Item: 11
Title: Corporate Risk Report

Gweithredu/Action required	For comment and assurance
Amseru/Timing	Routine reporting
Argymhelliad/Recommendation	The Board is asked to receive this corporate risk update report for assurance and information. The report is a narrative report as suggested by the Audit and Risk Assurance Committee. It builds on the narrative report made to the Board at its May 2025 meeting, and a further update at the Audit and Risk Assurance Committee on 25 June 2025. It also reflects the organisational position as we continue to transition to the new Risk Management Strategy and arrangements and as the new series of reporting dashboards are finalised.
Risg/Risk	Failing to capture and manage our strategic risks could lead to short and longer-term consequences for Llais.
Cyllid/Finance	There are no direct financial implications for this report other than those risks that directly cover financial matters or have investment elements associated with them.
Amcan cynllun blynyddol/Annual plan objective Amcan cynllyn strategol/ Strategic plan objective	Our corporate risk processes provide assurance to the Board, committees, Executive Team and Tîm Arwain that all strategic and operational risks have been identified and effectively managed. The organisation continues to hold a corporate risk register and a series of regional and function based risk registers.

| | The work on risk management forms part of our governance and assurance arrangements in line with the Board Assurance Framework and delivery of the Annual Plan for 2025/2026.

The Audit and Risk Assurance Committee has a key role on behalf of the Board in scrutinising the organisational approach to risk and advising on the continuing development of the organisational approach to risk management. |
|---|---|
| **Cydraddoldeb/Equity. Diversity and Inclusion** | There are no direct equity, diversity and inclusion matters relating to this report, but there could be features in each risk. |
| **Cyfathrebu/Communications** | Please tick one of the following boxes if this activity will have an impact on:
Internal: our people ☒
External: our customers/partners/stakeholders ☒
External: our organisation's reputation ☒ |
| **Cymeradwyaeth/Approval/Clearance** | This paper has been cleared by Alyson Thomas, Chief Executive. |
| **Trafodaethau neu penderfyniadau blaenorol/Previous discussions or decisions** | The report provides an overview of ongoing development discussions and work in response to the approved risk management strategy (end of March 2025), annual plan, board assurance framework and the dashboard development activity.

It also outlines the ongoing risk assessment work undertaken through the Executive Team to identify the key risks of non-delivery of the approved Annual Plan. |
Awdur Cyflwyno/Author/presenting	Richard Bevan, Interim Board Secretary
Dyddiad/Date	17 July 2025
Cefndir/Background	

The Audit and Risk Assurance Committee on behalf of the Board has been engaged in development work on risk management over the last year. The committee has provided comments and suggestions on how the risk activities, risk registers and risk
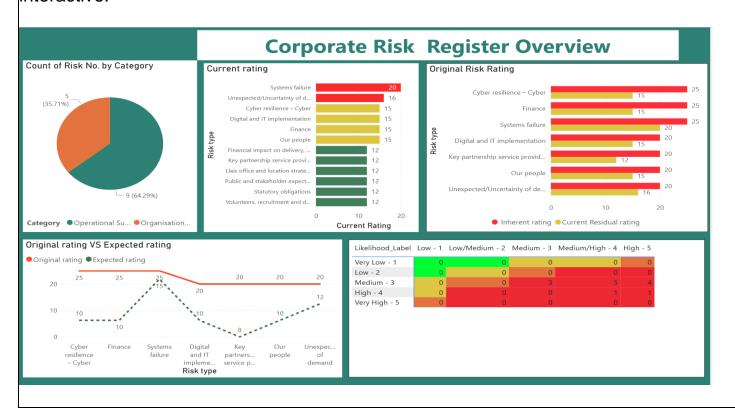
dashboards could be further developed, improved and reported, suggesting a narrative form to help with engagement with the information being presented.

This report seeks to respond to that suggestion and request and builds on a narrative risk report submitted to the Board meeting in May 2025. However, it is recognised that further work is also required to finalise this approach, especially with the reporting dashboard. However, it is the intention that the dashboard will always be presented in conjunction with a narrative overview report.

Work has continued over recent weeks on development activities, especially regarding assessment of key risks, sources of assurance, timelines/deadlines for actions, expected outcomes and the finalisation of a corporate risk dashboard and regional and function risk dashboards. These are being built alongside the developing OKR system, which is computer software through which Llais tracks the achievement of our goals and priorities.

Below is a mock-up of one of the dashboards in development, to enable the Board to see the developing approach. This currently uses simulated data but will be updated in due course. The dashboards will contain the most up to date information and will be interactive.

Corporate Risk Register Overview

Count of Risk No. by Category

- 5 (35.71%)
- 9 (64.29%)

Category: Operational Su... Organisation...

Current rating

Risk type	Current Rating
Systems failure	20
Unexpected/Uncertainty of d...	16
Cyber resilience – Cyber	15
Digital and IT implementation	15
Finance	15
Our people	15
Financial impact on delivery, ...	12
Key partnership service provi...	12
Llais office and location strate...	12
Public and stakeholder expect...	12
Statutory obligations	12
Volunteers, recruitment and d...	12

Original Risk Rating

Risk type	Inherent rating	Current Residual rating
Cyber resilience – Cyber	25	15
Finance	25	15
Systems failure	25	20
Digital and IT implementation	20	15
Key partnership service provid...	20	12
Our people	20	15
Unexpected/Uncertainty of de...	20	16

Original rating VS Expected rating

Original rating ● Expected rating ●

Risk type	Original	Expected
Cyber resilience – Cyber	25	10
Finance	25	10
Systems failure	25	15
Digital and IT impleme...	20	10
Key partners... service p...	20	8
Our people	20	10
Unexpec... of demand	20	12

Likelihood_Label	Low - 1	Low/Medium - 2	Medium - 3	Medium/High - 4	High - 5
Very Low - 1	0	0	0	0	0
Low - 2	0	0	0	0	0
Medium - 3	0	0	3	5	4
High - 4	0	0	0	1	1
Very High - 5	0	0	0	0	0

Therefore, this report builds on the May 2025 Board report, which was a narrative style report. Reporting to the Board for the future will focus more on dashboard reporting and an overview of key changes in a narrative report.

The Chief Executive with the Executive Team have undertaken a review of the corporate risk arrangements and an assessment of key risks for the organisation for the next year. The Strategic Director of Organisational Strategy and Engagement has framed the key risks against the non-delivery of the Annual Plan and key projects such as the Rights, Expectations and Responsibilities project. Work continues to build these into new risk registers at corporate, regional and functional levels. This is informing the reporting dashboards development work that will come to the committee and Board in the coming months.

This report seeks to provide overview information about what has changed in the last reporting period (improved and worsened), if there are the new risks, what new mitigations/actions have been put in place and what are the plans for the coming quarter to seek to further act on risks and mitigate their potential impact on the organisation, its services and functions.

The report seeks to explain what the position will look like if mitigations are successful and what additional resources or support might be required to ensure risks can be brought to an acceptable level in line with the organisation's stated risk appetite.

As a result, the corporate risks register, and the network of risk registers across the regions and functions of Llais continue to be redeveloped. Recently, the organisation has also been successful in recruiting to the Governance and Risk Manager role and this individual will be crucial in leading aspects of this work and co-ordinating the network of risk registers and reporting to committees and the Board in the future.

The key risks identified and assessed against the Annual Plan and other key projects are outlined below in narrative form and will be the basis of risk reporting for the coming year to both the Board and its committees. The current risk status of each area has been identified where possible and appropriate to give a clearer indication of the current profile of risks.

Annual Plan 2025/2026 risk assessment (which forms the basis of the corporate risk register for 2025/2026)

1 Cross-cutting themes – narrative view

Several risks have been identified as stretching across every objective in the Annual Plan; they are seen as the "golden threads" that the Board and its committees need to be sighted on throughout the year.

Risk area - Capacity and capability

Our workforce is leaner than it was 12 months ago, following the Voluntary Early Release Scheme. The opportunity to redevelop, re-design roles and frame new ones is welcomed, but in the short term, it does leave some capacity gaps.

However, in the last few weeks new posts have been designed, and others re-designed and are being recruited to, with new starters having joined Llais from mid-June, during July and onwards. These roles are at regional and corporate function levels and in all areas of the organisation. The next quarter will be important in mitigating the capacity risk for the organisation.

Until colleagues take up new posts within Llais and new starters arrive, the existing teams are working at maximum capacity. Our immediate response has been to ring-fence staff time for priority tasks and back-fill with short term agency contracts when essential, as well as slowing or pausing lower-impact activity, where possible and/or appropriate.

This is continually being reassessed as new demands and requests are made of Llais, for instance the invitation for representatives of Llais to give evidence to the Health and Social Care Committee of the Senedd on the 25 June 2025, meant that this needed to be prioritised over other elements of our work in order to develop the required written submission.

> A number of risks on the corporate risk register relate to this theme – they range between current risk levels of 12 and 15 (yellow and amber risk areas), all with actions in place to seek to mitigate the risks. These include the finalisation of a workforce strategy and the current programme of role re-design and realignment being led by the Executive Team, taking the opportunities presented by the voluntary early release scheme.

Risk area - Sustained pressure on health and social care

Service pressures across Wales often due to waiting times, workforce availability, financial constraints and year-round "winter" pressures means that services have potentially less space and time to engage with Llais or act on our proposals. The overarching risk is that we might stop being heard and that partners might struggle to implement what they have agreed, which could erode public confidence.

Ongoing mitigation is this area is two-fold. We are focusing our representations on realistic first steps (for example, better discharge information rather than wholesale pathway redesign) and using our Rights, Expectations and Responsibilities programme to frame actions and activities that remain achievable, even in a pressured system.

The recent publication of statements on key services such as emergency care, dentistry and maternity services have provided platforms to continue to amplify the voices of the people of Wales and ensure that partner organisations are aware of Llais and the insights it can highlight based in people's experiences.

Llais is also continuing to build positive working relationships with partner organisations either directly or embedding these in partnership mechanisms, supported through the development of agreements and memoranda of understanding where appropriate.

These also help to mitigate the risk of health and social care organisations not being aware or hearing about the work of Llais. Further memoranda of understanding and partnership arrangements are to be agreed in the coming months, for example with Digital Health and Care Wales and also Llais's lead role in establishing the National Maternity and Neonatal Voice Partnership Cymru (MNVPC) Forum.

A number of risks on the corporate risk register relate to this theme – they range between current risk levels of 12 and 16 (yellow and amber risk areas), all with actions in place to seek to mitigate the risks. These include the regularised liaison with partners, especially health and social care organisations. Active monitoring of demand. Work on regional reassessments of service planning discussions with health and social care organisations. Active involvement in partnership meetings at regional and national levels. Framing of the Rights, Expectations and Responsibilities Programme.

Risk area - Public and partner awareness
Llais is still new to many people. If stakeholders do not understand our distinct role, duplication and blurred accountability could potentially result. A 4-message communications plan is in place ("independent voice", "evidence-led", "we make change happen", "we are local and national"). The planned performance dashboards will give us more visible, authoritative data, and all public-facing products will be issued in accessible formats, including Welsh-language first.

This is particularly relevant to our role when proposals are made to change services. We have been undertaking work to produce updated information for staff, partners and the public about our role, guidance for staff and the development of an outline protocol for handling service changes for discussion and agreement with NHS bodies and local authorities.

We are also undertaking further public relations work to help with people's awareness, knowledge and understanding of our functions, roles and responsibilities. This has included adding key staff and resources to our communications and engagement team and roles at regional level. This focused capacity and structured programme of work will seek to mitigate the risk further in the coming months.

This has been particularly important in recent weeks, where there have been some publicity questioning the independence of Llais and its role generally in health and social care. This has potentially increased the risk level in this area, but this was an isolated instance, but we will keep the position monitored.

There was further opportunity to highlight the work of Llais and the impact the organisation is having at Health and Social Care Committee session at the Senedd on the 25 June 2025 – feedback from this has been positive and constructive especially from partners. The production of our second full annual report and accounts will also present opportunities to highlight the work and impact of Llais, albeit that it covers 2024/2025 and not our most recent activities.

Our presence and activities at national events such as the Urdd, National Eisteddfod, Royal Welsh Show and Pride events, also help to raise awareness of the roles of Llais, the work that we do and profile the impact we are already having.

The range of statements that the organisation has made during the last year e.g., Maternity Services, will also have contributed to awareness of Llais and our role and the ways in which the organisation will independently bring the voice of the people of Wales to the fore.

A number of risks on the corporate risk register relate to this theme – they range between current risk levels of 9 and 12 (yellow risk areas), all with actions in place to seek to mitigate the risks. However, it is recognised that the risk in this area could be assessed as having increased due to recent media stories. Ongoing actions in this area include our programmes of communication and engagement and the development of new protocols with partners to clarify our role and reinforce our independence.

Risk area - Data quality and insight

Our success depends on good data. Inconsistencies in the usage of our Customer Relationship Management system, combined with staff turnover, risks impacting on the design and delivery of our dashboards and key performance indicators created to give assurance. A data-quality dashboard is being developed to highlight gaps for each regional lead, monthly "data huddles" will take place to cleanse historic entries, and any issues that threaten decision-making on key matters will be escalated directly to the Executive Team.

Taken together, these cross-cutting risks are currently being actively managed, but must remain on the organisation's radar and will be key features of risk reporting. Capacity within Llais is the largest internal factor, and system pressures the largest external variable to seek to manage in the coming year.

A number of risks on the corporate risk register have dimensions that relate to this theme – they range between current risk levels of 12 and 16 (yellow and amber risk areas), all with actions in place to seek to mitigate the risks. These include corporate development work on the OKR, CRM, dashboards and the information governance programme work that has been undertaken in recent months. A comprehensive digital and data strategy is being finalised.

Risk area - System complexity and accountability gaps

The landscape we operate in, particularly health and social care integration, is increasingly complex. Multiple organisations may be responsible for a single person's experience, and boundaries between health boards, local authorities, the voluntary sector and regulators are not always clear to the public.

This creates a risk that our findings or recommendations are passed between bodies without resolution. It also challenges our ability to demonstrate impact. To mitigate this, we're working through Regional Partnership Boards and using thematic escalation routes to Welsh Government when local action is slower to progress. Our forthcoming representation standards will also clarify expectations around follow-up and response and contribute to mitigating this risk area.

A number of risks on the corporate risk register relate to this theme – they range between current risk levels of 12 and 16 (yellow and amber risk areas), all with actions in place to seek to mitigate the risks. These

Risk area - Safeguarding and emotional impact of our work

As we engage more directly with people on sensitive issues, for instance, maternity loss, mental health crises, transition of care, and neurodivergent accessibility to name a few, we are more likely to hear distressing or serious disclosures. That creates 2 risks: first, that we are not equipped to act safely or consistently when safeguarding concerns arise; and second, that our staff and volunteers absorb the impact without adequate support.

In response, we have updated our safeguarding procedures, are embedding reflective practice into team routines, revisiting our supervision model for frontline roles and continuing to ensure that staff members have access to the support they might need. Staff learning has been undertaken on safeguarding across the organisation. A further learning programme on dementia and neurodiversity is scheduled for the end of July 2025 and this training is also seeking to reduce the risk through enhanced understanding and awareness amongst staff when using our systems, processes and policies.

A number of risks on the corporate risk register have dimensions that relate to this theme – the current risk level for this area is 15 (amber risk level), with actions in place to seek to mitigate the risks. These include additional training and awareness raising especially in the area of safeguarding and also on social care. Further work is being undertaken on well being and responding to the organisational wellbeing survey undertaken last year. This area will be monitored in more detail via the Workforce, Remuneration and Terms of Service Committee.

Risk area - Language and inclusion obligations

Our Executive Team is clear that meeting our duties under the Welsh Language Standards is more than compliance; it's about credibility, reach, and equity. However, not all our teams currently have Welsh-speaking staff, and simultaneous translation and bilingual communications create real delivery pressures when timelines are tight.

We are taking a "Welsh first" design approach to new campaigns and dashboards, and our internal Welsh Language Working Group is helping us build confidence and

consistency. This applies equally to other inclusive formats, including Easy Read and BSL interpretation, where there is still room for us to grow.

> A risk on the corporate risk register covers the dimensions that relate to this theme – the current risk score is 12 (yellow risk area) - with actions in place to seek to mitigate the risk, especially with regard to further enhancing our work regard our commitment and responsibilities to the Welsh Language.

Risk area - Reputational exposure as a 'connector' organisation

Llais occupies a unique space: we are not a regulator, nor a campaigning body, but we are expected to speak credibly on behalf of the people and communities of Wales.

That puts us at reputational risk from both directions. If we're seen as too aligned with the system, our independence is questioned. If we're seen as too critical, we may lose access to opportunities and partnerships where change happens. This balance must be actively held and managed. Our mitigations include careful framing in reports, separating individual voice from Llais collective voice, and being solutions-focused on all external approaches.

Further awareness raising is being undertake amongst our staff and volunteers to ensure all representing Llais are aware of our role and status and reinforce this through their activities and approaches on behalf of the organisation.

> A number of risks on the corporate risk register relate to this theme – they range between current risk levels of 9 and 12 (yellow risk areas), all with actions in place to seek to mitigate the risks. However, it is recognised that the risk in this area could be assessed as having increased due to recent media stories. Ongoing actions in this area include our programmes of communication and engagement and the development of new protocols with partners to clarify our role and reinforce our independence.

Risk area - Sustainability of strategic partnerships

Our model of working depends on collaboration with health boards, local authorities, third sector organisations, and national bodies like the Bevan Commission, Care Inspectorate Wales, Healthcare Inspectorate Wales, and the various Commissioners. These partnerships are generally strong, but some are informal or driven through personal connections.

Staff turnover in partner organisations (particularly at senior levels) risks the loss of key working relationships and institutional memory. This can slow progress or force reintroduction of our purpose. Mitigation includes formalising relationships through shared protocols, memoranda of understanding, staying visible in strategic groups, and ensuring new stakeholders are quickly briefed on our role and impact. This is taken forward both on an all-Wales level and also at a regional level with partners and in important partnerships.

A number of risks on the corporate risk register relate to this theme with scores between current risk levels of 12 and 16 (yellow and amber risk areas). Actions are in place to seek to mitigate the risks. These include the regularised liaison with partners, especially health and social care organisations, routine attendance at Regional Partnership Boards and engagement with key networks such as the NHS Directors of Planning Group.

Risk area - Policy instability and shifting priorities
As policy agendas evolve and shift, there's a risk that priorities we've built our plans around (e.g., complaints reform, digital inclusion, patient voice charters) are changed or reshaped mid-year. This will affect both the impact and the relevance of our outputs. To mitigate the potential for this change, we maintain flexibility in our project scopes, ensure clear alignment with multiple Programme for Government aims where appropriate, and build our annual plan in ways that can be flexible to respond to policy transitions and changes.

We are also aware that there will be a Senedd election in the spring of 2026 and that we will be entering a pre-election period. It is recognised that the pre-election period can impact on the scope and pace of policy development and that this could impact on the risk profile and associated assessments.

A number of risks on the corporate risk register cover this theme with scores between current risk levels of 12 and 16 (yellow and amber risk areas). Actions are in place to seek to mitigate the risks. These include active engagement with our Welsh Government Partnership Team and awareness of the legislative programme.

> Work is undertaken on policy horizon scanning and active engagement in assessing new policy proposals and undertaking assessments to provide feedback from Llais based on the feedback and experiences of the people of Wales generated through our work as an organisation.

Risk area - Volunteer and lived experience engagement risk

The credibility of Llais depends not just on what we know, but how we know it, and from whom. Volunteers and people with lived experience bring vital insight, requiring support, feedback, and meaningful influence to stay engaged.

There's a reputational and ethical risk in consulting without acting, or in creating relationships where people feel their contributions are undervalued or tokenistic.

Our response is to build feedback loops into every engagement, strengthen our volunteer learning offer, and embed co-production where possible, rather than using consultation as an afterthought. We will be focusing on our ability to do this well.

> There is a dedicated risk on the corporate risk register to cover this theme with a current score of 12 (yellow risk area). Actions are in place to seek to mitigate this risk. This includes the work that has been undertaken on the implementation of the volunteer strategy, the new volunteer induction programme, active engagement of volunteers in the work of Llais, especially through regional engagement and ensuring volunteers have access to comprehensive learning for their work with Llais on health and social care.

Risk area - Digital and cyber risk

As Llais expands our use of technology, the cyber risk increases. A breach, even of non-personal data, could damage trust. We handle significant volumes of sensitive narrative material from members of the public. We are mitigating this risk through adherence to legislative requirements, national guidance, development and delivery of mandatory training, completing Cyber Essentials certification, and tightening access controls for dashboard and engagement tools.

Currently, we have assurance and development work being undertaken in the organisation on information governance to ensure we have the right framework, policies, systems and processes to best support our activities and related risks. Also, a range of learning and awareness raising is taking place across Llais, as part of this programme of work to ensure all staff are fully aware of their responsibilities and ways

of responding should a data breach occur. This awareness raising builds on the online e-learning that all members of staff are required to complete.

We have also commissioned an IT, cyber/security assessment from an external specialist. This work is underway. The outputs of this advisory assessment will be used as the basis of an additional assurance session for the Audit and Risk Assurance Committee, which will take place in early August 2025. It will also provide key information to assist the organisation with the mitigation of risks in this area, which has consistently assessed as a higher area of risk for Llais.

A number of risks on the corporate risk register cover this theme with scores between current risk levels of 15 and 20 (red risk areas). Actions are in place to seek to mitigate the risks. These include obtaining of Cyber Essential Plus to build on the achievement of the awarding of Cyber Essentials. External specialist advice has been commissioned to undertake a review, and this will be reported to the Audit and Risk Assurance Committee via an additional special assurance session.

2. Risk highlights by strategic priority in the Annual Plan 2025/2026

Priority 1: Drive a national conversation about the future of health and social care

This priority brings together our most visible, national-facing work, anchored by the *Rights | Expectations | Responsibilities* (R | E | R) campaign. This multi-phase programme includes public engagement, stakeholder roundtables, and the potential publication of a shared framework for what people can expect from health and social care services in Wales.

It is joined by projects such as our review of Integrated Care Hubs, a national "Voices for Change" event, and joint work with the Bevan Commission – Walking in your shoes.

Risks in this area include:

- **Message confusion**, with public-facing campaigns by Llais running in parallel with Welsh Government's "My Voice, My Choice", leading to potential overlap and dilution of impact.

- **Engagement fatigue**, especially among people and groups who have already contributed to multiple national consultations in recent years.

- **Political timing**, as any significant outputs requiring Ministerial response or influence will need to be developed before the pre-election period begins in early 2026.

- **Data saturation**, where we collect powerful insights, but risk losing clarity in what we're asking decision-makers to do with it.

We're mitigating these risks by closely coordinating with national partners, simplifying our campaign messaging, using multiple accessible formats (including low-tech options like phone and Easy Read surveys), and focusing on practical, people-led recommendations that stay relevant regardless of political change.

Priority 2: Push for services that meet people's needs

This is the 'engine room' of our statutory work covering complaints advocacy, representations, and local engagement that drives systemic feedback. It includes our ongoing thematic reviews, a new Regional Health and Social Care Summits programme, and the scaling of *Maternity and Neonatal Voices Cymru* into a stronger national platform.

Risks in this area include:

- **Delivery pace constraints** due to limited analytical capacity, especially as thematic reviews become more detailed and there is an increased requirement for analysis of data.

- **Inconsistent partner engagement**, particularly from social care bodies, where existing relationships are newer and less embedded.

- **Safeguarding and confidentiality**, especially when dealing with highly sensitive narratives such as maternity loss or serious care failures.

- **Summit fatigue**, with some Health Boards or Regional Partnership Boards potentially reluctant to commit to another layer of meetings.

- **Over-reliance on individuals**, we aren't a big organisation, the potential absence of individuals is strongly felt and impacts on the work programme.

We're responding by securing additional capacity where needed, partnering with trusted third-sector organisations, and co-designing our summits to ensure they feel relevant and useful to partners. We're also phasing our delivery, prioritising timely, actionable, and politically salient topics. We are also undertaking a range of additional training and awareness raising across the organisation, especially with regard to safeguarding and social care awareness training.

Priority 3: Work together better

This area focuses on how we build sustained partnerships with communities and strengthen the voices of those less heard. Key projects include our *Children and Young People's Programme*, *Community Mapping,* and our *Volunteer Programme.*

Risks in this area include:

- **Safeguarding complexities** in youth engagement and not having the right skills and experience.

- **Volunteer recruitment**, lack of people volunteering means we may not have a volunteer group that reflects our local populations.

- **Uneven engagement**, with urban, well-networked groups more likely to access support than isolated or marginalised communities.

- **Time pressure** - limits opportunities for collaboration.

- **Inadvertent tokenism**, if co-production efforts are not sustained beyond the initial engagement phase, we risk appearing to be making only symbolic efforts to do things.

We're addressing these risks by strengthening safeguarding protocols, proactively offering more flexible volunteer roles (e.g. micro-volunteering), allocating more proactive support for rural or underrepresented groups, and investing in genuine co-production from the outset, particularly for groups, such as children and young people.

Priority 4: Help people and services use technology in ways that work for them

This area reflects the increasing role of digital transformation in both our work and the systems we influence. It includes the development of public and internal dashboards, our participation in the Digital Inclusion Alliance, and upcoming artificial intelligence (AI) work.

Risks in this area include:

- **Digital exclusion**, with some individuals and communities still facing significant barriers to participating in online engagement or accessing digital services.

- **Data protection,** potential threats to confidentiality, integrity and availability of data and unauthorised release, exposure and/or destruction of data.

- **Over-promising**, especially around the use of AI, where expectations may run ahead of what is practical or safe.

- **Tool overloaded**, with staff facing too many reporting systems and not enough support to use them confidently.

Our mitigation strategy includes always pairing digital tools with non-digital alternatives (e.g. postal feedback, phone lines), embedding role-based access controls for sensitive data, providing everday-English guidance for any AI-facing activity, and sequencing dashboard rollouts with clear, bite-sized training.

Priority 5: Grow and improve as an organisation

This priority underpins the whole plan. It includes the continued development of our internal performance dashboard programme, the development and implementation of a Location Strategy, the delivery of our culture and capability plans ("One-Llais"), enhancing openness and transparency of our governance and the integration of equity, diversity and Welsh language principles into our daily work.

Risks in this area include:

- **Timeline slippage**, competing demands, staff absences, lack of time for staff to engage with developments.

- **Organisational fatigue**, as staff adapt to new systems, new team members, and wider changes.

- **Gaps**, particularly where recruitment or learning and development capacity has not yet caught up with our needs and ambitions.

- **Balancing development and delivery,** we have a large development need across skills, process, system, and policies**,** but also an expectation to continue delivering impact. We also need to ensure that good governance arrangements are seen as an enabler to help our people do the right things in the rights ways.

We are responding through pragmatic sequencing of internal change, targeted backfill where gaps are acute, investing in our onboarding process for new starters, and transparency with the Board about areas where we need additional investment or time.

For all areas of risk, it is also clear that these risks are being assessed in dynamic internal and particularly external environments, where new factors and decisions made by others will impact on the level of risks for Llais.

Conclusion

It is recognised that the identified actions and mitigations by Llais might only maintain risks at initial levels and not reduce them as anticipated due to internal factors and an ever changing external environment. It is therefore important that risk management remains an active process for the organisation, each of the risk owners and are key features at operational and management meetings.

The risk dashboards and narrative reports will be important also in highlighting progress with identified risks and also framing new risks that might have been identified. They will also provide an overview of the risk profile of the organisation and where changes have occurred and whether or not identified actions have had the expected effects.

Risk will continue to be an important feature of the Board and its committees' governance and assurance arrangements. The Executive Team is co-ordinating the organisational work on risk management and is building a new network of risk registers, seeking to embed active risk management in the day-to-day functions of Llais and develop enhanced reporting to the Board and its committees.

This will be through the organisation's operational structures and will increasingly utilise the dashboard approach and through performance monitoring and reporting via the Board Assurance Framework. The new Governance and Risk Manager will also have an important role in facilitating and coordinating these arrangements as they are further developed and embedded.

As agreed, following the approval of the new Risk Management Strategy, an organisational risk workshop is being planned for later in the year. This will engage with board members, colleagues across the organisation and with partners to discuss risk management, to test new arrangements, adjust where needed and implement further developments, such as the opportunities presented by the strength-based models proposed within the new strategy.

Active, good risk management and the reporting of risks are important components of the Board's overall Board Assurance Framework. The first report against this is currently being finalised alongside the developing OKR.

Manylion/Detail

The Board is asked to note this narrative risk report providing the assessment of key risks for the organisation and those against the non-delivery of the agreed Annual Plan. Also to note the planned further developments to the risk management approach in line with the implementing of the new risk management strategy, Board Assurance Framework and reporting against the OKR and the new network of dashboard reports.