

Risk Description <i>A clear statement of the identified risk</i>	Consequence <i>A clear statement of the effect if the risk is realised</i>	Existing controls <i>Details of controls already in place designed to mitigate the risk and/or address the consequence (contingency plans)¹</i>		Prob. <i>Likelihood of risk being realised H(igh), M(edium), or L(ow)</i>	Impact <i>Severity of consequence H(igh), M(edium), or L(ow)</i>	Risk Rating <i>Combined Probability / Impact score</i>	Tolerate / Accept (Y/N) <i>[see risk matrix.]</i>	Further Actions to improve controls and/or mitigate impact <i>If risk <u>not</u> tolerable / acceptable</i>	Action by date	Resp. Officer
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Reaching Wider: delivering wider participation and access in support of social inclusion and economic upskilling										
Deal for Students: delivering the highest quality learning teaching support										
<p>004/09 Failure of WAG (DCELLS) to develop and support European/International policy and priorities for HE</p> <p><i>[this risk is an amalgam of three separate risks in the RBC team risk register]</i></p>	<ul style="list-style-type: none"> Wales fails to develop and deliver an appropriate EU/International HE perspective Wales fails to engage satisfactorily with UK policy developments on Europe/international agendas (e.g. Bologna, Lisbon, PM12 etc) In consequence, Welsh HE fails to remain competitive on world stage Wales in the World objectives under Jones/ remit letter not realised, resulting in reputational and opportunity loss for Wales HEIs fail to recruit sufficient overseas students, and HEFCW thereby fails to deliver RH target Relationship with WHEB fails to function effectively Failure to persuade DCELLS on future funding arrangements for Erasmus students 	<ul style="list-style-type: none"> Detailed advice to DCELLS on gaps/omissions in their policy coverage Close working with HEW/WHEB/WI C etc to co-ordinate consistent and clear messages to WAG (DCELLS and more widely) Continued close contacts with UK HE EU and International Units to mitigate effects of DCELLS present inertia Officers working to support DCELLS efforts to develop its capacity for EU work, and to better co-ordinate action across WAG on international issues Regular liaison with sector 		M	M	M/M	N	<ul style="list-style-type: none"> Continue to press for meeting with Head of LLP Division (now delayed 7 months their end) If continued failure to meet, escalate with senior officials 		TO

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019/09 Over-recruitment to Welsh HEIs in context of recession impacts adversely on quality	<ul style="list-style-type: none"> The intake of too many unfunded students impacts adversely on the student experience May impact also on widening access as harder to reach students are excluded from process 	<ul style="list-style-type: none"> QAA review monitors quality National Student Survey monitors student experience HEFCW guidance in grant circular regarding fees-only recruitment Monitor applications levels 		M	M	M/M	N	<ul style="list-style-type: none"> Ensure WAG officers aware of consequences Monitor enrolment levels at HESES If necessary publish revised guidance 	Dec 2009	Head of SLF
Research Excellence: delivering improved research performance to underpin the knowledge economy and cultural and social renewal										

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005/08 Sector fails to meet <i>Reaching Higher</i> targets of increasing proportion of Research Council income to 4.5% by 2010/11, and research income from other external sources by 60% by 2007/08, and by 100% by 2010/11.	Loss of potential additional research income, with an adverse effect on the research base in Wales in terms of: a) the level of activity which the sector is able to undertake; b) the negative impact on the sector's reputation and standing (e.g. staff recruitment difficulties); and c) loss of international competitiveness. Adverse effect on sector's standing with Assembly.	<ul style="list-style-type: none"> • Close monitoring of progress via regular data returns and forecasts from HEIs (<i>RH</i> targets template) • Establishment of sector-wide seminars on securing research council funding • Exploration of possible increases in research funding. • Provision of support for research based collaboration and reconfiguration. • More strategic use of <i>RH</i> Fund via targeted funding for RAE support. • Review of research policy • Chief Executive on First Minister's Senior Science Advisory Group. 		H	M	H/M	N	<ul style="list-style-type: none"> • Renegotiate targets with WAG as part of refresh of <i>Reaching Higher</i> following publication of Jones review. • Building on DCELLS report on Research Council funding, engage with new Research, Innovation and Engagement Committee to identify fresh solutions. • Underpinning actions to strengthen the research base and hence improve capacity to attract funding – e.g. reconfiguration and collaboration; promoting training in research leadership; keeping criteria for future QR funding allocations under review. 	Dec 09	Head of BRC

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006/08 REF Consultation, implementation disadvantages Wales	<ul style="list-style-type: none"> WHE unable to compare R performance and contributions with rest of UK and more widely Reputational damage to Welsh research base Sector finds it more difficult to attract external research partners and funders Adverse funding consequences flow, with consequential damage to WHE's ability to impact positively on Welsh economy developments Loss of leading Welsh Research staff 	<ul style="list-style-type: none"> Contributing to UK-wide discussions on likely outcomes / response to REF consultation Advise Council on options following REF consultation and further discussions with REF steering group, and offer clear direction and choices on routes to best secure continued improvement in Welsh Research performance and capacity building against UK standards/bench marks On UK-wide adoption of REF methodology, open discussions with sector and DCELLS on how best to manage consequences for Wales 		M	H	M/H	N	<i>Engage in further modelling if necessary</i> <i>Strengthen capacity to engage in and influence post-REF debate consultation</i> <i>Seek RIEC Guidance</i>	Feb 2010	Head of BRC
Benefiting Economy and Society: delivering more productive relationships between HE institutions and the public and private sectors, other agencies and local communities										

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Initial Teacher Training : delivering newly qualified teachers of high quality										
007/08 Failure of ITT sector to complete reconfiguration effectively with efficient use of transitional funding.	<ul style="list-style-type: none"> Destabilisation of ITT provision. Sector unable to deliver newly qualified teachers of the highest quality. Reputational damage to Council Institutions unable to recruit effectively. 	<ul style="list-style-type: none"> Dialogue with the Assembly, and the sector to encourage effective implementation Dialogue with Assembly about consequences of delays in decision and lack of flexibility on ITT reconfiguration. Encourage developments in non-ITT provision as part of reconfiguration plans and investigate means to increase education research capacity in the sector. 	Maintain status quo	M	M	M/M	N	<ul style="list-style-type: none"> Closer working with the sector to ensure implementation, providing additional guidance as appropriate. Assistance to sector in developing collaborative Centre ITT strategies 	Nov 2009	Head of SLF

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Making it Work - the HE Sector in Wales: a strong emphasis on reconfiguration, collaboration, and other measures to sustain improved performance of individual institutions and the HE system as a whole										
008/08 Funding from the Assembly is insufficient to be able to sustain levels of funded activity particularly in the light of possible consequences for the budget arising from the economic downturn.	<ul style="list-style-type: none"> • Significant political impact of funding in Wales falling behind that in England and elsewhere in the UK • Possible reduction in activity, or inability to maintain adequate volume of activity, which would threaten achievement of <i>Reaching Higher</i> targets. • Institutions unable to maintain and/or develop estates, including meeting statutory responsibilities. • Lack of flexibility in profile of above base-line funding • Economic downturn tightens financial position further in individual HEIs 	<ul style="list-style-type: none"> • Dialogue with Assembly about need for funding at a level appropriate to the Assembly's vision, and to the reality of a UK and wider international market for students and staff in higher education. • Continue to conduct funding gap analysis on an annual basis. 	<ul style="list-style-type: none"> • Supporting the sector to pursue value for money options and efficiencies • 0% efficiency gains to be applied to some budgets in light of HEFCE decisions 	H	H	H/H	N	Move towards more explicit focus on financial sustainability in respect of allocation of funding and strategic dialogue with institutions. Prepare contributions to Comprehensive Spending Reviews (CSR) as required by WAG Engagement with WAG processes for Strategic Capital Investment Fund Engagement with process of development Manifesto for Change and Jones funding outcomes Constant dialogue with Assembly regarding budget implications and outcomes and take forward in discussion with Council. Increasing strategic use of core funding. Be prepared to: - Implement challenge process for individual budget lines. - Apply tighter efficiency gain on core funding - Apply efficiency gains on strategic budget lines.	Over next 3 years (by 2011)	Chief Executive and Head of SLF

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010/08 Too many institutions in a marginal or unsatisfactory financial position	<ul style="list-style-type: none"> Potential closure of institutions Weak basis for any major reconfiguration/merger proposals 	<ul style="list-style-type: none"> Argue case for increased levels of funding for the sector. Intervene at an early stage when institutions are getting into difficulty Require institutions to address sustainability in their strategic plans. Financial health assessment one of six key areas agreed for HEFCW's revised HEFCW Institutional Risk Review process. 	Introduction of SIS and top up fees reduces likelihood Require recovery plans and monitor implementation	L	H	L/H	N	Review and develop as necessary approach on financial health assessments, as part of revised HEFCW Institutional Risk Review process [IRR currently being discussed with HEW and CHEW re: Strategic Engagement].	May 2009 & ff	Head of GLI

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011/08 Fail to secure stable and sustainable outcome regarding Lampeter	<ul style="list-style-type: none"> • Reputational damage to Council • Prolonged and damaging uncertainty in Lampeter • Opportunity for strengthening of sector missed 	<ul style="list-style-type: none"> • HWCF report done • Changes in UWL SMT • Close HEFCW dialogue with UWL and potential partner HEIs • Close HEFCW dialogue with WAG and other key stakeholders • Agreement reached with TUCC and UWL on funding package, in turn accepted by governing bodies • Proposal put to WAG 		M	H	M/H	N	Officers monitoring closely, and prepared to raise level of engagement Dialogue with sponsor division over release of funds, which is now the one remaining hurdle	Aim for full resolution wef start of 09/10 academic year or as soon thereafter as possible	CEO in close consultation with Directors

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013/08 Sector responds inadequately to economic downturn challenge	Reputational, followed by budgetary, damage in eyes of Assembly Government	<ul style="list-style-type: none"> • Two letters already sent (Jan and Feb) to sector altering to need to respond and inviting information on planned actions • Follow up on replies to Jan and Feb letters • Item for discussion at March Strategic Dialogue • Dialogue with WAG over contributions to, eg, Economic Summits and related activity • Dialogue with key partners (eg Job Centre Plus) over scope and co-creation of advice and policy, • Council (Jan 09) approved in principle a new Economic Support Initiative (ESI) to address this issue. • Decisions announced July 		L	H	L/H	N	<ul style="list-style-type: none"> • Improve communications of actions via dedicated space on website and more sustained media campaign. • Participation in July 09 Economic Summit • Maintain scrutiny of all policies for whether or not 'business as usual' 	Review Oct 2009	CEO Head of SLF Director of SD

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014/09 Failure of UK bodies to take account of Welsh dimension	<ul style="list-style-type: none"> Welsh sector loses out in UK initiatives and may be adversely affected Welsh policy priorities ignored Funding input from Wales is wasted 	<ul style="list-style-type: none"> Welsh representation on management bodies HEFCW officer attendance at funders' meetings Meetings with other funding bodies to emphasise policy differences 		M	M	M/M	N	<ul style="list-style-type: none"> Encourage WAG to maintain effective working relations with equivalents in Scotland and NI, as appropriate Ongoing monitoring of funded bodies to ensure Welsh agendas as acknowledged. 	Ongoing Ongoing	Heads of Teams
Making It Work – HEFCW: being an effective public sector body by: having the capability and infrastructure that enables us to work effectively internally and with all our stakeholders and partners (especially the Welsh Assembly Government and the HE sector in Wales; being an employer of choice.										
015/08 DCELLS reorganisation takes time to embed	<p>Liaison and effective working with relevant DCELLS colleagues impeded, with consequential failure by HEFCW to address one or more key Assembly priorities.</p> <p>Failure in WAG to register HE dimension of other policy domains, with impacts on consultation and coordination between HE and other post-16/skills agendas</p>	<ul style="list-style-type: none"> Close officer dialogue with relevant colleagues, via routine and special meetings, as needed Individual induction as appropriate Active role by officers in alerting WAG colleagues to key agendas/issues Improved meeting sequence established 	Escalate any clear concerns at officer level	M	M	M/M	N	<p>Escalate any clear concerns even higher if need be, invite Council to make representations.</p> <p>Have held further discussion with sponsor division on control framework – now need to monitor developments</p>	Ongoing but review Dec 2009	Chief Executive in close consultation with Directors

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016/08 Inability to reach agreement on and implement pay and grading arrangements 2009 onwards	<ul style="list-style-type: none"> • Reputation • Low morale • Turnover • Employment relations issues • Impact on HR and Payroll workload 	<ul style="list-style-type: none"> • Ongoing discussions with WAG • Pay negotiations process • Works Council consultation • Staff consultation • HR Committee consultation • Pay proposals underway • Management Board discussions • Meeting held with WAG and further information provided August 2009 	<ul style="list-style-type: none"> • Escalate to Chairman for further communication with WAG 	H	M	H/M	N	<ul style="list-style-type: none"> • Communication with WAG – pursue HE Division to obtain decision on proposal 	Sept 2009	Director FCS
017/08 Risk of exceeding cash 2% threshold at end of financial year due to accumulation of ring-fenced commitments in areas such as Reaching Higher	Potential underspend on budget leading to return of funds to WAG at financial year end.	<ul style="list-style-type: none"> • Budget and Cash Management document sets out procedures for all aspects of budgetary activities • Routine monitoring of cash threshold performed by Budget Group. 	Advance notice given to WAG of potential budget underspend and request for possible carry forward of committed funds.	M	H	M/H	N	Alternative budget spend plans to be managed by HEFCW Budget Group and proposals put to Council for approval prior to financial year end to ensure cash does not exceed 2% threshold.	Jan – March each year	Director FCS
020/09 Widespread loss of staff due to effects of pandemic flu	Reduction in performance for periods of time, depending on extent of staff absences.	All recommended health precautions taken within the workplace and government advice communicated to staff	Business continuity plans set out within HEFCW's Shadow Planner and also covered by policies and procedures which control loss of staff/cover	M	M	M/M	N	Further advice from Government to be monitored and implemented. Business Continuity Plans to be kept under review as the situation changes.	Oct 09	Director FCS

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021/09 Likelihood of reduction in level of future running costs' budget and continuing approval to transfer elements of running costs to programme budget	Inability to absorb cuts in short-term. Impact on HEFCW operations	<ul style="list-style-type: none"> Prudent management of 2009-10 running costs expenditure and budget, deferring planned expenditure until 2010-11 budget confirmed by WAG. Existence of contingency funds following Q1 re-profiling exercise in 2009-10. Early discussions planned with WAG concerning transfer of running costs to programme budget for 2010-11. 	<ul style="list-style-type: none"> Running costs' efficiency savings review in progress for 2009-10 Running costs' budget modelling to be carried out to plan future years' budgets commencing with 2010-11, using varying budget level assumptions 	H	M	H/M	N	Further review of future running costs' budgets to be carried out once budgets confirmed by WAG. Confirmation of position from WAG re transfer of running costs to programme budget for 2010-11 onwards to be sought at earliest opportunity.	Nov 09	Director of FCS

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022/09 Fail to maintain confidence of sector in the Council	Inability to function effectively	<ul style="list-style-type: none"> • Dialogue with the Assembly and sector • Close working with HEW Director, especially on building common quantitative and qualitative assessments of the state of HE in Wales • Work with sector to establish "added value" from HEFCW • External stakeholder survey, summer 2007, to gauge current level of opinion. • Now received: action plan being taken forward • Take care over handling of strategic directives from WAG 	Council itself to discuss radical change in membership and/or staffing with Minister	L	H	L/H	N	Careful consideration to ensure a balance of strengths in Council membership.		Chief Executive (in close consultation w/ Chairman)

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023/09 Failure to maintain confidence of Assembly, broadly, in Council	Inability to function effectively	<ul style="list-style-type: none"> Regular dialogue, including quarterly monitoring meetings at officer level; Minister's Annual Monitoring meetings; joint DCELLS/DE&T ministerial meetings ; meetings with Health and other Assembly officials as necessary. Also Chairman's regular dialogue with Minister and Special Adviser 		L	H	L/H	N	Further discussion with WAG on control framework		Chief Executive
024/09 HEFCW perceived by Assembly not to be making sufficiently strategic use of core and/or Reaching Higher funding	Much more specific direction of the Council by the Assembly	<ul style="list-style-type: none"> Council has identified key priority areas in relation to adopting a more strategic approach, and plans to use more core funding to support these areas from 09/10 onwards. 	Discussions with Assembly about requirements	M	M	M/M	N	<ul style="list-style-type: none"> Internal review of operation of Strategic Development Fund and new circular Consultation on more strategic use of core funding 	Sept 2009 Sept 2009	Head of Team