

**Llais Public Board Meeting
 Wednesday 20 May 2026
 09:30am**

**Metropole Hotel, Temple Street, Llandrindod Wells,
 LD1 5DY and via Zoom**

Members:

Medwin Hughes	Chair
Alyson Thomas	Chief Executive
Jack Evershed	Non-Executive Member
Mair Gwynant	Non-Executive Member
Karen Lewis	Non-Executive Member
Rajan Madhok	Non-Executive Member
Bamidele Adenipekun	Non-Executive Member

Apologies:

Grace Quantock	Deputy Chair
Mwoyo Makuto	Associate Member
Karla Lee	Governance and Risk Manager
Katie Holliday	Director of Finance

In attendance:

Ben Eaton	Strategic Director of Organisational Strategy and Engagement
Richard Bevan	Corporate Director of Governance and Board Secretary
Jason Smith	Corporate Director of People and Resources
Israa Mohammed	Representative of the Aspiring Board Member Programme
Angela Mutlow	Corporate Director of Operations
Roxanne Treacy	Director of Communication, Engagement and Insight
Rebecca Lythgoe	Head of Insights and Engagement
Rebecca Shand	People and Organisational Development Manager

Observing:

Volunteers	Powys Region, Llais
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2.0 Preliminary matters

- 1.0 The Chair welcomed everyone to the meeting, including those joining the meeting online and observing the meeting.
- 1.1 It was noted that the meeting was being recorded for the purposes of the minutes.
- 1.2 Apologies were noted above.

3.0 Declarations of interest

- 3.1 There were no other declarations of interest received.
- 3.2 Mair Gwynant, non-executive member confirmed a change to her declaration of interest from the 1 April 2026, having also joined the Board of Natural Resources Wales. It was confirmed that the member's declaration form would be updated. **Action: Mair Gwynant**

A26-05-01 Declaration of interest: Update declaration of interest and re send. **Action:** Mair Gwynant.

3.0 Report from the Chair

- 3.1 The Chair provided a verbal update covering the following areas:
 - **Acknowledgement of Deputy Chair** - The Chair noted that this would have been Grace Quantock's final meeting in her capacity as Deputy Chair. On behalf of the Board, the Chair expressed sincere thanks for her significant contribution. Grace was recognised as a key member of the Board, valued for her strong engagement and balanced judgement in Board and committee discussions.
 - **Extension of the Aspiring Board member's role** - It was noted that Israa Mohammed's placement with the Board had been extended until December 2026. This was highlighted as a positive example of Welsh Government support in facilitating and developing new leadership and future Board member development.

- **National context and government engagement** - The Chair reflected on the current period of change within the country following the establishment of the new Government. The First Minister had already emphasised the importance of health and social care and the role of Ministers in leading this agenda. The Chair confirmed his intention to write to the First Minister to highlight that Llais stands ready to support where appropriate.
Action: Chair of the Board
- **Organisational role and responsibilities** - Members were reminded of the organisation's statutory role and the framework within which it operated as a national body. It was emphasised that clarity and confidence in fulfilling these responsibilities was essential. In developing organisational plans, the focus must remain on representing the people of Wales, ensuring that their views informed both local and national health and care planning and delivery.
- **Learning and Improvement** - The Chair reemphasised and acknowledged the importance of acting on feedback received from the public. This included considering themes emerging from complaints, identifying lessons learned, and developing models that incorporated these insights into ongoing engagement and conversations and representations made to NHS bodies, local authorities and other partners.
- **Consultation and representation** - The Chair emphasised that the organisation's key role was in responding to service consultations and shaping representations. It was agreed that the organisation should be increasingly confident and proactive in publishing its views on consultations and responses from statutory bodies. Llais would support change where possible, with further discussions to take place in the private session following the meeting to further shape the organisation's approach in readiness to respond to the new government and forward plan the next Llais 3-year strategy.

A26-05-02 Write a formal letter to the First Minister: The Chair to write to the First Minister to highlight that Llais stands ready to support where appropriate. **Action:** Chair of the Board.

- 4.1 The Chief Executive reported ongoing engagement with system leaders and professional regulators to embed the People's Principles within standards and inspection approaches. Discussions with Healthcare Inspectorate Wales were explored on how these principles could inform inspection methodology and strengthen professional judgement on quality, safety, and patient experience.
- 4.2 The importance was emphasised of clearly communicating organisational responsibilities and professional boundaries. Work would continue with partner organisations to make sure that people's perspectives remained central to decision-making. Engagement with all stakeholders would continue, for instance discussions with the Royal Colleges were planned.
- 4.3 An update was provided on the Welsh Government's Community by Design programme, aimed at strengthening community-based health and care services. Governance structures, including a board and advisory group with Llais representation, had been established. However, continuation of the programme was subject to confirmation under the new government.
- 4.4 A discussion highlighted the importance of community involvement in the Community by Design programme. Reassurance was given that Llais's role would be to represent the public voice at board level and ensure alignment between national strategy and local community experience.
- 4.5 Cross-border healthcare remained a priority for Llais, therefore, unresolved issues through submission of formal evidence to Welsh and UK government work on this matter. Recent changes to NHS England and NHS Wales cross-border principles required further clarification and engagement.
- 4.6 Members queried how improvements in the consistency and cross-border arrangements would be measured. It was suggested that while system and policy changes take time to translate into impact, responsibility for evaluation sat with implementing organisations. Llais would be independently assessing whether changes improved people's experiences and that there was effective implementation and well-developed feedback arrangements.
- 4.7 The Chief Executive highlighted that many of Llais' pre-election manifesto priorities had been reflected in the new Welsh

Government's commitments, with most areas incorporated and several identified as key priorities. Notably, there was a commitment to make sure that what matters to individuals would be integrated into care and treatment planning.

- 4.8 It was brought to the attention of the Board that there was a newly proposed digital workforce system, for which Llais had been approached to be an early adopter. Initial assessments had indicated benefits relating to cost, scale, and usability. It was confirmed that the system was being developed through NHS Shared Services, with opportunities for Llais to influence its design. Additional capacity had been committed from the design programme to support Llais's implementation, given the organisation's current internal capacity challenges. Further updates would be provided to the Workforce, Remuneration and Terms of Service Committee.
- 4.9 The Chief Executive confirmed regulatory bodies were responsible for providing assurance within their remits, which included oversight of professional standards and organisational culture. For instance, Llais continued to seek assurance on progress at the National Midwifery Council on its progress against the recent independent review.

5.0 Spotlight on our activities and valuing people's stories: Children and young people: research, engagement and partnerships

- 5.1 The Director of Communication, Engagement and Insight provided an overview of Llais' expanding programme of work with children and young people and emphasised their position as one of the least-heard groups. Work undertaken to date had already had a positive impact. The focus moving forward would be on strengthening the organisation's ability to identify early risks and influence decision-making, to make sure that the experiences of children and young people informed and shaped Llais's work and to enable Llais to represent their experiences to service providers.
- 5.2 Regional examples were shared. In the Neath, Port Talbot and Swansea region, engagement activity had focused on mental health services, with significant work undertaken in schools and youth groups to build trusted relationships and encourage meaningful participation.

- 5.3 In Cwm Taf Morgannwg region, engagement events had been delivered in partnership with local services, local authorities and the health board, which focused on child and adolescent services and neurodiversity.
- 5.4 This work highlighted the need for earlier access to support, improved communication, enhanced multi-agency working and the development of resources for families. Llais had written to Welsh Government seeking involvement in the development of the quality statement for adolescent mental health services, to ensure that people's principles were embedded.
- 5.5 The Board was informed of commissioned research undertaken in Cwm Taf Morgannwg regarding access to school nurses in special schools. Independent research involving parents, teachers and leaders highlighted that school nurses were essential, particularly for children with complex needs.
- 5.6 Findings also identified a reduction in provision, poor communication with parents and increased absence from school. It was noted that the Cwm Taf Morgannwg region was continuing to engage on this issue. Assurance had been received that the situation had improved, however, this was subject to ongoing monitoring.
- 5.7 Llais had commissioned national research on the impact of removing profit from children's care which identified strong overall support for the policy. However, it also highlighted risks associated with implementation, including potential disruption to care placements, negative impacts on children and concerns regarding Welsh language provision. These issues would be raised with Welsh Government.
- 5.8 The Board noted Llais's ongoing work to influence policy and system change through its manifesto commitments, many of which were directly relevant to children and young people. This had included responses to several consultations, incorporating the voices of children and young people, including the draft Unpaid Carers Strategy and the draft Speech, Language and Communication Plan.
- 5.9 A Llais strategic lead for children and young people was now in place. A focus had been placed on building stronger national partnerships and networks to support this area of work.

- 5.10 The Board received a presentation on the development of the Criw Llais brand, which was intended to provide a clear and shared identity for children and young people across Llais. The proposed 'Llais Legends' branding was presented. These characters had been co-developed/designed based on feedback from children and young people, reflecting key themes that were important to them. The characteristics represented included – 'caring', 'empowering', 'supporting' and 'listening'.
- 5.11 Examples of how the Criw Llais brand would be applied across different tools, materials and posters had been tested with children and young people to gather their feedback. The brand was to be formally launched at the upcoming Urdd Eisteddfod, alongside an exclusive range of branded promotional materials. This approach would be used as a pilot to assess whether the 'Llais Legends' branding and materials could effectively encourage engagement and conversations with children and young people.
- 5.12 The Board also noted the ongoing "Listening to Us" programme of work, which focused on engagement with a range of communities and organisations. This included the development of tailored engagement guides co-produced with specific groups, including the Deaf community, British Sign Language users, LGBTQ+ communities, unpaid carers, women with chronic illness, people with learning disabilities and minority ethnic communities.
- 5.13 It was noted that work with children and young people would be the next phase to inform good practice in engagement. Internal development activity was also underway to strengthen tools, approaches and organisational knowledge in this area.
- 5.14 A non-executive member praised the strong engagement and asked about work with children and young people not in school settings. The importance was stressed of education in multi-disciplinary approaches. Engagement with gypsy traveller communities through social care was also noted, and it was confirmed that there was ongoing collaboration with housing and education partners.
- 5.15 Members welcomed the work and discussed how important it was to effectively engage younger generations. The importance of developing future leaders and designing systems around young people's perspectives was highlighted. Questions were raised about bringing young people together across Wales would have real impact.

- 5.16 National engagement was planned once further resources were in place and it was confirmed some regions were recruiting young volunteers, with plans to expand. Supporting youth voice remained key to developing future leaders. Work was ongoing to strengthen the volunteer strategy and increase youth engagement, including with schools and higher education. Regional insights would be coordinated to ensure effective representation and impact.
- 5.17 The Chair emphasised the need for national organisations to embed and report on this work and asked about partnerships and resources. Early discussions were underway with key bodies, with potential links to Rights Respecting Schools. Additional resources may be requested, if required.
- 5.18 The Chair highlighted the importance of influencing government policy. Evidence and feedback would be shared with government to reflect public experience, with children and young people's voices supporting system change. The Chair also encouraged those leading this work to have further conversations with the BBC and S4C to engage with those commissioning their range of programmes.

6.0 Spotlight on our activities: Update on the introduction of Listening to people – the new NHS complaints system

- 6.1 The Director of Communications, Engagement and Insight provided an update on the implementation of Listening to People from 1 April 2026, which replaced the previous NHS complaints process.
- 6.2 Feedback had been mixed, with increased demand and expectations noted. Discussions continued to take place with health boards to clarify responsibilities and make sure there was appropriate support for service users.
- 6.3 Some health boards were experiencing challenges in responding due to staffing pressures, with inconsistencies in communication identified, particularly in primary care. Issues highlighted initially in Powys were found to be consistent across Wales. The organisation had raised concerns with Welsh Government and NHS Performance and Improvement, and some action had been taken, although further improvement was required.

- 6.4 Llais would continue to make representations until improvements were realised. While complaints had increased, performance remained variable. A soft launch which had been undertaken by Welsh Government had resulted in Llais needing to provide additional explanation to the public. The Chair noted the problems that arose because of the soft launch and highlighted the clarity required between NHS bodies and the role of local authorities. It was suggested that further engagement was required, and the potential misunderstanding of roles between organisations and Welsh Government needed further clarification.
- 6.5 The Chair queried public awareness of Llais's involvement. It was noted that regional directors provided updates locally, and there was an opportunity to enhance transparency through more proactive publication of representations and responses. The Board supported increasing public visibility of this work through regular reporting on the website and within Board papers.
- 6.6 The Chair asked about Llais' engagement with the UK Government and the Wales Office. The Chief Executive confirmed that Llais was contributing evidence to the new government.
- 6.7 Concerns were raised on limited focus on older people, noting the importance of maintaining balance across all areas of social care. The importance of Llais' role on Regional Partnership Boards was highlighted, where key issues were addressed with local authorities and health boards. It was confirmed that Llais would continue to reflect public feedback through these channels.
- 6.8 It was also noted that reports were currently managed regionally, and there would be value in establishing a central repository to improve oversight and access.

7.0 Health and social care services in Powys

- 7.1 The Regional Director for Powys provided a presentation of Llais' work in the region and welcomed several volunteers that were in attendance.
- 7.2 The presentation focused on a strategic overview of the major health and social care pressures facing Powys residents, where systems were repeatedly falling short of the people's principles and how the region was increasingly seeking to turn lived experience into measurable system change.

- 7.3 The following three recurring strategic challenges that consistently defined Powys residents' experiences were noted:
- Inequitable access to timely care and support
 - Fragmented systems and poor continuity of care
 - Communication, dignity and preventative failures
- 7.4 Over the past two years, the Powys region had built up an evidence base across all its 13 localities. The focus this year was on how to use this evidence to help form and shape change.
- 7.5 Many challenges were not unique to the Powys region; they were experienced across Wales. However, Powys's geography and system design amplified many national pressures and intensified delays which included; cross-border commissioning, aging population, fragmented systems, digital exclusion, transport barriers, workforce shortages, rurality and sparse infrastructure.
- 7.6 The Regional Director highlighted that the intelligence was strategically credible as it was triangulated due to the advocacy casework, engagement events, social care forums, volunteer and partner intelligence, 112 formal representations and statutory forums.
- 7.7 Three short films based around one patient's story were shared which described a patient's experience and showed how a single journey could reveal wider pressures, gaps and opportunities for improvement across health and social care and examples were shared.
- 7.8 Each story showed different views, the first one about rural access and urgent care challenges, the second examined fragmented systems and gaps when transitioning between services. The third focused on communication, dignity and person-centred care.
- 7.9 The Board noted that while meaningful system change may take months or years, there was already clear evidence of measurable progress. The Regional Director highlighted that achieving long-term system change relied heavily on the ongoing commitment of staff and volunteers.

- 7.10 Non-executive members welcomed the presentation. Questions were raised how examples of good practice from Powys could be shared across other regions and nationally. It was suggested work could be done to raise awareness of this work. Improving visibility and adopting a more focused approach to sharing learning could strengthen responses and influence across wider areas.
- 7.11 The Chief Executive noted that work was underway to improve how outcomes would be communicated back to the public, which included through website publication. However, it was recognised that digital approaches alone were insufficient for some groups, e.g. homeless communities, and alternative, community-based methods of engagement were being developed.
- 7.12 The Chair expressed thanks for the work undertaken in Powys and requested that the presentation be shared with the Board.

A26-05-03 Powys Presentation: Share presentation with Board members. **Action:** Powys Regional Director.

8.0 End of year performance against the 2025/2026 Annual Plan and assurance report

- 8.1 The Strategic Director of Organisational Strategy and Engagement presented the Quarter 4 performance report, noting that four of the five strategic priorities were progressing as planned.
- 8.2 Priority 5 remained amber due to ongoing pressures within workforce development and organisational infrastructure workstreams.
- 8.3 It was reported that the previous Objective Key Results reporting system was no longer in use. A new system was procured in January 2026, with historical data successfully migrated. This would be reflected in the Annual Report, with a further update to be provided at the next Board meeting.
- 8.4 During the quarter, Llais engaged with over 2,700 people across more than 150 activities. There were 118 formal representations made and approximately 1,300 individuals supported through advocacy. While the total number of engagement activities decreased slightly, engagement was noted to be more in-depth.

- 8.5 Feedback from the public remained consistent, highlighting positive experiences such as compassionate staff, strong communication, continuity of care, and community support. Key areas for improvement continued to include urgent and emergency care, long waiting times, corridor care, and concerns around dignity.
- 8.6 Mental health remained a significant concern across Wales, particularly the transition between children's and adult services. Access to services also continued to be a major issue, including appointment availability and transport barriers, particularly in rural areas.
- 8.7 Looking ahead, a key focus for Quarter 2 would be on communication and dignity, aligned with the people's principles. These principles were increasingly being used to support discussions with partners and stakeholders on what good health and social care should look and feel like from a public perspective. It was noted that communication colleagues were building a campaign around this.
- 8.8 The next Board performance report for the first quarter of 2026/2027 would move to the new format of separating out performance metrics and key performance indicators from the more narrative format of describing activity, impact and influence. The impact and influencing narrative would be included in the quarterly 'what we are hearing' reports.
- 8.9 Members noted that the reporting activity across regions had been challenging, therefore, there had been some inconsistencies in the reporting. CRM would be the only reporting mechanism moving forward so this should resolve the challenges.

9.0 Finance update report

- 9.1 The Corporate Director of People and Resources presented the finance report for the 2025/2026 year-end position with an underspend of £110,000 which represented 1.3% of the total revenue budget. It was noted that this was in draft until the audit and final figures were reported.
- 9.2 Welsh Government confirmed Llais' 2026/2027 revenue allocation of £8.648m, representing an uplift of £353,000 relative to the 2025/2026 baseline budget which had enabled the development of a balanced and affordable budget for 2026/2027.

- 9.3 The medium-term financial outlook for 2026/2027 and 2027/2028 remained stable with active management throughout the year with workforce pressures and additional resources factored in.
- 9.4 A Non-Executive Member raised a concern regarding the underspend, highlighting the need to balance year-end financial management with ensuring available resources were fully utilised, as unspent funds may be lost. Questions were raised on how the underspend could have been used. However, it was also explained that there had been an issue with one procurement, where delivered items were not received until after year-end, which resulted in a larger underspend than expected or planned. As the figures remained draft, further expenditure may yet be recorded, which could reduce the final underspend position.
- 9.5 The planned CRM investment was also discussed, with a suggestion to ensure sufficient internal capacity and capability to effectively manage and control its implementation. Assurance was provided that appropriate resources and plans are in place.
- 9.6 Clarification was sought on why the CRM investment was classified as revenue rather than capital and it was confirmed that this classification was reviewed and agreed by the Director of Finance and Finance Manager based on the project initiation documentation.
- 9.7 The Chief Executive advised that a finance review was being progressed and that there was ongoing work relating to the replacement of the ESR system.
- 9.8 A Non-Executive Member, in their role as Chair of the Audit, Risk and Assurance Committee, noted that a dedicated finance meeting was scheduled one hour prior to the Committee meeting on 9 June 2026 to allow for detailed discussion of financial procedures.

10.0 People update report

- 10.1 The People and Organisational Development Manager provided an update on workforce and people matters. Ongoing capacity constraints within the People Team were noted; however, approval had been secured to recruit a Learning and Organisational Development Partner on a 12-month fixed-term contract. This role would support Priority 5 of the Annual Plan, including a full

recruitment review, strengthening induction arrangements, and analysing organisational learning needs.

- 10.2 Since the previous Board meeting, two key Regional Heads of Advocacy and Engagement had been appointed in Neath, Port Talbot and Swansea, and West Wales regions, with both now in post on a permanent basis.
- 10.3 Progress continued with the five new roles previously approved by the Board. One role, Complaints Advocate in West Wales had been filled, another being the Finance Officer was awaiting job evaluation, and the remaining 3 roles were currently in development.
- 10.4 A revised Administrative Support Officer role, covering complaints advocacy and engagement, was under job evaluation following a successful trial in the Gwent region. In addition, a Regional Operations Manager had been appointed for Neath, Port Talbot and Swansea.
- 10.5 The People Team had worked with organisational leads to identify learning and development needs and continued to respond to individual requests. A dedicated working group had been established to develop a tailored programme for new Regional Heads of Complaints Advocacy and Engagement.
- 10.6 Opportunities for leadership development through Academi Wales had been shared with all line managers and progress on health and safety continued, including an external comprehensive review. Site inspections had been completed in Cwm Taf Morgannwg and Gwent regions, with inspections ongoing in Cardiff and the Vale and the national office.
- 10.7 The Board noted the quarterly workforce dashboard for January to March 2026, with key highlights presented. Annual appraisals were discussed and it was highlighted that there was a need for a further focus on consistency for the appraisals to help with individual and workforce development. It was suggested that this could be looked at further in the forthcoming Workforce, Remuneration and Terms of Service Committee.
- 10.8 A Non-Executive Member raised concerns about delays in job evaluation processes and queried whether further challenge could be applied to make sure a timelier service was received under the Service Level Agreement with NHS Shared Services. Concerns

were also expressed regarding sickness absence levels, particularly where these were identified as work-related. Assurance was sought on the organisational risks and how cases were being managed.

- 10.9 It was confirmed that all absences were being actively managed and the overall risk to the organisation was considered as low, with no reputational concerns identified. The Service Level Agreement for job evaluation was being revisited, noting that delays sometimes arose due to the complexity and specificity of Llais roles compared to standard NHS job profiles.

A26-05-04 Appraisal levels. It was agreed that this would be further discussed at the Workforce, Remuneration and Terms of Service Committee. **Action:** Corporate Director of People and Resources

11.0 Corporate risk report

- 11.1 The Corporate Director of Governance and Board Secretary presented the report for information and assurance and outlined the organisation's assessed risk profile as of 31 March 2026.
- 11.2 Members were advised that the report provided an overview of risks recorded on the corporate risk register, together with an update on the current landscape of risk registers across functions and regions.
- 11.3 It was noted that, following review by the Executive Team, several risks had been de-escalated, and one new risk had been added in relation to listening to people.
- 11.4 The revised reporting arrangements remained in place, and further development of the dashboard was ongoing. Additional work was required to enhance trend analysis and improve the effectiveness of communication.
- 11.5 Members noted that regional and functional risk registers were reviewed monthly by Directors and risk owners. The Governance and Risk Manager engaged with these teams on a monthly basis to review registers, provide advice where required, and identify any emerging risks requiring further scrutiny or development. Where appropriate, risks were escalated to the Executive Team for consideration and potential inclusion on the corporate risk register.

- 11.6 A Non-Executive Member queried whether the two highest-rated risks on the corporate risk register adequately reflected the organisation's most significant risks. The Chief Executive confirmed that these risks were of critical importance, including the organisation's reliance on staff capacity and capability to deliver Llais objectives. It was acknowledged that further development and support for staff, alongside strong line management, were seen as essential.
- 11.7 While steps were being taken by the People Team to support line managers across regions and directorates, it was recognised that the development of a further support programme is required and was being planned.

12.0 Minutes of last meeting

- 12.1 The Board approved the minutes from the 25 March 2026 meeting. The minutes were confirmed as a true and accurate record.

13.0 Action log and matters arising from the minutes

- 13.1 The Corporate Director of Governance and Board Secretary noted that the previous agreed actions had been reviewed by the Executive Team and were monitored through monthly meetings. Several actions had been completed, while others remained outstanding. However, clear narrative explanations and next steps had been provided for those still in progress.
- 13.2 Members agreed that completed actions would be transferred to the closed section of the log.

14.0 Use of the Common Seal

- 14.1 The Corporate Director of Governance and Board Secretary reported that this document was submitted for ratification on the recent use of Llais's common seal in line with Standing Orders.
- 14.2 Members ratified the usage of the common seal.

15.0 Reports from Board committees

- 15.1 The Corporate Director of Governance and Board Secretary presented an assurance report from the Workforce, Remuneration

and Terms of Service Committee held on 12 March 2026 in the absence of the committee chair.

15.2 The Chair of the Board highlighted recent changes to committee leadership arrangements. It had been agreed that Karen Lewis would assume the role of Chair of the Workforce, Remuneration and Terms of Service Committee, and Mair Gwynant would Chair the Audit, Risk and Assurance Committee. Both individuals confirmed their agreement to these changes.

15.3 Members noted the report for information.

16.0 Questions from public

16.1 A member of the public had asked the following question prior to the Board meeting. The Chief Executive provided the following answer.

- **What specific radical strategies is Llais planning to implement in order to enhance the failing NHS services and how to refine and demonstrate the success that Llais has achieved in regards to the improvements?**

The Chief Executive noted the importance of the role Llais plays in regard to NHS and Health and Social Care services. Llais does not run managed services, and we do not deliver operational improvement programmes. Responsibilities on improving NHS services sat with Health Boards, trusts and other NHS bodies, Welsh Government and other service providers.

Llais' role was to make sure that people's voices are heard and to hold services accountable when they are not meeting people's needs. Llais does this in an active and structured way by gathering lived experience, identifying patterns and making evidenced based representations to those responsible for planning and delivering services.

Llais also works with organisations as they design and change services and follow up on the committed actions. This means Llais' approach was not about isolated or radical interventions, it was also about applying consistent and evidence based influence on how services are planned, improved and delivered across Wales.

Llais identifies the need for support and contributes to improvement activity. However, the responsibility for delivery remained with service providers. Successful figures weren't directly relevant to whether Llais had fixed services, but by whether what people told us had led to change. Llais continued to strengthen how we drive change through our representations and how to communicate the impact, so the difference made are clearer for people and communities.

Ultimately, Llais's role was to make sure people across Wales had a strong and independent voices which led to better decisions and services. This influence wasn't always immediate but it was always sustained system wide.

17.0 Any other business

17.1 There was no other business to discuss.

18.0 Board meeting schedule

18.1 The Corporate Director of Governance and Board Secretary reported that the schedule was presented as an updated as a new work programme would be developed in the upcoming months following confirmation of the new Board dates that had been scheduled and the outputs from the Board effectiveness review.

18.2 The new schedule would include the outputs from the effectiveness review, alongside the standing items and existing programme. It was suggested that it would be presented to the Executive Team via email for review prior to being presented back to Board to enable sign off.

A26-05-05 Board meeting schedule: Develop a new meeting schedule for 2026/2027. **Action:** Corporate Director of Governance and Board Secretary.

19.0 Audit and Risk Assurance Committee minutes

19.1 The Audit and Risk Assurance Committee minutes from the 10 December 2025 were noted for information.

20.0 Date of the next meeting

20.1 The next scheduled in-public Board meeting would be held on Wednesday 21 October 2026.

The meeting concluded at 13:41. The Chair thanked all involved in preparing the papers, presentations and contributing to the Board meeting.