Risk No	Risk Owner & DG	Risk Description and Impact	Related Business Plan Objective/s	Timing	Risk Category	On X Gov A G	Inhe rent Risk		Cause	Planned Mitigation	Quarter Update on Mitigation- achievements / challenges	Metrics (if applicable), including change over time.	Mitigation Status	Resi dual Risk		OVERALL RISK - PREVIOUS QUARTER		Target Risk (Not to be amended by teams)	# 1
	mma Reed	DESCRIPTION - ( MAJOR NATIONAL INFECTIOUS DISEASE OUTBREAK AND PANDEMIC FULL)		Uncertain	External	Yes	IMPACT	икеиноор					- plans	IMPACT	ОУЕВАЦ				E C n E
	winson	Risk the department fails to respond and mobilise adequately to a major national infectious disease hazard, such as pandemic flu or other novel infection	infectious disease outbreak				is	m 10					rack - work 3 - Some concerns	4	3 2	m	<b>⇒</b>	m	ED IN S IN
		IMPACT/S - 1) Widespread infectious disease outbreak; 2) Loss of life; and 3) UK infrastructure unable to function effectively											2 - On track - work 2 - On going to plan					ı	_     N   P   A   C   T   //

Risk No	Risk Owner & DG	Risk Description and Impact	Related Business Plan Objective/s	Timing	Risk Category	On X Gov't Risk Register?	Inhe rent Risk		Cause	Planned Mitigation	Quarter Update on Mitigation - achievements / challenges	Metrics (if applicable), including change over time.	Mitigation Status	Resi dual Risk		OVERALL RISK - PREVIOUS QUARTER	Residual R Change sin last quart	ice amended by
							MPACT	КЕПНООБ						MPACT	КЕПНООВ	<b>VERALL</b>		
12	Page 2 Jenny Richardson DG - David Williams	DESCRIPTION - { DHSC CAPABILITY } There is a risk that we do not have the levels of capability we need in the right places to deliver the Departmental Business Plan or realise our ambition to be a Great Department of State.	5.3 Develop Our Leaders, Capability and Skills	Uncertain	Internal	No	3	3	picture of our current capabilities so we cannot say with confidence what capabilities are strengths and which areas need further investment.	DG areas to have a 12-month workforce plan to include capabilities (Mar); Launch a refreshed Learning Prospectus (Sept) Launch new Performance Health Checks. (Oct) Define scope for a skills review (Oct)	Refreshed learning prospectus launched in October. Skills Review has started, with a view to report back to People Board March 2020 Performance Health Checks framework launched on 1 Oct.	Evaluation of management programmes- at least 90% to agree prog has met learning needs (folict evaluation in Jan). 1% increase in Leading & Managing Change & My Manager people survey scores (results in Dec) - 2020 People Survey results have seen a 5% increase. In Insulation in Chanaging Changes. In	2 - On track - work going to plan	8	3	E E	<b>→</b>	2
									maturity, meaning assessment of current capability and future requirements across the professions is inconsistent c) There is a perception that there is	Skills Review to include priority professions Engagement with hoPs on their offer (incl apprenticeships) Refreshed Learning Prospectus to include professions offer Work with Policy Profession to develop/attract policy skills Apply multi-site lens to all capability proposals	Worked with professions, as part of Learning Prospectus Refresh to ensure their offer is well promoted. Skills Review conversations are underway with Heads of Profession for 6 priority areas to identify strengths/ weaknesses in capabilities to inform recommendations for Scoping talent and capability strand to	People Survey L&D scores - aim for 3% increase for 1.8D for 19/20 to 63% - this has been achieved.  Pulse Survey results (report in Q2)	3 - Some concerns - plans amended					
									an inconsistent understanding of the capability offer across DHSC sites, with staff not knowing how to access this.	Targeted promotion for ELS/SLS in summer Develop comms plan to promote career pathways in Leeds/London from Sept.	support multi-site - to include comms plan to promote pathways.  FLS/SLS - 57 applications progressed to Stage 2 Interviews, incl. 15 in Leeds. 7 interview prep sessions were supported by alumni from both London & Leeds.  We are managing all central learning intitatives keeping multistie in mind.  DDLP has included Leeds based modules for 2 of the 5 cohorts. Management Fundamentals has been split 50/50 and Leading and Managing with confidence has been split 60/40 between Leeds and London.	People Survey L&D scores - aim for 3% increase for L&D for 19/20 to 53% (results in Dec) - this has been achieved.	2 - On track - work going to plan					
									d) We have limited talent pipeline and do not have an approach to succession planning for our most critical roles.	Refresh responsibilities for talent forums; use forums to deploy capabilities to priorities. DDTB (quarterly), Director TB (Dec) Develop an approach to succession planning at SCS and G6/7 to enable more proactive talent conversations (Mar)	developed; ExCo discussion Jan will test robustness.	A 10% increase in application numbers on x govt talent schemes by March 2020 (report in Q3) - application round for Stage 1 has closed with 79 applications, compared to 62 last year representing a 27% increase in applications number across both schemes.	2 - On track - work going to plan					
		IMPACT/S - Failure to deliver Single Departmental Plan/Business Plan commitments and ambition successfully and DHSC not seen as a great place to work - reputational damage, leading to attraction and retention difficulties.							e) There are leadership and Line management capability and confidence gaps across DHSC	Implementation and evaluation of the Capability Strategy specifically:  - Leadership events for G7 through to SCS. By March 2020 we will hold a further 2 Directors Away Days; 2 Leadership Forum; 2 Leadership Live - SCS Learning offer: - introduce peer buddying for new recruits; lunch and learns for all (Oct) - Evaluate DD Leadership Programme pilot (Jan) - Relaunch Leading & Managing with Confidence (Jul); Management Fundamentals (Sep) - Continue induction events. Next event in London in Feb, Leeds in March - 90% of SCS to have attended Wellbeing Confident Leaders (Mar) - Rollout Perf Health Checks (Oct)	cohorts in total for 96 people; Management Fundamentals - 4 cohorts in place for 64 people. Further cohorts will be planned for Q1 20/21 85% of our current SCS population have		2 - On track - work going to plan					