

**Item: 13**

**Title: Risk update report**

<b>Gweithredu/Action required</b>	For information and assurance
<b>Amseru/Timing</b>	Routine reporting
<b>Argymhelliad/Recommendation</b>	<p>The Board is asked to receive this risk update report for assurance and information.</p> <p>The report has been redeveloped and changed its format, as requested by the Audit and Risk Assurance Committee to provide a breakdown of activity and information about the network of risk registers and the current profile of risks across Llais. It replaces the previous narrative approach that the Committee had requested over the last year.</p> <p>This new approach will continue to be built upon in the coming months to provide further information on changes and trends, where required. However, it is expected that the dashboard, when finally complete, will provide that information directly on one page and will also offer an opportunity to have an interactive report.</p> <p>The report also reflects the organisational position as we continue to implement the Risk Management Strategy agreed by the Board in March 2025. This includes an update on the recent assessment made by our internal auditors on the progress with this work. Also, the arrangements made for the Audit and Risk Assurance Committee sponsored risk workshop which was held on the morning of the 4 March 2026.</p>
<b>Risg/Risk</b>	Failing to capture and manage our organisational risks could lead to short and longer-term consequences for Llais.
<b>Cyllid/Finance</b>	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.

<p><b>Amcan cynllun blynyddol/Annual plan objective</b>  <b>Amcan cynllun strategol/Strategic plan objective</b></p>	<p>Our risk processes provide assurance to the Board, committees, and our Executive Team that all strategic and operational risks have been identified and are being effectively managed.</p> <p>The organisation continues to hold and maintain a corporate risk register and a series of regional and function-based risk registers.</p> <p>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.</p> <p>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 organisation’s approach to risk management.</p> <p>The committee last reviewed this update relating to risk management and the risk profile at its meeting on the 4 March 2026,</p>
<p><b>Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity &amp; Inclusion</b></p>	<p>There are no direct equity, diversity and inclusion matters relating to this report, but there could be features in each risk.</p>
<p><b>Cyfathrebu/Communications</b></p>	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p><b>Internal:</b> our people <input checked="" type="checkbox"/></p> <p><b>External:</b> our customers/partners/stakeholders <input checked="" type="checkbox"/></p> <p><b>External:</b> our organisation’s reputation <input checked="" type="checkbox"/></p>
<p><b>Cymeradwyaeth/Approval/Clearance</b></p>	<p>This paper has been cleared by Alyson Thomas, Chief Executive.</p>
<p><b>Trafodaethau neu penderfyniadau blaenorol/Previous discussions or decisions</b></p>	<p>The report provides an overview of ongoing implementation work in response to the approved risk management strategy and the dashboard development activity.</p>
<p><b>Awdur Cyflwyno/Author/presenting</b></p>	<p>Richard Bevan, Corporate Director of Governance and Board Secretary/Karla Lee, Governance and Risk Manager.</p>

**Dyddiad/Date** 6 March 2026

**Cefndir/Background and Manylion/ Detail**

The Audit and Risk Assurance Committee on behalf of the Board has been engaged in development work on risk management over the last year, led by the Executive Team.

This report continues to respond to the suggestions made by the Committee regarding reporting. This report, therefore, moves away from the previously requested narrative risk report style that has been used for recent Board and committee meetings. As suggested by the Audit and Risk Assurance Committee at its meeting on 10 December 2025, a new, more simplified report has been developed with 3 key strands. These are an overview of the profile of risks across Llais, a copy of the corporate risk register (appendix 1), and a copy of the current risk dashboards (appendix 2).

Our risk approach and framework have also recently been subject to a planned internal audit, which concluded that the organisation can take “reasonable assurance” regarding the current implementation of Llais’s risk approach. This is seen as positive progress in a short space of time given the strategy was approved in March 2025, a new Governance and Risk Manager started in August 2025 and the field work for the audit was undertaken during October and November 2025.

Work has also been continuing regarding the completion of integrated corporate risk and regional and functional risk dashboards into one reporting format, which is at appendix 2. The dashboards will increasingly be interactive and will be date and time stamped to be clear about when the information was last updated. It is planned that Committee and Board members will be able to see the dashboards in real-time and be able to interact with them.

**Risk profile**

The risk profile of Llais provides an overview of the current potential risks and threats to the delivery and functioning of the organisation’s roles and responsibilities, the potential impact on the delivery of our stated plans and provides a guide to help investment choices, strategic decisions and organisational approaches.

The risk profile can change regularly and be a dynamic process as its component parts i.e., risk registers are updated and assessed on a month-by-month basis. The risk

considerations are also a key element of our annual planning, strategy development and assurance reporting.

Please see below, a breakdown of the current profile of organisational risk registers indicating where changes have occurred since the last report. In future, this report will also seek to provide further trend information, but it is anticipated that this would be provided via the dashboards.

### **Corporate risk register – February 2026**

As at the 28 February 2026 there are a total of 17 risks on the corporate risk register. A summary of these risks are outlined below:

- 3 risks with the score 20 and above (very high critical risks)
- 5 risks with the score 13 – 18 (high material risks)
- 9 risks with the score 5-12 (medium manageable risks)
- 0 risks with the score 1 – 4 (low negligible risks)

### **Activity profile:**

- 1 new risk was added:
  - Impact of Senedd Elections – at a risk score of 12
- 1 risk was decreased:
  - Public and stakeholder expectations – from a risk score of 12 to an 8 due to delivery of significant communication and engagement activity in recent months. High profile public statements and communication campaigns have been delivered including the event at the Senedd in January launching Llais’s People’s Principles and the outputs from the Health and Social Care we Want programme that was undertaken at the end of last year.
- 1 risk was increased:

- Staff sickness – from a risk score of 15 to 20 in the short term due to the unexpected absence due to sickness and other personal matters of several of the senior teams across Llais. E.g., Executive Team and Regional Directors. Contingency and cover arrangements have been put in place, and it is anticipated that this risk will reduce again at the next review.

### **Regional and functional risk registers – January 2026**

As at the 31 January 2026 there are a total of 79 risks across the network of regional and functional risk registers, which are reviewed monthly, by the risk leads and the Governance and Risk Manager. The Executive Team also monitors the corporate risk register and the profile of organisational risks at a monthly monitoring meeting. The executive risk leads also engage in discussions and monitor risks on a day-to-day basis with their respective teams.

A summary of the profile of risks across the regional and functional registers are outlined below:

- 6 risks with the score 20 and above (very high critical risks)
- 16 risks with the score 13 – 18 (high material risks)
- 40 risks with the score 5-12 (medium manageable risks)
- 17 risks with the score 1 – 4 (low negligible risks)

**Risk Workshop:** The Audit and Risk Assurance Committee also recently sponsored a risk workshop, which brought together Board Members, the Executive Team and representatives from Tîm Arwain. The workshop was facilitated by colleagues from Internal Audit and provided an opportunity to reflect on Llais’s general approach to risk management, implementation of the risk management strategy and to discuss good practice in risk management. A further session is now planned to undertake additional workshop activity and to review the organisation’s risk appetite statement. This session will be planned in the coming months.

### **Argymhellion/ Recommendations**

The Board is asked to note this risk report providing the assessment of key risks for the organisation. Also to note the planned further developments to risk reporting i.e.,

finalisation of reporting dashboards, additional tracking information on trends and an additional workshop for the Board to build on the event held on the 4 March 2026.