

Item: 11

Title: Risk update report

Gweithredu/Action required	For information and assurance
Amseru/Timing	Routine reporting
Argymhelliad/Recommendation	<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.</p>
Risg/Risk	Failing to capture and manage our organisational 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	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>Amcan cynlllyn strategol/ Strategic plan objective</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>Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion</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>Cyfathrebu/Communications</p>	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p>Internal: our people <input checked="" type="checkbox"/></p> <p>External: our customers/partners/stakeholders <input checked="" type="checkbox"/></p> <p>External: our organisation’s reputation <input checked="" type="checkbox"/></p>
<p>Cymeradwyaeth/Approval/Clearance</p>	<p>This paper has been cleared by Alyson Thomas, Chief Executive.</p>
<p>Trafodaethau neu penderfyniadau blaenorol/Previous discussions or decisions</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>Awdur Cyflwyno/Author/presenting</p>	<p>Richard Bevan, Corporate Director of Governance and Board Secretary/ Karla Lee, Governance and Risk Manager.</p>
<p>Dyddiad/Date</p>	<p>24 April 2026</p>
<p>Cefndir/Background and Manylion/ Detail</p>	
<p>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.</p>	
<p>This report continues to respond to the suggestions made by the Committee regarding reporting. As suggested by the Audit and Risk Assurance Committee at its meeting on 04 March 2026, we continue with the more simplified report with 3 key strands, but</p>	

continue to develop in line with the Committee's suggestions. 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).

Following the reasonable assurance received from an internal audit, the positive progress continues to be maintained. 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 – March 2026

As at the 31 March 2026 there are a total of 18 risks on the corporate risk register. A summary of these risks are outlined below:

- 2 risks with the score 20 and above (very high critical risks)
- 2 risks with the score 13 – 18 (high material risks)
- 12 risks with the score 5-12 (medium manageable risks)

- 2 risks with the score 1 – 4 (low negligible risks)

Activity profile:

- 1 new risk was added:
 - **Listening to People statutory requirements** – at a risk score of 12 due to changes arising from the implementation of new Listening to People statutory requirements may not be implemented effectively or consistently across Llais and the wider system.
- 9 risks were decreased:
 - **Organisational culture** – from a risk score 9 to 6 as a positive and increasingly consistent organisational culture has been evident for some time, supported by both lived experience and formal assurance. This has now been further evidenced through the recent staff conference and the completed culture and values internal audit, which provided reasonable assurance on progress and identified clear actions for continued improvement.
 - **Unexpected/Uncertainty of demand** – from a risk score 16 to 12 as demand across health and social care remains uncertain, particularly as Llais continues to mature its role in social care and as new statutory requirements emerge. However, the organisation’s ability to anticipate, monitor and respond to unplanned or fluctuating demand has significantly strengthened over the last year.
 - **Digital and IT implementation** – from a risk score 15 to 12 due to implementation of additional controls such as the network support secured for existing firewall and modernised equipment acquired, IT training delivered, and a digital strategy drafted outlining future support model and a new IT and Digital capabilities required.
 - **Cyber resilience** – from a risk score 15 to 10 in line with additional controls such as CEP and automated email controls.
 - **Public and stakeholder expectations** – from a risk score 8 to 4 due to Expectations management remains a live and important risk as Llais

continues to mature its role across health and social care. However, the organisation now has significantly stronger and more deliberate controls in place to shape understanding of its functions, powers and remit, and to respond proactively where confusion arises.

- **Partnership relations** – from a risk score 9 to 2 as Llais has now established strong and well embedded relationships with a wide range of partners across health, social care and the wider system. Engagement is taking place consistently at operational, executive and Board levels, supported by formal collaboration arrangements, regular joint activity and increasing shared understanding of Llais’ role and purpose.
- **Our people** – from a risk score 20 to 15 following the successful rollout of 2025-2026 wellbeing survey.
- **Communication Consistency** – from a risk score 16 to 9 as Llais has strengthened organisational discipline around insight, reporting and impact, supported by improved systems, governance and specialist capacity. Core risks are now more narrowly focused on ensuring consistent quality of regional follow-up, clear playback of outcomes, and sustained tracking of representations and influence over time.
- **Impact of Senedd Elections** – from a risk score 12 to 8 due to finalisation of the pre-election guidance and engagement and briefing of the Board, Executive Team and wider organisation.

Regional and functional risk registers – April 2026

As at the 30 April 2026 there are a total of 82 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)
- 6 risks with the score 13 – 18 (high material risks)
- 52 risks with the score 5-12 (medium manageable risks)
- 18 risks with the score 1 – 4 (low negligible risks)

Ongoing engagement has taken place with risk leads and the Governance and Risk Manager, with further meetings scheduled to enhance risk scores, strengthen alignment with the risk appetite, and streamline the risk narratives to ensure they are current and reflective of the new financial year. Significant progress has been made.

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 the link to risk appetite.