

Risk Identification and Assessment					Risk Management Actual and Proposed Actions to Manage the Risk								
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
1	If there is insufficient capacity within WG and partners to deliver the national response plan there could be further harm to public health and safety	5	5	25	Reduce: <ul style="list-style-type: none"> Priority resourcing processes in place to manage resource across the organisation Investment in TTP services 	4	3	12	→	Reduce: <ul style="list-style-type: none"> Ongoing monitoring of capacity and effectiveness. 		Mar 2021	Reg Kilpatrick
2	If decisions need to be taken quickly then advice may not have considered all relevant issues and Ministers might not be fully informed before making decisions	3	5	15	Reduce: <ul style="list-style-type: none"> WG-wide Covid Steering Group established. Governance and intelligence flows established and regularly reviewed. Regular meetings between Ministers DG Covid and CMO/CSA 	2	3	6	→			Mar 2021	Reg Kilpatrick
3	If there is lack of join up between different work streams across WG and partners then it could lead to duplication of effort and confused messages	3	3	9	Reduce: <ul style="list-style-type: none"> Excovid supports join up on cross-cutting issues, WG-wide Covid Steering group established. Regular meetings with delivery partners, including NHS ,SCG meeting 	3	2	6	→			Mar 2021	Reg Kilpatrick
4	If modelling assumptions and intelligence is not robust or sufficiently balanced then poor	5	3	15	Share/Reduce: <ul style="list-style-type: none"> Wales is represented on various UKG groups such as JBC and SAGE 	5	1	5	→			Mar 2021	Reg Kilpatrick

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	or misleading advice might be given on the most appropriate response.				<ul style="list-style-type: none"> Swansea modelling regularly updated with developing assumptions to support most up to date modelling 								
5	If international travel takes place then further infection could be brought into Wales.	5	5	25	Reduce: <ul style="list-style-type: none"> Engagement at Ministerial level on the UK-wide approach to International travel. International travel ban on countries where VOC identified or precautionary approach advised by JBC Introduction of pre departure testing. Testing, Quarantine 	4	4	16	→	Reduce: <ul style="list-style-type: none"> Dialogue across UK to further strengthen response – with Global Travel Taskforce reporting in April. Building capacity TTP to follow up international travel. 		Mar 2021	Reg Kilpatrick
6	Equalities If departments do not adequately consider equality impacts arising from the pandemic then there is a risk these inequalities, including socio-economic disadvantage, will deepen further	5	4	20	An overarching equality impact is in place in relation to current Covid measures. As noted in risk X (CYP one) a children's impact assessment has also been completed. A repository of information about equality impacts is in place to support policy-makers The Socio-economic duty is due to come into force 31 March 2021 which will require due regard to be given socio-economic disadvantage as part of strategic decision-making.	5	3	15		Scoping of an Equalities Data and Evidence Unit is underway which will be able to provide strengthened support to policy-makers (and potentially other public bodies). The Race Equality Action Plan will be published later this year which focuses on improving outcomes for Black, Asian and Minority Ethnic people. The impact of Covid-19 on Disabled People report will drive a refresh of the Action for Independent Living Framework – addressing inequality for disabled people. The commencement of the Socio-economic Duty from 31 March means that some public bodies now have to think about how their			Tracey Burke (Claire Bennett)

Risk Identification and Assessment					Risk Management Actual and Proposed Actions to Manage the Risk								
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
					Black, Asian and Minority Ethnic SE impact report published – with a series of recommendations being actioned Report on impact of Covid-19 on disabled people due to be published post-election. Draft available to officials now.					strategic decisions, such as setting objectives and developing public services, can improve inequality of outcome for people who suffer socio-economic disadvantage. The implementation of the Income Maximisation Plan , published in November has a focus on supporting those most economically disadvantaged including those who have had their incomes reduced as a result of the pandemic			
7	TTP There is a risk that a VAMC/VOC may emerge and spread faster than we are able to identify and contain it causing another wave of infection	5	4	20	C1- Arriving travellers' controls in place, red list quarantine hotels and amber list actively followed up. C2- Genomics sequencing of all cases of concern/positives amongst those that have travelled/been in contact with those that have travelled C3- General genomic surveillance amongst community testing positive cases C4- Enhanced testing framework in place where a rapid response is required	5	2	10				Andrew Goodall (Jo-anne Daniels)	
8	Moved from EPS group risk - Children and young people If we do not support children and young	5	4	20	<ul style="list-style-type: none"> A cross Government Group has been established to coordinate activity around ensuring children are safe, seen, heard, nurtured and developing. 	4	4	16		Work is scheduled to draw together a plan looking at how WG is addressing the known issues on all aspects of children and young people's development, but as importantly how we will define and find out about the issues that we are not as aware of at this point in time.			Tracey Burke

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	people in recovering from the impacts of Covid-19 on their social, emotional, physical and mental development, there will be long-term and wide spread harms impacting educational attainment, social adjustment and interactions, life chances and whole of life outcomes. There is a risk existing inequalities will be exacerbated as the impacts of the restrictions have not fallen equally				<ul style="list-style-type: none"> An initial paper has been developed looking at what we currently know about the impact of Covid-19 and the associated restrictions on those aged 0-25. The issues are many and varied with some significant complexities. Provision within childcare and education settings has been prioritised in the response to Covid-19. Childcare settings have remained open since June 2020; Education settings have faced more disruption with all learners currently planned to be back in attendance for face to face learning from 12 April 2021. Developed the 2021 Learning Plan, supported by £72m in investment to put in place a wide range of support for children and young people via education settings, aligning with the whole school approach to mental health. 					<p>There is a real and pressing need to look at support in the early years – 0-7 but particularly under 5s.</p> <p>There is a real and pressing need to look at the wider support required for children and young people who will have a range of additional learning needs or wider cognitive and physical issues to navigate that will require help and support at the earliest stage possible to prevent or reduce the likelihood of that becoming a crisis.</p> <p>There is a real and pressing need to better understand the impacts on and needs of children impacted by trauma over this period including bereavement and abuse.</p> <p>Bids for additional funding in 2021-22 are being developed to support the Child Development Fund and a range of extra-curricular activities for children and young people of all ages. It is worth noting even now that early help waiting lists have started to increase significantly and there are no additional resources available to meet the already increasing demands. It is anticipated that demand will increase further as children and families emerge following the easing of restrictions.</p>			

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
					<ul style="list-style-type: none"> A range of evidence papers have been published setting out the early evidence of impacts on children and young people. These look at developmental delay and regression, with some focus on social and emotional impacts. A Delphi study into ways childcare settings can start to address impacts in the early years has been commissioned. An initial sum of £3.5m was put into the Child Development Fund in 2020-21 to start to address developmental delay impacts for under 5s. Children and family support services have continued to operate 'virtually' during the pandemic, with face to face support available in extremis. £800k was put towards support for families experiencing inter-parental conflict. 					Alongside the support for children we will also need to consider further support for parents who may experience a range of shocks that could impact on their parenting capacity – this will also be pretty cross cutting as the support needed may come via a wide range of policy areas – mental health, substance misuse, poverty, housing etc. It may also lead to further inter-parental conflict and separation			

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
9	<p>NEW</p> <p>Managing the socio economic impacts of Covid on mental health.</p> <p>If we do not further strengthen action across government policy areas that prevent and protect the mental health of the population NHS mental health services could become overwhelmed with demand. Many of the determinants of poor mental health lie outside of the health and social care system – cross Ministerial.</p>	5	4	20	<p>Cross Government Mental Health Delivery Plan 2019-22 refreshed and republished in October 2020 with strengthen policy commitments in areas such as employability, housing and education.</p> <p>Cross Government internal Programme Board in place to monitor delivery against current commitments in the Delivery Plan.</p> <p>Paper agreed at Cabinet on 2 February 2021 (Mental Health Impact and Response – CAB(20-21)60) that Departments would reconsider policy areas to strengthen the mental health prevention and protection element.</p> <p>Mental Health Delivery & Oversight Board established in February 2021 to tighten programme management of the entirety of the WG 10 year mental health strategy. Includes the Cross Government action. (<i>Board previously chaired by Minister for Mental Health</i>).</p> <p>KAS supporting survey and evidence gathering on the socio economic impact on mental health and also</p>	4	3	12	<p>Agreed that Cabinet Office and the Permanent Secretary's Delivery Board will support the cross Government consideration and challenge. (limited response received in March 2021 in response to the commission following the Cabinet discussion)</p> <p>Intention is that further strengthening of proposals to prevent and protect mental health ready to assimilate with new programme for government and to present to new Ministers. Policy areas asked to embed mental health support within all new or existing relevant policy and 'bend' existing and planned actions towards supporting those with (low level) mental health need.</p> <p>To be re- considered at the Permanent Secretary's Delivery Board in June 2021</p>		April 2021	Andrew Goodall	

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
					supporting officials to model future mental health support demand								
10	<p>NEW</p> <p>Support to Businesses in Wales / Economic Resilience Fund</p> <p>Over £2bn of public money has been utilised to deliver support to businesses across Wales.</p> <p>The ERF team has delivered equivalent to ten years of grant funding in 12 months. While there remains a risk that some businesses that have received support may fail in the future, there is a wider risk of the reputational legacy impact of the 2020/21 Covid</p>	5	4	20	<p>Reduce:</p> <ul style="list-style-type: none"> Project due diligence is undertaken by officials within the Directorate and wider ESNR / GCOE Group. Checks using the fraud prevention database are undertaken as part of the grants appraisal process. Issues that arise from within individual applications are analysed with the help of colleagues in Counter Fraud and process improvements incorporated if required. ERF WG Working Group continues to meet to ensure appropriate measures are being taken at each phase of the Fund. An evaluation of the impact and of the ERF has been commissioned and the first stage report "Covid-19 financial interventions: An analysis of 	4	3	12	→	<p>Reduce:</p> <ul style="list-style-type: none"> Post Completion Monitoring to be instigated on each phase of the ERF. There are a further two stages to the evaluation work which include a survey element and a follow on impact and conclusion evaluation planned in 2021 and early 2022 		April 2021	Sioned Evans

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	<p>intervention for business.</p> <p>1. VFM will mean winners and losers within the cohort of supported business.</p> <p>2. There remains a legacy commitment to Post Completion Monitoring all activity taken to date (this process is still in deployment).</p> <p>3. Looking forward, the current £200m and resource available would not be able to support a third lockdown and is exacerbated by loss of EU funding and current UKG</p>				<p>Welsh beneficiaries" was published in December 2020 with further waves to follow.</p> <ul style="list-style-type: none"> Approval and recruitment is underway for a dedicated PCM team. Stakeholder engagement is undertaken to attempt to manage expectations around the availability of future funding AAO notes have been issued to ensure there is full awareness of VFM issues. 								

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	<p>approach to support.</p> <p>4. There is a significant risk around the expectations of businesses and any future funding provision.</p> <p>There is a reputational risk that the context of delivery decisions made at pace are not fully understood</p>												
11	<p>NEW - Demand for Service – Public Transport.</p> <p>The Covid-19 Pandemic has seen a sharp decrease in the number of journeys made with public transport operators (up to</p>	5	5	25	<p>Accept:</p> <ul style="list-style-type: none"> The Bus Emergency Scheme 2 provides an additional £37.2 million of funding to operators, who are in turn required to provide bus services that meet local needs and incentivised to support the recovery of the whole network, improve standards, and build a lasting partnership with the public sector. 	5	4	20		<ul style="list-style-type: none"> Service levels are being increased (to 85% of normal on rail, with bus more dependent on local need) to continue to allow for social distancing whilst restrictions are lifted. However, services will only be able to accommodate c. 20% capacity with 2m distancing in place. TfW are developing a recovery plan, including a campaign to encourage people to return public transport once 		April 2021	Simon Jones

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	<p>c.95%). This has significantly impacted the revenue of operators in Wales and rendered almost all public transport services commercially unviable.</p> <p>Unless significant numbers of people return to public transport as Covid restrictions are lifted there it will likely take a long time for services to return to commercial viability, so will require significant additional subsidy or operators will fail and people will lose access to public transport.</p> <p>Policy will also need to develop alongside ambitious targets for 25-30% of people</p>				<ul style="list-style-type: none"> The franchise was brought under public control on 7 Feb 2021, so services can continue with the Welsh Government, through Transport for Wales, being able to take decisions balancing e.g. the benefits of increasing service levels against the revenue and cost risk, with continuing increased subsidy to compensate for low passenger numbers TfW are undertaking a review of operating costs of rail services to identify opportunities to make efficiency savings. On 31 March 2021 we completed the capital acquisition of rolling stock to reduce future lease costs and consequently improve future viability of services. Throughout periods of lockdown restrictions service levels have been reduced to limit costs and support wider messaging about avoiding all but essential travel. Work is ongoing with TfW and operators to plan future funding availability around future revenue projections. 					<p>we are safely able to do so. Messages that it is safe to use public transport, and an associated reduced need for social distancing, will be a key driver of recovering patronage and thus revenue.</p> <ul style="list-style-type: none"> However, given the current budget settlement for 21/22 for rail subsidy and forecast suppressed growth in passenger demand TfW is forecasting that costs may not be able to be met beyond September so this risk will remain critical unless further funding is secured to continue mitigating in the second half of the financial year or there is a major change in forecast demand. Initial discussions have been held with Strategic Budgeting and they are aware a submission will be needed in the Summer seeking additional budget cover if passenger demand does not recover significantly. It is currently unclear what (if any) additional consequential funding WG will receive as DfT have indicated that HMT is unwilling to commit additional funding for English train operating companies. Coordinate policy on transport and remote working to realise overall ambitions to reduce congestion and pollution from private cars, and allow 			

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	remote working, to ensure we encourage people to use public transport where they do travel, and aim to drive reductions in car usage rather than seeing drops in public transport usage and knock-on impacts for service viability				<ul style="list-style-type: none"> Analysis is being undertaken on the impact of increased remote working on public transport in the absence of additional policy interventions, so that future coordinated policy can be developed to manage this risk. Continuing to monitor remote working intentions of the workforce by issuing surveys and consultations with trade bodies / unions as needed. 					people to work more flexibly, without reducing the viability (and thus availability or affordability) of public transport service			
12	<p>NEW - Financial position of HEI's</p> <p>If the financial viability of some Higher Education Institutions (HEI's) across Wales are compromised and pressurised due to the challenges and impact of the Covid 19 pandemic there will be a significant loss of income.</p>	5	4	20	<ul style="list-style-type: none"> Maintain frequent ministerial/senior SHELL officials meetings with the HE sector. Maintain contact with Universities Wales/Colegau Cymru. Maintain dialogue with the Higher Education Funding Council for Wales (HEFCW) who are in regular contact with the Financial Directors and the senior leadership teams of HEI's in Wales. 	5	4	20			April 2021	Huw Morris	

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	This risk is set in a wider context of possible staff strikes following changes to pensions, student strikes following demands for refunds of tuition fees and accommodation costs, a ban on international travel impacting on the number of foreign students and the possibility of a 3rd wave of Covid 19 impacting on the sector as a whole.												
13	NEW - Labour Market Increased uncertainty over the labour market performance in Wales will remain until the spread of the virus is under control. If effective vaccines are rapidly rolled out, an early	5	5	25	<ul style="list-style-type: none"> Our ability to mitigate is limited as many levers are with the UK Government, such as JR 	5	4	20		<ul style="list-style-type: none"> There are measures which could be implemented by Welsh Government to support the labour market recovery, such as active labour market policies. These could also involve training programmes, job search assistance programmes or tax incentives. 			

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	and sharp recovery appears possible. However, on the basis of the scenario described by the Office for Budget Responsibility (OBR), the number in Wales who are unemployed could increase from the current levels of circa. 70,000 to a peak of approximately 87,000 at the end of 2021. While the economy recovered some lost ground in the third quarter of 2020, we are likely to see another hit to GDP in quarter 1 of 2021 (in the wake of the latest increase in infections of Covid-19 and the accompanying lockdown measures). Further disruption for businesses is likely even with the new												

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	Trade Cooperation Agreement having been agreed with the EU.												
14	<p>NEW</p> <p>Tourism Sector Failure to secure sufficient WG financial and human resources to help this sector (as one of the most severely affected by the COVID-19 pandemic) re-open safely and recover through the delivery of priority interventions as identified in Let's Shape the Future: the new Tourism & Hospitality Recovery Plan (to be published mid-March).</p> <p>The sector plays an important role in terms of supporting local jobs and supply</p>	5	5	25	<ul style="list-style-type: none"> The Let's Shape the Future Recovery plan to be published shortly. CST works closely with colleagues to ensure the sector is being considered and that the recovery is balanced between the need for economic growth and the needs of communities across Wales. 	5	4	20		<ul style="list-style-type: none"> The formation of a Task & Finish Group (comprising WG and other key stakeholders) will drive forward the development of a practical Action Plan detailing a set of priority interventions required to support the re-opening and recovery of the sector. This will include proposals for the resourcing of these interventions and lead delivery partner. We will continue to work closely with colleagues to build on the recognition of the importance of the sector that the pandemic has helped to highlight. We will continue to work across WG to support the recovery of tourism that balances economic growth with what is right for our communities. 		April 2021	Jason Thomas

Risk Identification and Assessment				Risk Management Actual and Proposed Actions to Manage the Risk									
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
		I	L	O		I	L	O					
	chains, but more broadly in terms of its role in creating vibrant communities, improving health and wellbeing, and projecting Wales' reputation as a visitor destination.												

Group risks

Risk Identification and Assessment			Risk Management Actual and Proposed Actions to Manage the Risk										
Ref	Risk/Opportunity Description	Inherent Risk Score			Mitigations and Controls in place and active now (what is actually in place)	Residual Score			Change	Actions planned to further reduce and mitigate the risk and timescales (what is going to be done)	Target Risk Level	Date of last review	Risk Owner
A	<p>EPS - Resources risk</p> <p>If EPS fails to establish adequate workforce / budget planning then there is a risk that we will be unable to deliver key ministerial priorities including:</p> <p>Work on critical statutory policy or delivery functions services and</p>	5	4	20	<ul style="list-style-type: none"> Monthly Resourcing Reports provided to Management & Assurance Board. Ministerial Priorities delivery monitored by Management & Assurance Board. Progress of EPS Legislation is monitored by Management & Assurance Board + via discussions at Legislative Programme Board. Directors continue to review workplans and where appropriate work may be outsourced to ensure delivery of legislation. MI about staff numbers provided to Management Board regularly. 	4	4	16		<ul style="list-style-type: none"> Participation in WG strategic workforce planning initiatives. HRBP to continue to regularly meet EPS SCS to support them in resourcing their divisions. HRBP attending OD&E resourcing meetings to identify EPS resourcing pressures and seek people to meet them. 			Tracey Burke

	<p>programmes;</p> <p>Key programmes such as Local Government Reform, Local Government Finance Reform, Additional Learning Transformation Programme, Funding Flexibilities Programme, housing programme, Free School Meals (FSM), curriculum development and welfare reform.</p>			<ul style="list-style-type: none"> • Directors monitor and review their structures to ensure organisational efficiency. • Minister for Finance has agreed funding for staff to support preparations for the UK exit from the EU until 31 March 2021. • Of this funding, EPS has been allocated up to 9 posts to support activity, priorities to be determined. • Continue to engage with Strategic Resourcing to ensure EPS resourcing needs in relation to C-19 & other activities are understood and met. • Key messages about importance of addressing coronavirus issues to be sent from permanent secretary• HR Policy enabling senior managers to move staff without their agreement published, but not activated • Directors have delegated authority to deploy staff resources to priority areas on a lateral basis without having to seek EPS Resource Panel's approval. • EPS has worked with the OD&E Divisions corporate commission to identify priorities to support the Perm Sec in her discussions with the First & Finance Ministers Monthly Performance Reports provided to Management Board. • • Ministerial Priorities recorded on CPMS (now moving to BIRT), 						
--	--	--	--	---	--	--	--	--	--	--

					delivery monitored by Management Board.								
B	EPS - Legislation risk Against the background of ongoing C-19 activity and limited resource in policy and Legal Services, there is an increased risk that we will not deliver key priorities including: The implementation of the Acts passed by the Senedd this Term, most of which need to be enacted early next Senedd Term. Delivering the paused Business as Usual priorities that the FM agreed had to be paused this Term.	4	5		<ul style="list-style-type: none"> • Directors continue to monitor Ministerial priorities and identify any pressure points for policy officials and legal services, and where necessary pause work to ensure delivery of the legislative programme. • Policy leads are also continuing to monitor UKG Legislation which may impact on EPS policies. • Barriers to delivery and development of Bills and business as usual (BAU) subordinate legislation continue to be assessed at the Legislative Programme Board (LPB). • The FM also has monthly legislative stocktake meetings to consider Bills and subordinate legislation priorities. Whilst the FM has agreed legislative priorities- there is a need to consider the non-legislative work which requires input from Legal Services to ensure the machinery of Government continues to operate effectively 	4	4	16		<ul style="list-style-type: none"> • Through LPB and the FM LPMM agreed priorities continue to be reviewed and where necessary work is being paused to ensure delivery of the key priorities. • Target implementation date • March 2021 			Tracey Burke

Developing primary legislation which is anticipated to be brought forward such as Building Safety Reform, Local Government Finance Bill										
<p>EPS risk - LA financial stability and viability and consequent impact on delivery of priorities across Welsh Government.</p> <p>There is a risk to the longer term sustainability of a number of local authorities in Wales, mainly relating to financial viability and corporate capacity and capability concerns. This has been exacerbated by Covid.</p> <p>Biggest impact likely to be on loss of income due to behaviour change and economic change (eg home working impact on</p>	4	5	<p>20</p> <ul style="list-style-type: none"> • Hardship fund 2020-21 – insulated authorities against these impacts in respect of the majority of additional costs and lost income. • Additional funding 2020-21 for reduced council tax income • Funding through Hardship Fund in place for the first six months of 2021-22 (£206.6m) • Significantly improved LG Settlements (for almost all authorities) for 2020-21 and 2021-22 • But additional costs (depending on what permanent or longer term service delivery adjustments need to be continued) and loss of income likely to continue, even if decreasing. <p>The additional funding to support responses to Covid and significantly better Settlements for 2 years mean that even those authorities with higher risk factors are unlikely to fail imminently. However the end of or reduction in the Covid financial support is anticipated in 2021-22 and this could expose further risk</p>	4	4	16	<ul style="list-style-type: none"> • Consideration of impacts on LAs of first quarter (or slightly longer) of 2021-22 will need to be done to inform advice to new Ministers on any further extension of Hardship Fund. This will need ongoing engagement with policy leads e.g. education and social services in particular. [by? July/ August 2021] • Usual budget consideration of LG risks and pressures needs to include to understand if new long term operating models costs are significant; if NDR impacts WG budget long term [during August to November 2021] • Need to explore if analysis is possible of whether any ongoing impacts of pandemic hit significantly on authorities which have other risk factors • Consideration of impacts on CT income on LA finances for both short and longer term. 			Tracey Burke

city centre car parking income), market changes (eg waste and recycling), demand changes (eg social care type of provision).

Funding for local government relies both on WG grant and non-domestic rates income. A further period of restricted government funding possibly accompanied by reduced income is likely to increase the risk of financial corporate or service failure

D	EPS Homelessness risk	-	5	5	25	<ul style="list-style-type: none"> Additional £50m investment made in 2020-21 to increase supply of both temporary and permanent homes (to deliver around 500 homes). Phase 2 guidance issued to help inform the next phase of the response and begin the required transformation of provision. Housing Support Grant has been increased by £40m to £166.7m in 2021-22 to help LAs address the previously unmet support needs and help people to sustain tenancies. Continuation of funding for emergency provision in place via the LA Hardship Fund for the first 6 months of 2021-22. Team of Relationship Managers in place to support each LA in Wales with both the emergency homelessness response and the required transformation of services. Additional funding made available in this and next financial year and guidance issued in respect of Discretionary Housing Payment - 	5	4	20	<ul style="list-style-type: none"> Options under development to support those not on benefits with rent arrears who are unable to gain support through the Tenant Saver Loan Scheme. Rapid re-housing guidance for LAs under development to support transformational shift needed. WG Homelessness Action Plan in development for sign off by next administration - informed by both our Strategy for Ending Homelessness (2019) and the recommendations of the expert Homelessness Action Group. Plan will include various work strands in regard to prevention, supply and legislative framework. Potential need for wide-ranging legislative reform to support transformation shift. 				

	individuals in TA across Wales, with around 1,000 of those dependent children. New presentations requiring TA are around 1,000 a month. With around 500 being moved-on to permanent homes each month, there is a net increase in TA of around 500 a month. Concern that the lifting of restrictions on evictions and economic situation will result in further presentations and increase further the numbers in TA.				<ul style="list-style-type: none"> to support those in rent arrears to stay in their homes. Tenant Saver Loan Scheme launched to support those in the PRS with rent arrears. New Housing Support National Advisory Board established to provide advice and assistance in delivery of the homelessness prevention agenda. 							
E	<p>EPS risk - Local taxes</p> <p>NDR – Relief schemes have been put in place in to assist ratepayers (businesses, charities and not-for-profits) in responding to Covid-19. Risks include:</p> <ul style="list-style-type: none"> Expectations / demands from 	4	5	20	<ul style="list-style-type: none"> Regular (monthly / quarterly) monitoring of NDR and CT collection and demand for CTRS. An additional £35m provided in 2020-21 to mitigate the impact of CT losses and CTRS demand on local government funding. Significant additional NDR relief schemes (>£350m) put in place for 2020-21 to protect sectors most affected by Covid-19. Close working with ESNR on business support (targeting / consistency etc). 	4	3	12	<ul style="list-style-type: none"> Continued monitoring of NDR & CT collection, tax-base etc and advice to Ministers on funding implications. Commissioned research on impact of Covid-19 on CTRS – including analysis of impact on households NDR relief schemes extended for 12 months to cover 2021-22 Programme of communications to manage expectations on NDR relief for 2022 onwards. Covid-19 impact on sectors to be taken into account in 2023 NDR revaluation. 			

<p>ratepayers for schemes to continue once the pandemic recedes</p> <ul style="list-style-type: none"> • Long-term economic impact of Covid-19 shrinking the non-domestic tax-base and increasing non-collection – reducing the income from NDR to support local government spending • Differential impact of NDR on certain sectors and their recovery • Increased pressure to reform the system • Implications for WG Budgets. <p>Fraud risks and mitigations have been recorded separately.</p> <p>Council Tax – Covid-19 has reduced council tax collection rates and increased demand for council tax support – Risks include:</p>		<ul style="list-style-type: none"> • Quadrilateral discussions regarding risks to NDR tax-base. • Liaison with VOA regarding significant increases in NDR appeals. • CTRS scheme in place to protect entitlements for 2021-22. <p>Liaison with LAs & WLGA regarding Covid-19 support which might affect household CTRS entitlement (eg one-off payments, UC changes)</p>		<ul style="list-style-type: none"> • Liaison with individual authorities regarding NDR deferrals etc. • Advice on handling of NDR appeals. • Liaison with LAs & WLGA regarding management of CT debt & arrears • Advice on programme of CT work. • Review of CTRS to take account of Covid-19. • Advice on potential reform of local taxes to make system (notably CT) more progressive. 			
---	--	---	--	--	--	--	--

	<ul style="list-style-type: none"> Economic impact of Covid-19 increasing demand for council tax support over the longer term – exerting a pressure on WG Budget, or local government resources, or both Continuing non-collection of council tax – reducing the income to support local government spending Impact on financial circumstances of low-income households. Increased pressure to reform the system, linked to existing calls to make council tax more progressive. 											
F	<p>EPS risk – children and young people (education)</p> <p>If we do not support children and young people</p>	4	5	20	<ul style="list-style-type: none"> Provision within childcare and education settings has been prioritised in the response to Covid-19. Even where restrictions on attendances for face to face learning have been in place for most children, access for vulnerable learners has been 	4	4		<ul style="list-style-type: none"> Formally establish a programme board to deliver this work across Welsh Government Directorates, recognising the dependencies with mental health, changes in related sectors (eg HE), and in line with our longer term educational reform agenda. 			Tracey Burke

	<p>in reengaging with their learning and education, taking account of the social, emotional and wellbeing elements alongside their knowledge and skills, the longer term impacts will affect their personal wellbeing and educational outcomes at all stages and their life chances and whole of life outcomes – this will likely have a long term impact on services and the economy</p>			<p>maintained. All learners currently planned to be back in attendance for face to face learning from 12 April 2021. Early years (3-7) and qualifications year groups have been prioritised in the return to school.</p> <ul style="list-style-type: none"> • Published and updated learning guidance throughout the pandemic period to aid education settings in supporting the learning needs of children and young people. • Project already developed to support post-16 learners in Years 11-13 in their transition to next steps –working closely with SHELL colleagues. Policy approach to qualifications 2021 designed to support learner wellbeing and progression, as well as public confidence. • Work underway to establish a programme of work to ensure the different elements of learning recovery are joined up across Welsh Government (including with young children and post 16 learners), clarity on success objectives, and clear focus on mitigating impacts and also building on positive experiences where these have happened. 		<ul style="list-style-type: none"> • • Drive forward the implementation of the Curriculum for Wales (with the bill now passed and Curriculum Implementation Plan published), with a focus on the needs of the individual learner. • • Drive forward the Additional Learning Needs Transformation Programme, supporting children and young people with ALN to continue their education journey. • • Subject to Ministerial clearances, scope and start delivery of a clearly defined scheme of Early Childhood Education and Care, with a focus child development and a play based pedagogy for the pre-school early years (0-5) • • The Minister for Education has announced a further £15 million investment in educational technology for schools in the next financial year (2021/22). Part of this funding will also be used by local authorities to ensure ongoing MiFi connectivity for digitally excluded learners, to the end of the current school year July 			
--	---	--	--	--	--	---	--	--	--

				<ul style="list-style-type: none">• Ensure all teachers and learners in maintained schools in Wales have continued access to a wide range of digital services via the Hwb platform they which can use to support blended learning and remote delivery. Ring-fence up to £3 million from the wider £30 million Hwb EdTech infrastructure programme (2020/21) to support digitally excluded learners access devices and connectivity.• Developed the 2021 Learning Plan, supported by £87m in investment across 2020/1 academic year to put in place a wide range of support for children and young people via education settings, aligning with the whole school approach to mental health. This specifically includes support for disadvantaged and vulnerable learners (including those with ALN), early years (3-7) learners and qualifications years. It builds on the £40m provided in 2020/1 for school-based mentoring and bespoke support						
--	--	--	--	---	--	--	--	--	--	--

<p>response and recovery period.</p> <p>Associated risk factors include:</p> <p>Reduction in capacity and constraints in mitigating actions - impact of new IPC guidance</p>			<ul style="list-style-type: none"> • Development of a non COVID data hub to help provide evidence is underway. 							
<p>New- HSS risk</p> <p>COVID 19 Planning & Response</p> <p>Workforce capacity:</p> <p>There is a risk of insufficient workforce capacity to maintain essential services and COVID-19 response.</p>	4	5	<ul style="list-style-type: none"> • Workforce Deployment and Wellbeing Group meets regularly and undertakes deep dives with organisations. • Mini-JET meetings are taking place with Health Boards to discuss cross-cutting planning for service delivery and the workforce underpinning the plans. 	4	4	16		12	12/4/21	Andrew Goodall (Helen Arthur)

<p>New- HSS risk</p> <p>COVID 19 Planning & Response</p> <p>SOCIAL CARE SERVICES: There is a risk that social care services will be overwhelmed and unable to cope.</p>	5	4	20	<ul style="list-style-type: none"> • Directors of Social Services meeting in place for oversight (weekly). • Social Care Planning and Response Group meets fortnightly to provide sector intelligence. • Social Care dashboards are in place and used to provide updates at the P&R group to highlight current and emerging areas of pressure. • Financial package for social care services in place and financial and well-being support for workforce e.g. EAP, SSP enhancement scheme. 	3	5	15	Weekly WG Covid reporting is showing improved metrics across the sector, but with hot spots remaining. However, the risk is reducing.	10	12/4/21	Andrew Goodall (Andrea Street)
<p>NEW ESNR risk</p> <p>Well-being Staff well-being is at the core of decision making across the ESNR Group. There is a risk to mental health and other wellbeing issues originating from continuing working at home or from COVID-19 related anxiety. If adequate support is not available staff absence rates may increase and key objectives across the Group may not be achieved. The</p>	5	4	20	<p>Staff Survey results and the ESNR for the Future work reports have been produced and work continues to progress the findings. Senior Management are considering further short term actions to ensure staff well-being is at the heart of all decisions being made. The Senior team are in regular communications with their individual Directorates and weekly well-being comms goes out to all ESNR staff. However, the pressure on staff resource will inevitably increase as the workload as a result of the pandemic, the UK leaving the EU and a full PFG with only limited opportunities to increase total capacity.</p> <p>Staff have been identified to lead projects for the ESNR for the Future programme of work, with regular updates being provided to the ESNR senior team.</p> <p>A forward look plan has been presented to PCC which ensures visibility of proposed actions to Directors and ensures the right message is being delivered to teams. The</p>	5	4	20	Further work continues to increase group resources to help spread the building work pressures. Close attention will continue to be paid to group sickness reports and reports from directors on the impact these pressures are having on staff. Regular communications from the DG and senior team receive high positive feedback so these will continue. As lockdown measures are eased there is potential for the well-being of staff to improve. This will be monitored by line managers across the Group		April 2021	Dean Medcraft f

	<p>ESNR senior team are well aware of this risk and have focused on staff support during the crisis.</p> <p>The risk has been exacerbated by the recent incidences of local lockdown, as staff with caring responsibilities had further pressures put on them by the restrictions in support available to them.</p> <p>The potential for further national lockdowns and travel restrictions over the summer period will further increase the pressure on staff working from home.</p>				<p>ESNR Director level meetings and ARAC have been provided with updates and risks are escalated to the Perm Sec (ExCo)</p>							
	<p>NEW – ESNR</p> <p>Cardiff International Airport</p> <p>A negative change to Cardiff Airport's financial position could negatively impact its ability to deliver the intended objectives and benefits. This could have financial and reputational impacts that could be exacerbated by Brexit</p>	5	5	25	<p>Accept. Covid-19 has severely impacted the aviation industry. Passenger numbers have dropped significantly and during the Covid-19 emergency there has been no scheduled passenger flights through the airport. In mid 2020 an emergency loan to CIAL was agreed by Ministers to keep the Airport running through the emergency and the Airport open to allow for some minimal cargo and training flights. The Airport has managed the financial position but it remains unlikely that passenger numbers will recover for some time. In March 2021, Ministers also agreed a financial package of support of up to £42.6m over the next 4 years to protect the airport's medium term future and over 5,000 direct and indirect</p>	5	3	15	<p>Officials have submitted a State Aid Notification for approval to grant compensation to Cardiff International Airport Limited's (CIAL) for the damage caused by COVID-19 for up to £6.5m to the European Commission MA/KS/2737/20 refers. The initial damages for the first period between 17 March – 30 June 2020 at a value of c£2.39m has been agreed in principal. Further evidence is required justifying the proposed level of support for the second period c£4.1m for the period from the 1st July – 31st December 2020. Depending on the decision of the Commission, further advice will follow and will outline how this Notification could provide further support to CIAL if necessary.</p> <p>In order to safeguard the future of the airport the</p>	April 2021	Andrew Slade/ Steve Vincent	

and more so now by COVID-1				jobs. Based on specific modelling by industry specialists, projections show that with the support provided, we would expect the airport to be cash flow neutral in 2025/26. However, in the event that traffic were to take longer to recover than assumed in CIAL's base case and/or the airport's costs were higher than assumed in its base case, CIAL's ability to return to profitability would be adversely affected, and this would also have implications for the size of the subsidy required. We are working closely with the Airport Board to support them through delivering their recovery and restructure plan. Further to the support package made available in March 2021, Ministers have also agreed to write off £42.6m of debt, down-valuing the company in line with current asset valuation.				Welsh Government has agreed a medium term financial package against a five year plan for its rescue and restructure MA/KS/0809/21 refers. This proposed package satisfies the terms of the UK-EU Trade and Co-operation Agreement (relating to the previous state aid rules), in particular the provisions around subsidies for the purposes of rescue and restructure. The package involves the provision of a grant of up to £42.6m. As part of this funding package the First Minister has approved a write-off of £42.6m of CIAL debt to Welsh Government MA/FM/0846/21. The Airport Executive Board will report quarterly to WG officials and Holdco on progress against its recovery and restructure plan and performance will be monitored in line with grant requirements. Grant funding conditions include a number of targets which the airport company must achieve by certain dates as a provision of funding. Funding shall be drawn down and aligned to the schedule of pre-agreed instalments as specified within the Grant Agreement.			
<p>NEW – ESNR Rail Franchise Delivery Post Covid-19</p> <p>If the business model and terms of the Grant Agreement are no longer sustainable to the rail franchisee post Covid 19, then it is likely that they will seek to review and / or terminate parts of the Agreement leading to uncertainty of how the future of rail services can be delivered and risk being passed back to public sector.</p>	5	5	25	<p>Reduce. An approach has been agreed by TfW with the rail franchisee to bring rail services under a Joint Venture arrangement. Accept: Even if agreement is made with the rail franchisee on Heads of Terms for the Joint Venture there is still a risk they will not agree to the settlement arrangements. This could result in rail services ceasing prior to the end of 2020 without additional funding. Accept. Some of the aspirations in the Grant Agreement may no longer be possible to deliver for economic reasons and a clear communication strategy is needed in order to inform stakeholders of potential implication</p>	5	5	25		April 2021		Simon Jones

<p>NEW -ESNR</p> <p>Critical Freight</p> <p>The first wave of COVID19 and consequent lockdowns put considerable pressure on the freight system across the UK, particularly mixed use ferry operators (freight and passengers) and long-haul road haulage.</p> <p>Financial support was provided to ferry operators 'at the point of failure', and following substantial activity and negotiation from Welsh Government and the Wales Office, this was ultimately extended to include the key ferry route in Wales between Holyhead-Dublin. The DfT have stressed that they will seek to avoid offering financial support under a second wave scenario, but if the same failure points emerge, this requirement would be inevitable.</p>	5	4	20	<p>SHARE - Both the impact and likelihood of this risk are related to factors outside of our control. Public health measures to control outbreaks of CV19 is the primary control measure of minimising this risk. Additionally, most policy areas have developed contingency plans at a UK-level to ensure critical goods can keep moving.</p> <p>Direct interventions to secure the freight system will be primarily handled at UK-level. From a WG perspective, there would be a continued need to engage with UK-level structures in respect of critical freight to ensure that interventions are joined up and account for risks in Wales</p>	5	4	20	<p>Ongoing monitoring of risk and engagement with UK-level structures, such as the Critical Freight Taskforce.</p> <p>In the short term there is also a risk relating to substantial road haulage having to park upon the A55 due to border control issues from 01st January 2021 as a consequence of Brexit. Two key staff have recently left the Transport team and although they have been replaced there may be issues with handover and transition. This risk has been temporarily increased to highlight potential impact with critical freight reaching destination</p>		April 2021	Simon Jones
---	---	---	----	---	---	---	----	--	--	------------	-------------

For haulage, many commercial operators run on tight margin which leaves them vulnerable to financial shocks. Additionally, the haulage sector is comprised of tens of thousands of small-medium businesses across the UK (and a few large ones), and as a result do not individually tend to hold much liquidity, or wider group-level revenue, which means they have little to fall back on.

If CV19 and the red listing of EU countries then this could have a catastrophic impact on the sector and Government's ability to ensure critical goods, such as food, medicines and essential chemicals, are able to move.