

Ref	Risk Description (1)	Inherent Risk (2)			Risk control measures/ proposed mitigating actions (3)	Residual Risk (4)			RAG status & change <sup>1</sup> (5)	Proximity (6)	Lead Owner
		I	L	O		I	L	O			
<b>Policy</b>											
<b>P1</b>	<b>Jobs and Growth</b>  If we fail to carry out the Government's plans to invest in infrastructure, innovation and improving the business environment then we will not deliver on their pledge to strengthen the conditions that will enable business to create jobs and sustainable economic growth.	4	3	12	<ul style="list-style-type: none"> <li>• EST will engage with central finance colleagues to seek support funding for major projects.</li> <li>• EST will consider innovative financing mechanisms to lever in additional resources.</li> <li>• EST will engage with other Departments to garner support for cross cutting projects.</li> <li>• Continuous development of a range of policy and delivery actions.</li> <li>• Focussing of revised investment framework for funding prioritisation, including flexible use of financial and human resources.</li> <li>• PfG embedded in Business Planning and performance reporting.</li> <li>• Develop approach to integrated business planning to maximise support for delivery.</li> <li>• Assessing the need for targeting support to businesses to maximise resource effectiveness.</li> <li>• EST officials to work with policy officials across all WG policy areas to help ensure, wherever possible, that new policies are business friendly.</li> </ul>	3	2	6	↔ <b>Amber</b>	<b>Blue</b>	Name Redacted 1/06/14

<sup>1</sup> Shows RAG status & change in residual score since May 2014 (5)

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					<ul style="list-style-type: none"> <li>WG officials to use the business scheme to ensure the impact of all new policies on business are considered during their development.</li> </ul>						
<b>P2</b>	<p><b>Tackling Poverty</b></p> <p>If our actions on tackling poverty, as set out in the refreshed Tackling Poverty Action Plan, do not have sufficient impact and we are caught unawares by the effects of changes to the benefits system, the Welsh Government will be seen to have failed in its response to the challenges of economic downturn, spending cuts and welfare reform.</p>	5	4	20	<p>Many of the actions WG can take are aimed specifically at preventing poverty in the long term. It will be challenging to amass enough evidence of impact in the short term, set against the scale of the economic downturn and welfare reform. However, we are making the most of key performance data and harnessing the contribution of mainstream programmes across the organisation. Communicating successes will be key.</p> <p><u>Controls in place:</u></p> <ul style="list-style-type: none"> <li>Progress on six key priority areas being closely monitored by Ministerially chaired Implementation Board: targets on attainment at age 15 and reducing 19-24 year olds NEET are the most challenging</li> <li>Ministerial Task and Finish Group on Welfare Reform continuing engagement with stakeholders and communicating consistent messages publicly.</li> <li>Close engagement between Tackling Poverty Division, Strategic Budgeting, FMDU and Knowledge and Analytical Services on assessment of “what works” and evaluation of current programmes</li> <li>Close liaison with DWP, both day to day and</li> </ul>	5	2	10	↔ Amber	Grey	June Milligan

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		I	L	O		I	L	O			
					<p>formal</p> <ul style="list-style-type: none"> <li>Increased external engagement bringing together local programme managers, local authority Anti-Poverty Champions and health boards</li> </ul> <p><u>Proposed mitigating actions:</u></p> <ul style="list-style-type: none"> <li>Continued use of evidence and evaluation to improve the impact of programmes</li> <li>Maximise potential of EU programmes to help by developing proposals in line with tackling poverty priorities.</li> <li>Further analysis and advice to DM Tackling Poverty, Minister for Communities and Tackling Poverty, FM and other Cabinet colleagues on the actions which have greatest potential impact</li> <li>Streamlined outcome and performance measures across programmes to be introduced in September 2014</li> <li>Re-evaluate communication lines on aim of eradicating child poverty by 2020</li> </ul>						
<b>P3</b>	<p><b>Delivering Together for Health</b></p> <p>If we do not:</p> <ul style="list-style-type: none"> <li>Restructure services safely, quickly and sustainably</li> <li>Install appropriate quality assurance and</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>LHBs and Trusts have developed Medium Term Plans setting out how they will deliver the key aims set out by TfH. The plans have been put through a robust scrutiny process and will be reviewed again following their submission on 31 March.</li> <li>LHB plans are in place in response to TfH which incorporate proposals for service reconfiguration.</li> </ul>	5	3	15	↔ Red	Grey	Jo Jordan on behalf of Perm Sec

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	<p>quality improvement</p> <ul style="list-style-type: none"> <li>• Grip health improvement</li> <li>• Provide robust data to assess quality of care and treatment</li> </ul> <p>then we will not deliver TfH successfully. The quality of patient care will not improve, NHS services will not be put on a sustainable footing for the future, the quality and safety of services will be compromised and there will be a risk to patient safety and to the Government's reputation.</p>				<p>This process is being carefully managed across Wales.</p> <ul style="list-style-type: none"> <li>• 3 Regional Service Change Plans have been prepared by LHBs and are now in the process of implementation or decision making. A new outcome framework for managing the NHS has been agreed. This has been developed jointly with Social Services and both will be launched on in July. Over the next 12 months development work will be undertaken to support new indicators that will be in place from April 2015.</li> <li>• The National Clinical Forum is providing clinical advice to LHBs on whether the proposals provide a basis for safe and sustainable delivery of services.</li> <li>• The Minister, NDG and the Department's senior team are receiving regular reports on progress on all elements of TfH.</li> <li>• DH&amp;SS Risk Register reflects the individual elements of the risks and how they are being managed. To support LHBs in increasing the scale and pace in the development of primary and community care services and the rebalancing of care away from acute settings, a "Local Care Plan" has been published.</li> <li>• Implementation of the Quality Delivery Plan.</li> <li>• HIW are carrying out Dignity and Essential Care Inspection and Cleanliness spot checks, as well as their regular inspections.</li> </ul>						

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					<ul style="list-style-type: none"> <li>• Clinical Governance paper "Safe Care, Compassionate Care" has been issued to the NHS.</li> <li>• New arrangements are in place to clarify the roles and responsibilities of the Welsh Government, HIW and WAO when dealing with serious concerns within the NHS. The arrangements identify the trigger points which lead to various levels of intervention, what action should be taken, by whom and when.</li> <li>• All LHBs are required to publish Annual Quality Statement agreed by CEOs.</li> <li>• All LHBs have considered and produced responses to the WAO/HIW report on governance issues in BCU Health Board, and the Andrews Report into ABMU.</li> </ul>						
<b>P4</b>	<b>Devolved Services Reform</b>  If, in responding to the reports from the Williams and Silk Commissions, we do not set out and drive forward a new programme of public service reform in tandem with proposed changes to the devolution settlement, then we will be unable to meet the	5	5	25	The Commission's reports have wide ranging implications for both the delivery of public services in Wales and the devolution settlement, and the FM wishes the reports to be considered in tandem to develop a coherent reform agenda. The controls below relate to initial action on this, and will be expanded further to reflect the developing agenda.  <u>Controls</u> <ul style="list-style-type: none"> <li>• Ministers provided with an initial public response and accompanying briefing.</li> <li>• Ministers have considered implications of the Commissions' reports (individually and</li> </ul>	5	4	20	↔ Red	Black	Name Redacted

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	Government's objective of providing the most efficient, effective and accessible public services to the citizens of Wales. <b>(Revised description)</b>				<p>collectively at Cabinet).</p> <ul style="list-style-type: none"> <li>Ministerial Task &amp; Finish Group and supporting Co-ordinating Officials Group are being established to provide internal governance to the reform agenda, with portfolio, programme and project governance arrangements in development.</li> <li>Government responses are being developed.</li> <li>Started to identify and bring together staff with relevant skills to support early work.</li> <li>Some limited, early engagement initiated with external partners.</li> </ul>						
P5	<p><b>Resilience (Major Emergencies)</b></p> <p>If we fail to provide leadership to ensure Wales is prepared for and resilient to the full range of national hazards and threats, including pandemic influenza, terrorism, major flooding, severe weather and currently the impact of the fire fighters industrial action, then there is a risk to the health and well</p>	5	4	20	<p><u>Controls</u></p> <ul style="list-style-type: none"> <li>Comprehensive, tested governance structure in place, including Wales Resilience Forum and Civil Contingencies Group.</li> <li>Established links with responder agencies, including through the Joint Emergency Service Group and liaison attendance at operational commands.</li> <li>Investment in facilities and communications that enable an accurate Wales wide collation and coordination of information to be undertaken in emergency situations.</li> <li>Emergency contact arrangements and list of volunteers in place.</li> <li>Pan Wales Response Plan activation exercise undertaken in April 2014.</li> </ul>	4	3	12	↓ Amber	Grey	June Milligan

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	being of the citizens of Wales. <b>(Revised Description)</b>				<ul style="list-style-type: none"> <li>• E-learning packages made available for new volunteers.</li> <li>• Ministerial agreement to UK Influenza Pandemic Preparedness Strategy 2011 and DHSS investment in stockpile of health countermeasures.</li> <li>• WG led Pandemic Influenza Group meetings to co-ordinate multi-agency pandemic influenza planning.</li> <li>• Wales Health and Social Care Influenza Pandemic Preparedness and Response Operational Guidance issued August 2013 and amended with a Social Service checklist added.</li> <li>• Revised Multi-Agency Pandemic Influenza Guidance issued to LRFs in August 2013.</li> <li>• Delivery of a Wales Pandemic Influenza Workshop for health and social care delivered 2013.</li> </ul> <p><u>Further Mitigating Actions</u></p> <ul style="list-style-type: none"> <li>• Enhanced accredited training programme for senior command.</li> <li>• Provision of additional training and review of arrangements for staffing ECCW including reward and recognition for volunteers.</li> <li>• Close monitoring implementation of changes resulting from Compact commitments and health reconfiguration.</li> <li>• DGs to monitor national risks and provide specific</li> </ul>						

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					<p>Wales guidance, where required.</p> <ul style="list-style-type: none"> <li>• Ministerial agreement to Wales' participation in UK Tier 1 Pan Flu Exercise 2014. Officials on UK Steering and Planning Groups.</li> <li>• LRFs multi-agency pandemic plans being tested in Exercise Gygnus.</li> <li>• Activation of the ECC(W) for the FBU strikes and in response to the winter storms continually testing operating processes and systems.</li> <li>• Introduction of an all-Wales Lessons Learnt process to ensure that recommendations from debriefs are implemented.</li> <li>• Engagement in Tier 2 Exercise Hopkinson to test the response to an energy crisis in July 2014.</li> </ul>						
<b>P6</b>	<p><b>Raising Standards in Schools</b></p> <p>If we fail to successfully deliver our schools standards reform agenda then education outcomes (GCSE, A levels and PISA) will not rise and Wales will fall further behind.</p>	5	4	20	<p><u>Controls</u></p> <ul style="list-style-type: none"> <li>• Established links with schools, local authorities, consortia and unions.</li> <li>• A new National Model for Regional Working bringing consistency of approach for school improvement across Wales along with robust governance arrangements at chief executive and cabinet level. Welsh Government on all boards with observer status</li> <li>• Formal challenge and review events held termly to monitor impact and outcomes</li> <li>• Review of curriculum underway</li> <li>• National Literacy and Numeracy Framework in place with a range of supporting policies in place</li> </ul>	4	3	12	↔ Amber	Grey	Owen Evans



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					<ul style="list-style-type: none"> <li>• Robust governance arrangements in place within DfES with all SCS members taking on cross-cutting SRO roles</li> <li>• Detailed project plan for the introduction of the GCSEs for 2015 is in place. The new GCSEs are similar to PISA questions students will be sitting in 2015. Programme Board in place chaired by the Director General.</li> <li>• Secondary banding in place</li> </ul> <p><u>Further Mitigating Actions</u></p> <ul style="list-style-type: none"> <li>• Implement the Hill Review, Williams Report and OECD Report through a new Education Plan for 3-19. Vision launched by the First Minister and MfES on 11 June 2014.</li> <li>• Consortia business plans have been received and challenge and review sessions with each consortium have been set up for June/July 2014. Continue engagement with local authorities and schools to lever up performance in a universal, system wide manner.</li> <li>• On-going support and intervention in those authorities deemed unsatisfactory by Estyn (4 in category at present; 3 removed on 19 June 2014).</li> <li>• Refresh and extend the improving schools plan to incorporate ages 3-19 in a broader education plan.</li> <li>• The National Literacy and Numeracy Framework</li> </ul>						

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					<p>is supported by a project board to monitor and oversee deliverables to implement key policies – literacy, numeracy and National Reading and Numeracy Tests (NRNT).</p> <ul style="list-style-type: none"> <li>• Consult on the Curriculum for Wales: Phase 1 - revised literacy and numeracy arrangements</li> <li>• Develop and implement the Schools Challenge Cymru programme. Formal launch took place on 16 June 2014.</li> <li>• Evaluate School Effectiveness Grant and Pupil Deprivation Grant</li> <li>• Continue to monitor the effectiveness and impact of the National Support Programmes</li> <li>• Continue to monitor the effectiveness and impact of consortia</li> <li>• Implement and monitor the GCSE 2015 project plan through regular governance meetings</li> <li>• Develop a new suite of CPD for the profession; launched by the Minister on 10 June 2014.</li> <li>• Continue building a positive relationship with the workforce unions</li> <li>• Review secondary banding</li> <li>• Introduce primary grading</li> </ul>						

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		I	L	O		I	L	O			
<b>Organisational</b>											
<b>O1</b>	<p><b>Legislation Programme</b></p> <p>If we are unsuccessful in developing and implementing the Government's legislative programme then we will be unable to deliver all of its policy aims and the wider programme of government.</p>	4	4	16	<ul style="list-style-type: none"> <li>Legislative Programme Board (LPB) in place – which considers programme delivery, continuous improvement and wider programme issues.</li> <li>Firm governance arrangements including consideration of the LPB Strategic Risk Register at each meeting.</li> <li>Risks managed by the LPB secretariat responsible for the identification and management of legislative programme risks and for supporting the active consideration of overall process and one of the specific risks at each LPB meeting.</li> <li>LPB risk register incorporates the risk categories of: resource and capability; governance and delivery; management of stakeholders and the wider environment; and policy thinking and impact; and the affordability of the legislative programme.</li> <li>LPB monitors and reviews Bill delivery and progress of the Legislative Improvement Work Programme (LIWP) at each meeting.</li> <li>LPB considers the adequacy of resource allocation to legislation at each meeting.</li> <li>LPB is aligned with the Cross Directorate Group on legislation (CDG) to address policy coherence and cross cutting issues.</li> </ul>	4	3	12	↔ Amber	Black	Perm Sec

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					<ul style="list-style-type: none"> <li>• Mechanism in place for CDG to escalate risks or issues of concern to LPB.</li> <li>• All Bill teams within the legislative programme have project boards with an associated risk register which feeds into departmental risk registers and into the corporate risk register as necessary.</li> <li>• Individual Bill project boards involve SRO, policy, LS OLC and LPU.</li> <li>• Separate risk register in place for the LIWP.</li> <li>• Legislation Education Programme has an oversight panel in place to report back risks/escalate issues to LPB as appropriate;</li> <li>• Permanent Secretary's review ensures resource allocation to Ministerial priorities;</li> <li>• DG Resource Panels identifying legislation as a top priority for DG resources;</li> <li>• Resourcing levels within Legal Services, Office of Legislative Counsel and the Counsel General's Office reviewed and restructured accordingly.</li> <li>• LPB agreement of proposals to strengthen monitoring and reporting of UK legislative programme.</li> </ul>						
<b>O2</b>	<b>Grants Management</b>  If the Welsh Government does not improve the	5	4	20	<ul style="list-style-type: none"> <li>• The Grants Management Project is in place and phase 1 of the project has been completed. Phase 1 included set up of a grants Centre of Excellence, developed draft minimum standards</li> </ul>	5	2	10	↔ Amber	Grey	Name Redacted

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	management of the grants which it allocates then it will be unable to deliver value for money and the outcomes and targets relating to its policies and strategies.				<p>and guidance, collected data on grant/funding schemes and reviewed each scheme against the minimum standards and supported grant managers in implementing improvements as required.</p> <ul style="list-style-type: none"> <li>• Computer based training has been released for RSOs, grant managers and e-grants. Grant managers and RSOs have been identified against each grant and the relevant CBT training must be successfully completed before access is given to the system. Further developments have included a limited reporting capability within e-grants; due diligence standards and guidance.</li> <li>• A business case for the development of the IT system has been approved however a subsequent Gateway review has concluded that the infrastructure is not in place for implementation of the IT at this time. Therefore it has been agreed that the project will focus on cultural change which will be supplemented by improvements in the current e-grants system. This focused cultural change will initially be undertaken as a pilot in SF. The Grants Centre of Excellence will continue to support the whole of the WG.</li> <li>• Further improvements are currently being made to the coverage of the e-grants IT system, nominal derivation, scheme management and</li> </ul>						

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					<p>user management. These changes will give the WG better financial control, only allow suitably qualified officials to be involved with scheme management and will enable the Grants Centre of Excellence to have more visibility of grants and control over the users of the system.</p> <ul style="list-style-type: none"> <li>Face to face training has been developed on key aspects of the grants processes. The training was rolled out in January 2014.</li> </ul>						
<b>O3</b>	<p><b>Relations with Whitehall/Westminster</b></p> <p>If we fail to maintain effective working relations with Whitehall and Westminster, or fail to respond appropriately to UK policy, legislative, political or constitutional developments, delivery of the Government's policies or legislative programme could be frustrated or blown off course.</p>	4	4	16	<ul style="list-style-type: none"> <li>Permanent Secretary using bilateral meetings with his Whitehall opposite numbers to set the tone for constructive relationships and to take opportunities to express our concerns about some aspects of current relationship; topic discussed at DG meetings on a regular basis to identify emerging issues.</li> <li>Effective use of JMC machinery, including dispute avoidance and resolution procedures in revised MoU and Concordats to secure discussion of emerging/difficult issues by senior officials and Ministers.</li> <li>JMC machinery could be successfully supported by Welsh Inter-Governmental Committee as recommended by the Silk Commission. Work being undertaken on ensuring readiness of WG policy staff to deal with issues arising from this committee.</li> <li>CAIGR supporting and encouraging good inter-governmental relations in each DG area and</li> </ul>	3	3	9	<p>↓ <b>Amber</b></p>	<b>Black</b>	David Richards on behalf of Perm Sec

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					<p>Department by increasing awareness and knowledge, bringing a more strategic approach to dealing with the big issues and investing in effective official-to-official relationships.</p> <ul style="list-style-type: none"> <li>• CAIGR working with devolution contacts in UK Government departments to provide support and tools to increase knowledge and understanding of Welsh devolution in Whitehall.</li> <li>• The impending Scottish referendum has raised Whitehall awareness of devolution; the Welsh Government response to Silk 2 is designed to ensure that the Welsh voice is heard.</li> <li>• Opportunities are being taken with contacts at the highest level to express our concerns about some aspects of our current relationship.</li> </ul>						
<b>O4</b>	<p><b>Workforce Planning and Capacity Building</b></p> <p>If we fail to implement a workforce plan that effectively balances people requirements with DRC availability across the organisation, this will result in budgetary overspend or an inability to deliver the Programme for Government and/or the Legislative Programme.</p>	5	4	20	<ul style="list-style-type: none"> <li>• An organisational Workforce Planning approach and toolkit are currently being developed</li> <li>• The approach will be risk based and incorporate DRC availability into the decision-making process</li> <li>• A pilot of the approach and toolkit is planned to conclude this financial year</li> <li>• Full rollout across the organisation will take place in the next financial year.</li> </ul>	3	2	6	↔ Amber	Grey	Name Redacted

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O5	<p><b>Managing Public Money</b></p> <p>If we do not manage our resources effectively, including taking on new fiscal powers following the 2014 Wales Bill, there is a risk of failing to meet our objectives, overspending or embarrassing under spends with the resultant financial penalties from Treasury and a potential qualification of accounts.</p>	4	5	20	<p><u>Measures: In Year management</u></p> <ul style="list-style-type: none"> <li>• Monthly financial monitoring reporting (resource and cash) of departmental forecasts against budgets and spend against budget profile including analysis, validation and challenge;</li> <li>• Reporting from quarter 1 each financial year at a departmental level including explanation of variances and identification of key risks and opportunities and action taken;</li> <li>• Reporting of key financial information at the Welsh Government level to the Board and Finance Minister;</li> <li>• Monthly meetings of the Heads of Finance network to discuss financial position. The frequency of these meetings increases to weekly at the end of the financial year in order to collectively manage the overall WG position and support completion of the annual accounts; and</li> <li>• Current budget model protects against accounts qualification from individual departmental overspend.</li> </ul> <p><u>Medium to Long Term Planning</u></p> <ul style="list-style-type: none"> <li>• Permanent Secretary, DGs and HoFs briefed on the mid to long term corporate financial position</li> </ul>	4	3	12	↔ Amber	Black	Name Redacted



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					<p>and alerted to the need to consider implications for individual MEG positions.</p> <ul style="list-style-type: none"> <li>• Cabinet engagement ongoing at a political and official level.</li> <li>• Specific work undertaken to understand NHS pressures.</li> <li>• Departmental returns received raising a range of savings opportunities and flagging pressures and risks.</li> <li>• Undertake work to explore the longer term outlook for economic performance, public sector budgets and policy divergence between Wales and England.</li> <li>• Explore the impact on structure and delivery of public services in Wales.</li> </ul> <p><u>Capability</u></p> <ul style="list-style-type: none"> <li>• Improving business case development in the Welsh Government and wider Welsh public sector through better training, support for business case development and process improvement.</li> <li>• Supporting the move to an outcome based approach to planning through providing training and bespoke support in Results Based Accountability (RBA) and establishing a (RBA) Community of Practice.</li> <li>• The ERP programme, including Improving Financial Management programmes. IFM captures a number of key processes including</li> </ul>						

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					<p>transaction to reporting and governance to assurance which could directly impact our ability to meet budgets. IFM will deliver more robust data, better reporting and better processes through a combination of training, system changes and improvements in processes and procedures. ERP will deliver a stable financial platform and further improvements in the way we manage and report financial data by providing the WG with an integrated finance, HR and procurement system.</p> <p><u>Budget planning</u></p> <ul style="list-style-type: none"> <li>• Make use of best available evidence to ensure resource allocation aligns to priorities and investment need.</li> <li>• Support Cabinet to consider and understand the implications of allocation decisions within the context of continuing contraction of public expenditure.</li> <li>• Continue to integrate PfG reporting and the outputs of programme evaluation with the budget planning cycle to inform decision making.</li> <li>• Further development of the Wales Infrastructure Investment Plan to clarify Ministers' investment priorities and ensure better alignment between plans and those priorities.</li> </ul> <p><u>Changes to fiscal powers</u></p> <ul style="list-style-type: none"> <li>• Programme established to implement changes to</li> </ul>						

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					<p>fiscal powers, including projects on: devolved taxes, tax collection and management, and new budgetary procedures.</p> <ul style="list-style-type: none"> <li>• Business case being developed around operational model for devolved taxes in Wales. Close working with HMRC and Scottish Government on this.</li> <li>• Ongoing work with Treasury on implications of fiscal reform on public expenditure framework, including full devolution of Non-Domestic Rates from April 2015.</li> <li>• Relationships established with OBR and HMRC to enhance new in-house capability for forecasting devolved taxes in Wales.</li> </ul>						
O6	Monitoring and Oversight of Major Projects and Programmes	3	3	9	<ul style="list-style-type: none"> <li>• A Major Projects highlight report consisting of 21 Welsh Government Major projects/programmes has been compiled. This is being reported on a monthly basis to Operations Group. Members receive a brief update on developments and are</li> </ul>	2	2	4	↔ Amber	Black	Michael Hearty

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		I	L	O		I	L	O			
	If we do not have proper corporate procedures in place then we will not be able to manage major projects and programmes across departments appropriately resulting in potential financial consequences.				asked to note the progress of each project and the assurance being undertaken. Ops Group are also invited to consider the inclusion of any new projects and actions to be taken forward by the Commercial and PPM Division.						
<b>07</b>	<p><b>Welsh Language</b></p> <p>If we fail to deliver the Welsh Language standards in accordance with the legislative programme, and then fail to comply with Welsh Language Standards imposed by the Welsh Language Commissioner there could be reputational risks resulting from the Welsh Language Commissioner investigating our failure to comply.</p> <p>According to the current</p>	4	4	16	<p><u>Risk Control Measures</u></p> <ul style="list-style-type: none"> <li>• The Welsh Language Improvement Programme, which was approved by the WG Board in October 2012 contained 62 recommendations. These are currently in the process of being implemented.</li> <li>• A project has been completed to assess the current baseline. This has led to an action plan across all DG areas. From the audit, it is evident that the vast majority of the service standards are similar to the current Scheme. However, there are some key risk areas including operational standards, the numerous websites.</li> <li>• WG responded to the Commissioner's Standards Investigation by 18 April.</li> <li>• A draft new Welsh Language Impact Assessment has been developed and is being piloted in three DG areas over the next 6 months. It is vital that early engagement with policy leads is secured to</li> </ul>	4	3	12	↔ Amber	Blue	Owen Evans

Ref	Risk Description (1)	Inherent Risk (2)			Risk control measures/ proposed mitigating actions (3)	Residual Risk (4)			RAG status & change <sup>1</sup> (5)	Proximity (6)	Lead Owner
		I	L	O		I	L	O			
	timetable, regulations to make standards will be presented to the National Assembly for Wales in late 2014/early 2015. If approved, the Welsh Language Commissioner would be able to issue compliance notices from 6 months after that date.				<p>discuss various policy options at the earliest possible opportunity. The Division is being restructured due to the different skills and structural requirements within WLU going forward. This work is also linking closely with the reducing complexity work and other statutory impact assessments. It will also need to be integrated well into SF and LF processes in future to ensure compliance.</p> <ul style="list-style-type: none"> <li>• The exercise to update U Access data on the Welsh language skills of staff will be completed by 20 June and subsequent updating of the Bilingual Skills Strategy is vital to the successful implementation of the standards over time.</li> <li>• An implementation plan is being taken forward to address the key actions required to meet the requirements in the future/proposed Standards.</li> <li>• The first set of proposed Welsh Language Standards were published on 6 January 2014. The Welsh Language Commissioner has completed her statutory standards investigation on the first set of proposed standards and has submitted her report to WG with recommendations. The findings of the Commissioner's report are being considered as part of the process of drafting regulations. We are therefore on track to develop the regulations to make standards by the end of 2014, in accordance with the timetable. However due to</li> </ul>						

Ref	Risk Description (1)	Inherent Risk (2)			Risk control measures/ proposed mitigating actions (3)	Residual Risk (4)			RAG status & change <sup>1</sup> (5)	Proximity (6)	Lead Owner
		I	L	O		I	L	O			
					<p>the Commissioner's recommendation to hold a further consultation of the regulations there could be a delay of a few months before the regulations come into force.</p> <ul style="list-style-type: none"> <li>We will develop effective systems and structures that will allow us to respond to any cases of non-compliance with standards made applicable to Welsh Ministers, and implement any recommendations made by the Welsh Language Commissioner to improve our services.</li> </ul>						
<b>O8</b>	<p><b>ICT Systems Resilience</b> If we are unsuccessful in ensuring our core ICT systems and business applications are available and secure to agreed Service Levels then our operational efficiency, and integrity will be damaged leading to potential financial and reputational damage for the government.</p>	5	2	10	<ul style="list-style-type: none"> <li>The DG for FCS has commissioned a review of corporate ICT and the interfaces and interdependencies with other systems and the wider business. Initially the review team will work with ICT stakeholders to clearly define the current state and the opportunities and challenges it presents the organisation. These findings and the next steps will be shared with CGC in May.</li> <li>The availability and technical security of the core infrastructure for voice, data networks, standard desktop services, mobile computing and data storage are risk-managed through operational structures and processes led by the Deputy Director (CIO Welsh Government), FCS. The relevant structures include cross-WG technical analysis and strategic bodies.</li> <li>FCS-ICT are reviewing the technical architecture with a view to identifying currently undisclosed</li> </ul>	4	2	8	↔ Amber	Black	Name Redacted

Ref	Risk Description (1)	Inherent Risk (2)			Risk control measures/ proposed mitigating actions (3)	Residual Risk (4)			RAG status & change <sup>1</sup> (5)	Proximity (6)	Lead Owner
		I	L	O		I	L	O			
					<p>points of failure; modernising to current best practice; and introducing greater resilience into the system.</p> <ul style="list-style-type: none"> <li>• <i>Note:</i> Management of Business Applications availability and associated risk is handled by each DG area ICT Strategic Lead through local departmental BAU and risk management.</li> <li>• A Zero Incident Programme (ZIP) is being introduced by ATOS, focussed on proactive Problem Management. The ultimate aim to resolve problems at their root cause and minimise recurrent incidents. It is already delivering reduced incident figures at other AYOS customers including BBC, Network Rail, Aberdeen City Council etc., Welsh Government have a dedicated resource working with Atos on rolling out this programme over the coming months. The management information produced can be tailored to meet our needs and offers significant capability for trend analysis. In due course we'll develop a Dashboard for Ops Group to focus on this information.</li> </ul>						
<b>O9</b>	<p><b>Oversight of Arms Length Organisations</b></p> <p>If the response to the WAO study on RIFW is not managed effectively it will not be possible to</p>	4	5	20	<p>A wide range of actions have been taken to ensure an effective response:</p> <ul style="list-style-type: none"> <li>• We are working closely with WAO as they continue their investigations into RIFW.</li> <li>• We have established a Steering Group to oversee our response with representatives from</li> </ul>	4	4	16	↔ Red	Black	Name Redacted

Ref	Risk Description (1)	Inherent Risk (2)			Risk control measures/ proposed mitigating actions (3)	Residual Risk (4)			RAG status & change <sup>1</sup> (5)	Proximity (6)	Lead Owner
		I	L	O		I	L	O			
	ensure that WG learns the lessons that should be applied to its management of arms length bodies more generally.				<p>all interested departments.</p> <ul style="list-style-type: none"> <li>We have identified an early list of lessons learned and these have been passed on to the main CGC.</li> </ul>						

**Notes:**

- (1) Risk description including cause and consequence in the “If” ... “then” format.
- (2) Inherent risk score - Exposure arising from a risk before any action has been taken to manage it.
- (3) Include measures already in place and future actions if known. Only actions in place can be used in determining the residual score.
- (4) Residual risk score - Assessment of risk with control measures implemented.
- (5) RAG status – **Red**, **Amber**, **Green** (Red 15-25, Amber 4-14, Green 1-3). Change in residual score = indicate whether the score is new or has move up, down or stayed the same. Use words or arrow symbols to record this.
- (6) Proximity – Reflect the possible timing of the risk materialising i.e is the threat / opportunity stronger at a particular time using the scale below (use words or shading):
  - Black** - Short term 0-3 months
  - Grey** - Medium term 4-12 months
  - Blue** - Long Term 13 months+

I = Impact (An assessment of the consequences of the risk materialising, scored 1-5)  
L= Likelihood (An assessment of the probability of a risk materialising, scored 1-5)  
O=Overall Score (Impact x Likelihood)