

Item: 20**Title: Risk Report and Initial Risk Dashboard**

Gweithredu / Action required	For comment and assurance
Amseru / Timing	Routine reporting
Argymhelliad / Recommendation	The Board is asked to consider the risk report and the new initial risk dashboard.
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 financial implications for this report.
Amcan Cynllun Corfforaethol / Corporate Plan Objective	Our corporate risk arrangements provide assurance to the Board, Audit Risk and Assurance Committee and the Tim Arwain that all strategic risks have been identified and effectively managed. It forms part of our governance and assurance arrangements.
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	There are no key issues relating to equity, diversity and inclusion relating to this report. However, these matters do feature in the network of risk registers in the organisation.
Cyfathrebu / Communications	Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input checked="" type="checkbox"/> External: our organisation's reputation <input checked="" type="checkbox"/>
Cymeradwyaeth / Approval/Clearance	This paper has been cleared by Alyson Thomas, Chief Executive.
Trafodaethau neu penderfyniadau blaenorol / Previous discussions or decisions	Llais's corporate risk arrangements have been regularly reviewed at each Board meeting, Audit and Risk Assurance Committee meetings and the meetings of Tîm Arwain.
Awdur Cyflwyno / Author/presenting	Richard Bevan, Interim Board Secretary.
Dyddiad / Date	16 July 2024
Cefndir / Background	
The Board has considered previous versions of the corporate risk reports and provided comments and suggestions on how the organisational risk	

arrangements could be improved. Changes have continued to be made and implemented and have been discussed and monitored by Tîm Arwain.

The Interim Board Secretary and the Strategic Director of Operations and Corporate Services have been undertaking review work on the risk management framework and processes and have been reviewing with colleagues in regions and corporate departments the network of risk registers. This work will continue, and new proposed arrangements will be submitted to the September meetings of the Audit and Risk Assurance Committee and the Board.

The Corporate Risk Register has not been submitted to this Board as it is under redevelopment. However, in the interim an initial risk dashboard has been added to this report to provide an overview of current risks for the Board, whilst the new arrangements are finalised. Further developments will continue as part of the review, and it is intended that a new style dashboard risk report will be introduced in September alongside the proposed revised risk arrangements.

Manylion/Detail

Risk management framework and review

Llais has continued to implement and refine its approach to risk management during 2023/2024. A complete review of the risk approach is underway during 2024 and it is intended that this will result in a substantial revision of the Risk Management Strategy and approach for Llais. The Audit and Risk Assurance committee will remain responsible for monitoring effectiveness of the implementation of the risk approach to ensure the organisation reaches its full potential in relation to the revised risk management arrangements.

In monitoring the ongoing implementation, any risks to the non-delivery or gaps in the achievement of Llais's goals and objectives will be identified and acted upon with remedial actions agreed and implemented to mitigate and ensure the plan continues to progress through Tîm Arwain and risk owners. This will be further developed in the coming months through the finalisation and adoption of a Board Assurance Framework as part of the wider risk management arrangements.

At each Llais Board meeting, the Board will continue to receive a strategic risk report, which will provide a high-level account of risks included on the Corporate Risk Register. An initial risk dashboard has been provided for this meeting, whilst the review is finalised.

The Strategic Directors hold assurance meetings with their respective regions and teams to discuss management of ongoing risks that are held at regional and team levels. Reports are discussed at Tîm Arwain to ensure a balanced

and consistent approach and cross referral of risks and agreed joint working, as required.

The Interim Board Secretary is working with leads to provide advice and support on the development of the network of risk registers and the wider risk framework. This will include the development of a risk flow diagram with key timelines and reporting requirements for the risk framework.

This is being designed to provide a consistent and common approach and Tîm Arwain will act as the key forum for reporting and review of the network of risk registers and will provide a key connection point for the co-ordination of the overall organisational risk approach. However, the Board will be the owner of the Board Assurance Framework in terms of the risk of non delivery of the organisation's agreed corporate objectives.

The Executive Team will also be meeting during August to consider the outputs of the review and to undertake a further analysis of organisational risks and identify the risk landscape for the organisation and concert that to a new Corporate Risk Register and to inform the ongoing work on the Board Assurance Framework.

Risk management training has been delivered to Tîm Arwain and to the Regional Operations Managers. The Interim Board Secretary is currently undertaking further work with the Strategic Director of Operations and Corporate Services to meet with each of the Regional Directors and their Regional Operations Managers and representatives of corporate departments to review their risk approach and discuss the current profile of risks at regional and corporate levels.

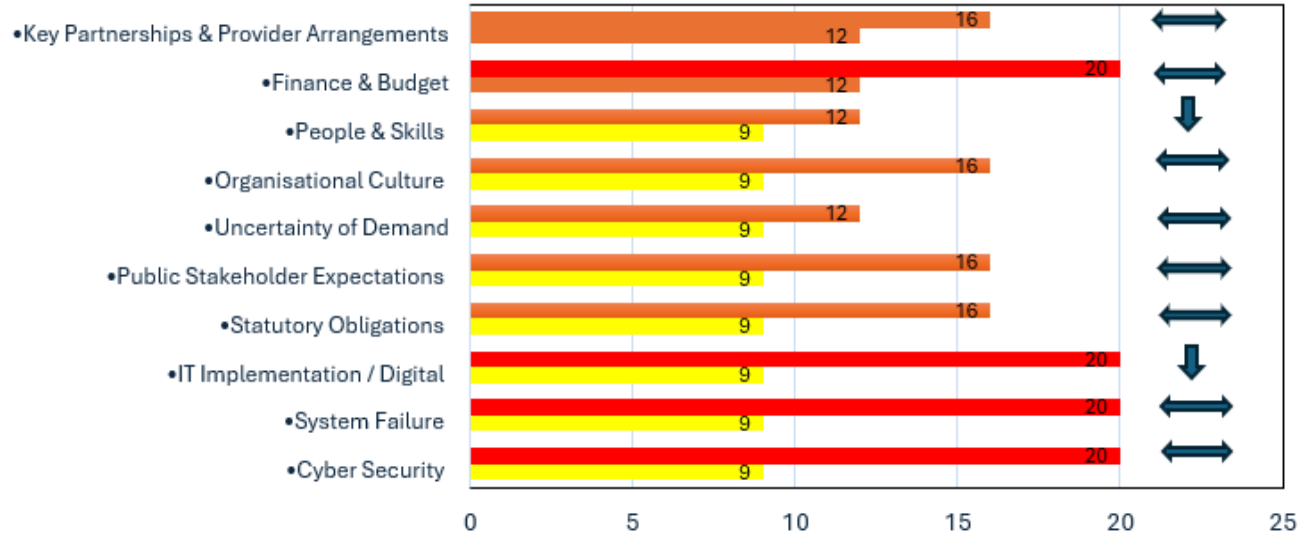
It is the intention that following finalisation of the review during July and August and that further engagement will take place with Tîm Arwain, the Audit and Risk Assurance Committee and the Board to test the proposals and finalise the approach.

Current Risk Profile:

As at end of June 2024, there were 15 strategic risks described within the Corporate Risk Register which represents the most significant risks to organisation, which could potentially impact on the delivery of the Board's strategic priorities. These are expressed in the attached initial risk management dashboard for Board consideration and information.

CORPORATE RISK REGISTER - LLAIS – END OF JUNE 2024 – RISK DASHBOARD

TOP TEN RISKS



RISK THEMES



TOTAL RISKS

