

Item: 06

Title: Draft Board Assurance Framework

Gweithredu / Action required	For approval.
Amseru / Timing	Urgent.
Risg / Risk	<p>Without a Board Assurance Framework operating within Llais, there is the risk that the Board of Llais will not be fully aware of the progress being made against the overall goals and strategic objectives of the organisation and the range of position reporting on its wider roles and responsibilities.</p> <p>It provides mechanisms through which the Board can be aware, discuss, and seek assurance on the risk of potential non-delivery of its agreed goals and objectives and compliance with its remit.</p> <p>A Board Assurance Framework is an element of the overall governance arrangements of the organisation and will be routinely reported to the Audit and Risk Assurance Committee and the Board.</p>
Cyllid / Finance	There are no direct financial implications of this report, but the content of the report is related to the financial governance arrangements of Llais and links to the wider governance arrangements.
Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective	<p>This work relates particularly to objective 5 – which is to grow and improve as an organisation and be a trusted organisation that is valued by everyone.</p> <p>Good governance arrangements will be an important enabler for the successful operation and delivery of all aspects of the work of Llais and therefore, the achievement of all key objectives.</p>
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	This report does not directly impact in this area.
Cyfathrebu / Communications	<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 ☒</p> <p>External: our organisation's reputation ☒</p>
<p>Cymeradwyaeth / Approval/Clearance</p>	<p>The Chief Executive has approved this paper.</p>
<p>Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions</p>	<p>The Board has not previously had in place a Board Assurance Framework. This is a new development.</p> <p>However, the Board and the Audit and Risk Assurance Committee have held discussions about it during the last year as part of its meetings and development sessions.</p> <p>The Board has endorsed the Board Assurance Framework in development, and it was agreed for the document to be submitted to the Board for full approval.</p>
<p>Awdur/ Cyflwyno / Author/presenting</p>	<p>Richard Bevan, Interim Board Secretary</p>
<p>Dyddiad / Date</p>	<p>17 March 2025</p>
<p>Cefndir / Background</p>	
<p>Following the first operational year of Llais, the Chair and Chief Executive commissioned an independent review/assessment of the governance and assurance arrangements in Llais. Eversheds Sutherland undertook this review. The interim Board Secretary was then asked to undertake further governance development work in Llais and update governance systems, processes, and documentation. This work has been ongoing over the last year.</p> <p>One of the elements recommended by the Interim Board Secretary was the development of a Board Assurance Framework. This document is owned by the Board, and it is a mechanism through which the Board can receive information and assurance on implementation work against its agreed strategic objectives, information regarding the continuing potential risks of non-delivery of its agreed strategic objectives and compliance with its roles and responsibilities.</p> <p>This work has been framed through discussion with the Board and has been aligned to the new OKR system. It was considered important to align the proposed Board Assurance framework to the OKR system to ensure that it is used as the overall performance and management system for Llais, rather than developing another risk schedule.</p> <p>The Board Assurance framework is also linked to Llais's overall Risk Management strategy, policy, and arrangements. The risk management approach of Llais has also been undergoing a review in parallel with the development of the Board Assurance Framework.</p>	

Manylion / Detail

This Llais draft Board Assurance Framework serves to provide the Board with a mechanism through which the organisation is aware of the effectiveness of its work in achieving its strategic goals, is clear about the risks to the non-delivery of these strategic goals and its compliance with its remit.

The Framework also seeks to provide a mechanism through which the Board can:

- understand that it is adhering to its values, legal obligations, and undertakings; and
- demonstrate sound and good governance through its systems, behaviours, and processes i.e., that it is doing the right things in the right way for the right reasons.

This framework also provides an overview of the overall system of governance and assurance by outlining the structures, processes and sources of information and assurance that the Board should expect to see and receive from both inside and outside the organisation. Through this network of governance and assurance, the Board will be able to make determinations about:

- the adequacy and appropriateness of the day-to-day management of the organisation, as directed by the Chief Executive;
- the delegation arrangements that are in place; and
- whether or not it is on track to meet its stated objectives.

It will also assist and enable the Board in giving assurance to its partners, Welsh Government, and the people of Wales regarding its progress against its roles and responsibilities and agreed objectives. It should also help in demonstrating that the Board is committed to excellence in all that it does and will be accountable, open, and transparent in all its decisions and activities.

The Board Assurance Framework will usually be considered twice a year by the Board. Once at its approval at the outset of a financial year and a review after six months. The framework will then be discussed at year end, when the new version will also be considered and approved in line with the agreement of a new Annual Plan.