforce, Remuneration and Terms of Service Committee.

9.6 The Board approved the creation of 5 additional posts. It was noted that any future proposal to appoint an additional Board member would be brought forward separately for consideration.

9.7 The Board approved the 2026/2027 budget.

10.0 People update report

10.1 The People and Organisational Development Manager provided an update on key workforce priorities, including recruitment, learning and development, policy development and review, and wider organisational development activity. It was noted that positive recruitment activity had been undertaken, with 7 vacancies successfully filled.

10.2 Since the last report, continued progress has been made in reviewing recruitment practices, including more diverse advertising approaches and the provision of interview questions to candidates in advance to support inclusivity.

10.3 Learning and development request arrangements have been streamlined, with 20 colleagues requesting financial support for external courses. The overall learning offer was currently under review. Health and safety arrangements are being strengthened through an external review, including risk assessments and training requirements.

10.4 The quarterly workforce dashboard indicated the organisation remained stable, with high retention rates. Updates were provided on:

- revised exit interview processes
- regular wellbeing discussions between Directors and teams
- the introduction of a new occupational health provider
- training provision on sickness absence management

- an increased focus on phased returns to work arrangements and reasonable adjustments
- the launch of the staff wellbeing survey.

10.5 E-learning uptake continued to increase month-on-month, and employee relations activity included 2 ongoing cases. It was also noted that work was underway to communicate the agreed 3.3% pay increase for Agenda for Change staff.

10.6 Members discussed the rates of sickness absence and the impact on the organisation averaging 9.17 whole time equivalent days lost per month as of January 2026. Members noted this was above the national average, noting further analysis was needed.

10.7 Concerns were raised regarding long-term sickness and morale, and it was advised that trends were consistent with advocacy services and may be influenced by regulatory changes, with further insight to be provided at the next meeting.

10.8 The Strategic Director of Organisational Strategy and Engagement noted that new wellbeing related policies were supporting more consistent wellbeing conversations. This was expected to positively impact on complaints advocacy staff.

10.9 Board members noted that further learning and development options were to be explored, including opportunities for Board members and sharing learning across organisations.

11.0 People policies for approval

11.1 The Chair highlighted the Board were asked to approve 2 policies following endorsement from the committees:

- Dress code policy
- Maternity, Paternity, Adoption and Surrogacy Policy.

11.2 Members agreed to approve both policies.

12.0 Annual equality reporting

12.1 The Head of Equity, Diversity, Inclusion and Wellbeing presented the Annual Equality Monitoring Report 2025–2026, Llais' second statutory report under the Equality Act 2010 and the Public Sector

Equality Duty. The report covers progress from 1 April 2025 to 31 March 2026 and reports against the 4 objectives of the Strategic Equality Plan 2024–2028.

- 12.2 Key areas of progress were highlighted, which included strengthened Integrated Impact Assessment processes, improved equality monitoring arrangements and accessibility, enhanced recruitment practices, and increased collaboration with equality and inclusion partners at national and regional levels.
- 12.3 Positive developments were also noted through our focus on organisational culture, including mandatory upstander behaviour training, wellbeing initiatives, and the embedding of behavioural frameworks.
- 12.4 The document highlighted significant national engagement activity, including the development of the People’s Principles through engagement with over 3,000 people, targeted work with underrepresented communities, and strengthened Welsh language commitments.
- 12.5 Anti-racism actions, accessibility improvements for d/Deaf communities, and work to improve inclusion and confidence in equality data disclosure were also noted. Workforce data identified areas of progress and ongoing challenges, particularly around diversity, disclosure, and representation.
- 12.6 Next steps were outlined, including further improvements to accessibility, the launch of a new accessibility compliant website, increased focus on neurodiversity and reasonable adjustments, enhanced recruitment diversity, and continued engagement with marginalised communities to inform future priorities.
- 12.7 The Board agreed the publication of the Annual Equality Monitoring Report 2025/2026 and noted that it demonstrated compliance with statutory duties and provided a strong basis for future equity, diversity and inclusion work.

13.0 Corporate risk report

- 13.1 The Corporate Director of Governance and Board Secretary provided an update on risk management arrangements and noted that recent changes had been made to the format of the report

following suggestions from the Audit and Risk Assurance Committee.

- 13.2 Members were advised that further work was required to strengthen risk trend reporting, reflecting feedback from the Audit and Risk Assurance Committee and findings from a recent internal audit, which provided overall reasonable assurance.
- 13.3 It was noted that progress had been made in developing the risk management framework, whilst recognising that further work remained. The risk management workshop held in conjunction with Internal Audit was highlighted.
- 13.4 It was confirmed that the Risk Appetite Statement had been considered by Tîm Arwain for feedback, and that constructive suggestions were received which will inform the next phase of workshop activity.
- 13.5 A Non-Executive member who is the Chair of Audit Risk and Assurance Committee commented that the workshop was helpful and reassuring. It was noted that input from colleagues across organisations demonstrated that Llais was operating from a strong position.

14.0 Annual review of Governance documentation

- 14.1 The Director of Corporate Governance and Board Secretary reported that the Board last reviewed the standing orders in 2024, but in preparation, he took the opportunity to review and update the document to report to Audit Risk and Assurance Committee.
- 14.2 He noted that Llais was compliant with all Standing orders' and exceed many although, some changes would be required due to the changes of job titles. This would be amended and presented to the Audit and Risk Assurance Committee and the Board.
- 14.3 The Director of Finance highlighted the current Standing Financial Instructions were developed 2 years ago in collaboration with the Audit Risk and Assurance Committee using the Social Care Wales template. There's a clear need for it to be refreshed to align with Llais' practices.
- 14.4 A Non-Executive member who is the Chair of Audit Risk and Assurance Committee confirmed that the feedback given in the

Committee previously had been taken on board and reflected within the papers presented.

- 14.5 The Corporate Director of Governance and Board Secretary reported that the scheme of delegation would be re-aligned following board approving the updated standing financial instructions.
- 14.6 The Board noted the update on the standing orders and approved the updated standing financial instructions, which would prompt a further revision of the scheme of delegation by the Accounting Officer.

A25-03-08 Scheme of delegation – Revise the scheme of delegation **Action:** Chief Executive.

15.0 Minutes of last meeting

- 15.1 The Board approved the minutes from the 19 November 2025 meeting. The minutes were confirmed as a true and accurate record.

16.0 Action log

- 16.1 The Strategic Director of Organisational Strategy and Engagement reported that a number of actions would be progressed through delivery of the Annual Plan. As a result, scheduling would be updated to reflect this, with actions being completed through planned activity rather than as standalone items.
- 16.2 The Corporate Director of Operations provided an update on the sepsis position, noting that all Health Boards had responded appropriately to the representations. Staff training is currently underway, and Llais would continue to request that training was effectively embedded across services.
- 16.3 In relation to Action A25-07-01, members noted that aspects of Board-to-Board working and the podcast would contribute to delivery of this activity.

- 16.4 The Corporate Director of Operations provided an update on the clinical service review by Hywel Dda University Health Board, noting the decision made by the health board in February 2026 was to proceed with 8 of the 9 service changes, and to undertake further public consultation on a new preferred option on stroke services.
- 16.5 A Non-Executive member thanked the Chief Executive for the letter sent to the Hywel Dda University Health Board clearly setting out Llais' role in the process and noted that it was well received.
- 16.6 Llais would continue to engage with the health board on these changes so that people's views and concerns were properly considered and responded to by the health board.

17.0 Additional governance reporting

- 17.1 The Corporate Director of Governance and Board Secretary reported the Chair's actions undertaken since the last Board meeting.
- 17.2 The overview presented did not provide full detail or financial values, as all 3 approvals were subject to commercial in confidence provisions:
- Approval 1: 28 January 2026 – Extension of the IT contract until 30 November 2026.
 - Approval 2: 16 February 2026 – Purchase of 135 Llais owned lap-tops.
 - Approval 3: Approval of a contract award for a new Llais website following a tender exercise.
- 17.3 Members ratified the Chair's Actions.

18.0 Reports from committees

- 18.1 An update was provided from the Audit and Risk Assurance Committee Chair.

- 18.2 Members noted that the Committee had been reassured by the significant progress made to digital and cyber security arrangements supported by an external Digital Adviser. The Chair requested that the Board's thanks and gratitude be formally conveyed to him in recognition of this progress.
- 18.3 In relation to the Workforce, Remuneration and Terms of Service Committee, it was noted that a briefing had been provided, however, the Chair of the Committee was unable to remain for the full session due to prior commitments. The briefing would be circulated to members following the meeting.
- 18.4 The Corporate Director of Governance and Board Secretary advised members that the Committee had considered a range of operational matters, including a review of the Ambassador role. It was confirmed that this item will be taken forward to the April Board Development Session for further discussion.
- 18.5 The Board Chair highlighted the importance of ensuring alignment between this work and the previously agreed approach to the revised framing of Town Hall engagement events.

A25-03-09 Workforce, Remuneration and Terms of Service Committee briefing: Circulate briefing to members. **Action:** Corporate Director of Governance and Board Secretary / Governance and Risk Manager.

A25-03-10 Ambassador role: Review the ambassador role and bring a report to the Development Session in April 2026. **Action:** Corporate Director of Governance and Board Secretary.

19.0 Questions from public

- 19.1 2 questions were raised from Lauren Davies.
- 19.2 **Has Llais considered a children and young persons ambassador role** - The Strategic Director of Organisational Strategy and Engagement responded that it was important to get our approach to children and young people right. It would be important not to repeat what's already been done, such as youth groups and youth parliament. The introduction of an Ambassador role has not been ruled out.

- 19.3 **What's the thought on reaching out to colleges etc. Often services are free, Academi Wales work with Welsh Government, these organisations often provide free space to deliver this** - The People and Organisational Development Manager responded that Llais is open to all suggestions. Our approach would depend on individual job roles and required skills. This would be picked up separately.

20.0 Any other business

- 20.1 A Non-Executive member noted the ongoing fuel issues caused by the war in Iran and asked if the Executive Team had taken any action or would be planning to take any action in how Llais discharged services, to support people doing a lot of mileage such as reducing office attendance.
- 20.2 The Strategic Director of Organisational Strategy and Engagement replied that Llais already operated agile working arrangements which provided this kind of flexibility, but that the situation would be kept under active review.

21.0 Board schedule and forward work programme

- 21.1 The Corporate Director of Governance and Board Secretary reported that due to capacity challenges the board schedule and forward work programme had not yet been fully populated but the new dates would be amended following approval, meeting invites and confirmation would be sent out and the programme would be populated.

A25-03-11 Board invites: Send out new invites for the confirmed Board dates. **Action:** Governance and Risk Manager.

A25-03-12 Forward work programme: Populate the 2026/2027 work programme. **Action:** Corporate Director of Governance and Board Secretary / Governance and Risk Manager.

22.0 Date of the next meeting

- 22.1 The next scheduled in-public Board meeting would be held on Wednesday 20 May 2025 at 9:30am, in Powys.

The meeting concluded at 15:00. The Chair thanked all involved in preparing the papers, presentations and contributing to the Board meeting.

DRAFT