# Strategic Development Committee

## Board Assurance Framework Report – September 2026

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| **Eitem yr Agenda / Agenda Item** | 8.1 |
| **Dyddiad y Cyfarfod / Date of Meeting:** | 10 November 2026 |
| **Statws Cyhoeddi / Publication Status:** | Open/Public. |
| **Adroddiad wedi'i baratoi gan / Report Prepared by:** | Louise Stait, Interim Assistant Director Governance and Risk |
| **Cyflwynydd yr Adroddiad / Report Presenter:** | Gareth Watts, Director of Corporate Governance / Board Secretary |
| **Noddwr Gweithredol yr Adroddiad / Report Executive Sponsor** | Gareth Watts, Director of Corporate Governance/Board Secretary |
| **Diben yr Adroddiad / Report Purpose:** | For Review |
| **Camau Gweithredu / Penderfyniad Angenrheidiol / Action / Decision Required:** | The Committee is asked to:<br>• **NOTE** the risks under its remit*, and confirm that the updates provide adequate assurance and reflect recent discussions.<br><br>**SDC oversees Risks 4,5,7,8,10,11* |
| **Cyd-destun Strategol:** *Mae'r adroddiad hwn yn cyd-fynd â'r Pileri Strategol canlynol* ***Strategic Context:*** *This report aligns to the following Strategic Pillars* | **All Strategic Pillars**<br><br>This report relates to the Board Assurance Framework as a whole and therefore aligns to all CTMUHB Strategic Pillars. |
| **Nodwch sut mae hyn yn cyd-fynd â'r Cynllun Tymor Canolig Integredig / Cynllun Cyflawni Blynyddol** *(Cyfeiriad blaenoriaeth berthnasol)*<br><br>**Please indicate how this aligns to the Integrated Medium Term Plan / Annual Delivery Plan** *(Reference relevant priority)* | The Board Assurance Framework supports delivery of the Integrated Medium Term Plan and Annual Delivery Plan by identifying, monitoring and reporting the principal strategic risks that may affect delivery of the Health Board's objectives, priorities and statutory duties. |

**Crynodeb Gweithredol o'r hyn y mae'r adroddiad yn ei ddisgrifio:**
Dechreuwch drwy **grynhoi'r wybodaeth bwysicaf yn fyr**. Dylai hyn roi dealltwriaeth gadarn o'r pwyntiau allweddol yn erbyn y 3 phennawd canlynol heb ddarllen yr adroddiad llawn:
**Executive Summary of what the report is describing:**

| Start by **summarising briefly** the most critical information. This should provide a firm grasp of the key points against the following 3 headings without reading the full report: | |
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| **Beth** *(crynodeb o'r sefyllfa / mater cyfredol a pham ei fod yn bwysig a thystiolaeth i gefnogi'r safbwynt hwnnw ac ati)*<br><br>**What** *(summary of current position / issue & why it matters and evidence to support that position etc)* | The Board Assurance Framework (BAF) sets out the Health Board's principal strategic risks and provides a structured view of the controls, assurances, gaps and mitigating actions in place to manage them.<br><br>SDC has the following role in relation to the BAF, as set out in the Health Board's Risk Strategy:<br>• *Receive and scrutinise risks and provide onwards assurance to the Board in relation to risks assigned to them to provide oversight and scrutiny.*<br>• *Receive updates in terms of actions taken to mitigate the risks and provide feedback and challenge to risk owners on the actions taken and any further action required.*<br><br>This report presents the BAF risks which are assigned to SDC, namely Risks 4,5,7,8,10,11.<br><br>All risks have been reviewed and updated by risk owners and handlers as part of the September 2026 refresh.<br><br>Particular focus has been placed on improving the articulation of strategic gaps, strengthening the description of mitigating actions, and evidencing the impact of actions taken to date.<br><br>Changes to the BAF are normally indicated in red text to aid visibility of changes. This has not been applied on this occasion due to the extent of the revisions, which would have significantly reduced the readability of the document.<br><br>A summary version of the BAF has also been produced for the September reporting round. This summary should be read alongside the full Board Assurance Framework, which provides the detailed risk descriptions, controls, sources of assurance, actions and supporting evidence. **It does not replace the full framework or seek to reproduce all of its content.** |
| **Felly, beth** *(darparu dadansoddiad ystyrlon gan dynnu allan, fel y bo'n briodol, oblygiadau yn erbyn Strategaeth /* | The September iteration of the BAF has focused on strengthening the articulation of strategic gaps, risk treatment narratives and evidence of the impact of mitigating actions. |

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| *Cynlluniau Cyflawni / risgiau Strategol neu Reoleiddiol CTMUHB ac ati ac unrhyw opsiynau ar gyfer mynd i'r afael â'r rhain)*<br><br>**So, what** *(provide meaningful analysis drawing out as appropriate implications against CTMUHB Strategy / Delivery Plans / Strategic or Regulatory risks etc and any options for addressing these)* | In addition, the summary version provides an accessible overview of the Health Board's principal strategic risks and the current level of assurance over how they are being managed. It is intended to support Board and Committee discussion by highlighting the most significant gaps, the progress being made to address them, the factors that continue to limit assurance, and the expected direction of travel. |
| **Beth Nesaf** *(crynodeb o'r camau gweithredu a fwriadwyd a'r manteision sy'n cefnogi'r dewisiadau a'r argymhelliad(au) sy'n cael eu gwneud)*<br><br>**What Next** *(summary of intended action and benefits supporting the choices and recommendation(s)being made)* | The Health Board recognises that development of a mature assurance framework is an ongoing process. Next steps for the November 2026 BAF will include making the assurance already contained within the detailed BAF more visible within the summary, giving Board and Committee members clearer sight of the effectiveness of mitigating actions, areas where assurance remains limited and the direction of travel for each strategic risk.<br><br>The October Operational Delivery Committee piloted a more assurance-led approach to committee business, using the BAF and Organisational Risk Register to frame scrutiny and triangulate evidence across the wider agenda. Initial feedback has supported the principle of moving beyond whether plans and controls are in place, towards clearer consideration of whether actions are having measurable impact and what significant gaps or uncertainties remain.<br><br>Learning from the pilot, including the need to make links between strategic risks, committee evidence and assurance questions clearer without constraining wider scrutiny, will inform further development of the approach across assurance committees. |
| **Argymhelliad** *(Wedi'i gysylltu â'r adran "Beth Nesaf" uchod).*<br><br>**Recommendation** (Linked to the "What Next" section above). | The Committee is asked to:<br>• **NOTE** the risks under its remit*, and confirm that the updates provide adequate assurance and reflect recent discussions. |

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| | **SDC oversees Risks 4,5,7,8,10,11* |

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| **Cyswllt â Risg(iau) Strategol ar Fframwaith Sicrwydd y Bwrdd** *(Nodwch pa risg(iau) strategol y mae'r mater hwn yn effeithio arnynt a beth yw'r effaith ar y risg)*<br><br>**Link to Strategic Risk(s) on the Board Assurance Framework** (Identify which strategic risk(s) this matter impacts on and what the impact is to the risk) | All Strategic Risks on the BAF<br>This report relates to the Board Assurance Framework as a whole and therefore has relevance to all strategic risks included within the BAF. |

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| **Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant /**<br>**Link to Wellbeing of Future Generations Act – Wellbeing Goals** | All applicable<br>The Board Assurance Framework supports consideration of the Health Board's strategic risks across all relevant Wellbeing Goals. Individual strategic risk entries identify specific implications where relevant. |

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| **Dolen i Hwyluswyr Ansawdd / Link to Enablers of Quality** | All applicable<br>The Board Assurance Framework supports oversight of strategic risks that may affect all Enablers of Quality. The specific relevance of each enabler is reflected within individual strategic risk entries where appropriate. |

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| **Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental Sustainability Impact (5Rs)** | Yes - Applicable<br>This report is an assurance update and does not propose any service change or operational decision. Environmental and sustainability implications are considered within individual strategic risks where relevant. |

| **Asesiad Effaith**<br>**Impact Assessment** | |
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| **Canlyniad Asesiad Effaith ar Gydraddoldeb a'r Gymraeg** *(Ysgrifennwch ddatganiad cryno, os na wneir hynny, rhowch reswm o'r rhestr ostwng a llofnodwch y Weithrediaeth.)* | No separate Equality & Welsh Language Impact Assessment has been undertaken as this report provides an assurance update and does not propose a new policy, service change or decision. Equality & Welsh Language implications are considered within individual strategic risks where relevant. |

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| **Equality & Welsh Language Impact Assessment Outcome** *(Please write summary statement, if not undertaken provide reason from dropdown and Executive sign off.)* | **Named Executive/Board member sign off for no EWLIA completion:** Executive Sponsor: Director of Corporate Governance / Board Secretary |
| **Canlyniad Asesiad Effaith Ansawdd** *(Cadarnhewch y canlyniad, os na chynhaliwyd ef, esboniwch yn fyr pam nad oedd ei angen)*<br><br>**Quality Impact Assessment Outcome** *(Please confirm outcome, if not undertaken briefly explain rationale for why it was not required)* | No separate Quality Impact Assessment has been undertaken as this report provides an assurance update rather than proposing a service change or operational decision. Quality implications are reflected within individual strategic risks where relevant. |
| **Cyfreithiol / Legal** | Yes (Include further detail below)<br>Legal and regulatory implications are captured within individual strategic risk entries where relevant. |
| **Enw da / Reputational** | Yes (include further detail below)<br>The BAF is a key public assurance document. Reputational implications therefore arise from ensuring that the Health Board's principal strategic risks are accurately reflected and appropriately reported. |
| **Effaith Adnoddau** *(Pobl /Ariannol) /* **Resource Impact** *(People / Financial)* | Yes (include further detail below)<br>This report does not request additional resources. Workforce, financial and other resource implications are considered within individual strategic risks where relevant. |

| **Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)** | | |
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| **Committee / Group / Individuals** | **Date** | **Outcome** |
| Strategic risk owners and risk handlers | Aug-Sept 2026 | Updates requested to support the September 2026 BAF refresh, including redrafting of the Gaps section and other elements. |
| Executive Leadership Group, Board and Committees | Various | Previous iterations of the BAF have been reviewed through the established governance cycle. The document is iterative and continues to respond to |

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| | | Executive, Board and Committee feedback. |
| Audit Wales feedback / Structured Assessment recommendation | 2025/26 | BAF template amended to strengthen reporting of the actual impact of mitigating actions, in response to the recommendation that the BAF should more clearly report the impact of actions taken to mitigate strategic risks. |
| Executive Leadership Group | 14/09/2026 | Review, moderation and management sign-off for presentation to the Board and committees. |
| Health Board Committees | September / October 2026 | Review and scrutiny |

| **Acronyms / Glossary of Terms** | |
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| BAF | Board Assurance Framework |
| CTMUHB | Cwm Taf Morgannwg University Health Board |
| ELG | Executive Leadership Group |
| IMTP | Integrated Medium Term Plan |
| P&I | Performance and Improvement |