

# Continuing Use of ISIS for Welfare Systems Risk Management Plan January 2024

Approval and version control			
Approved by	GM, MyGov and Core Systems	Next review date	16 Aug 2024
Signature/ email approval			
Date Approved	08 Feb 2024	Version	V1.64
Approver's comments	Endorsed at EC 8 February 2024 EC24-000142 Review at EC 3 July 2024 EC24-000502 Review at EC October 2024		
This risk management plan is prepared in line with the agency's Risk Management Policy and Framework and supporting guidance found on the Risk Management Hub.			

By approving this risk management plan, I confirm:

- relevant officials (including identified risk, control and Recommended Treatment Owners) were consulted during the development of this plan,
- this plan has been appropriately completed, including the completeness of the risk assessment, links to relevant owners, consideration of the agency's risk appetite and tolerances and recording of the risk decision,
- this plan will be a living document that will be actively monitored and reviewed at regular intervals,
- this plan will be circulated to relevant stakeholders and escalated to relevant senior executives and governance committees as required.

Risk Register

Risk ID	Risk Statement There is a risk that/of...	Control Effectiveness Assessment	Residual Risk Rating	Select Risk Tolerance Level	Post-treatment Risk Rating	Risk Owner (responsible SES)	Risk Decision – Risk Owner Comments
1.	Due to reliance on a single vendor our ability to retain ongoing support for M204 may be compromised.	Partially effective	High	Low	Low	GM MyGov & Core Systems GM Infrastructure and Operations GM Technology Strategy, Business and Architecture	Risk rating changes to low. This is within agency tolerance. Anticipated that the continuing to strengthen the strategic partnership and future strategic contracts treat this risk.
2.	We are unable to attract, retain or develop staff with the requisite expertise to adequately support the M204 systems.	Partially effective	Very High	Low	Low	GM Technology Strategy, Business and Architecture GM Workforce Capability	Risk rating changes to low. This is within agency tolerance. Following comprehensive review of the consequences and the effectiveness of the controls and treatments to intervene. Ongoing support for implementation of the controls and treatments required.
3.	The investment in critical infrastructure support and non-production environments required to maintain a current, secure and reliable state of ISIS systems is unmet.	Partially effective	Medium	Low	Low	GM MyGov & Core Systems GM Infrastructure and Operations  GM Technology Strategy, Business and Architecture	Risk rating changes to low. This is within agency tolerance. There are a range of fully treatments in place. High confidence in the ability of the effectiveness of the treatments.
4.	The complexity and integrated nature of the M204 system reduces our ability to respond quickly to government and potentially escalates costs.	Partially effective	High	High	Low	GM, MyGov and Core Systems GM Technology Strategy, Business and Architecture	Risk rating changes to low. This is within agency tolerance. Continue to support implementation of treatments.

Important

Security and cyber risks have been considered in this review and are further detailed in the Income Security Integrated System/Model 204 (ISIS/M204) Security Risk Management Plan.

The following risks in the security Risk Management plan have treatments which further complement this risk management plan:

- SRMP Risk 1 Governance and processes – s47E(d)
- SRMP Risk 9 Data Protection - s47E(d)

Access to this document requires approval from the National Manager, Application Infrastructure.

Note:

- [Risk Tolerance](#) is based on Strategic Management (Low) and Change Implementation (High)
- Inherent risk – The level of risk at the time of the assessment when no controls are implemented.
- Residual Risk – The level of risk remaining at the time of assessment when controls are implemented.
- Post treatment Risk – The level of risk remaining at the time of assessment with control and treatments implemented.

## Risk Context

### Description

The Welfare Payment Infrastructure Transformation (WPIT) Programme Gateway End Stage Review was conducted by the Department of Finance and completed on 29 September 2023. The review focused the outcomes of the Program under objectives identified in the initial proposal to government. These were:

- Improved customer experience
- Increased capability for customer facing staff
- Increased flexibility for government
- Reusable capability
- Retirement of legacy systems

The government agreed to descope the decommissioning of the ISIS and Model 204 legacy systems in Tranche 2, therefore, the need for the continued operation of these systems has not been a factor in determining the Final Delivery Rating. Services Australia accepted all five recommendations from the final report.

This Risk Management Plan addresses the recommendation 2 - Assess the current risks of continuing to use the Model 204 platform, including ongoing vendor support and maintaining a skilled workforce, and develop and implement a plan for managing those risks pending decommissioning.

### Strategic Context

The 2023-2027 Technology Plan prioritises the development of an end-goal vision for the replacement of critical legacy systems. This involves developing a comprehensive investment strategy for funding technological advancements. This risk analysis will identify the potential hazards associated with navigating the intricacies of the current transitional phase. The risk analysis will shape a risk management plan to mitigate identified risks throughout the evolution of the technology landscape.

### Scope of Risk Management Plan

This Risk Management Plan is designed to evaluate the risks associated with the ongoing use of the M204 platform, with the intent to guide short to mid-term strategies that guarantee secure and stable operations during the overarching system transition.

Concurrently, risks inherent in the agency-wide system transformation are systematically integrated into the broader framework of enterprise risk management procedures and individual project risk plans, ensuring a comprehensive and cohesive risk assessment approach.

Risk Assessment

<b>Risk 1</b>	Due to reliance on a single vendor our ability to retain ongoing support for M204 may be compromised.			<b>Date Raised</b>	27 November 2023	
				<b>Risk Type</b>	Threat	
				<b>Risk Status</b>	Open	
	<b>Risk Owner (responsible SES)</b>	GM, MyGov and Core Systems	<b>Risk Manager</b>	NM, Social Security and Welfare Systems		
	<b>Shared Risk?</b>	Shared risk	<b>Who is the shared owner of this risk?</b>	GM MyGov & Core Systems GM Infrastructure and Operations GM Technology Strategy, Business and Architecture		
	<b>Agency Risk Theme and Tolerance</b> <a href="#">Refer to the risk theme and tolerances</a>	Strategic Management - Low tolerance	<b>Link to Top 8 Risk</b>	7.ICT SERVICE CONTINUITY - System outages significantly disrupt access to payments and other critical services		
Note: causes and consequences are independent in affecting the risk.						
<b>Causes of risk - How could this happen?</b>			<b>Control Ref</b>	<b>Treatment Ref</b>	<b>Risk consequences – What are the consequences if the risk is realised?</b> <small>Refer to the <a href="#">Consequence Descriptors Table</a></small>	<b>Control Ref</b>
s47E(d)				T1.1 T4.2 T4.5	s47E(d)	
s47E(d)			C1.1 C1.2	T1.1 T1.2	s47E(d)	C1.1 C1.2
s47E(d)			C1.1 C1.2	T1.1	s47E(d)	C1.1 C1.2
s47E(d)				T4.2 T4.5	s47E(d)	
<b>Inherent likelihood rating</b> <small>Baseline before controls are implemented</small>	Unlikely		<b>Inherent consequence rating</b> <small>Refer to the <a href="#">Enterprise Consequence Descriptor table</a></small>	Extreme	<b>Inherent risk rating</b> <small>Refer to the <a href="#">Enterprise Risk Assessment Matrix</a></small>	High

Existing Controls – What is in place now to control this risk?															
Controls include activities/processes/procedures that are in place and have an impact on the causes or consequences of this risk being realised. You should be able to link each control to a cause or consequence as identified above.															
Risk 1	Ref No.	Type of control (agency-wide or group-specific)	What is the control?	What will the control achieve and how will it mitigate the risk? (Control Guidance)	Control Category	Control Criticality (The risk owner determines the criticality of control to the risk)	Control effectiveness (control owner)	Recommended Control Owner (The control owner should be a single individual within the agency)	Control Implementer	Assurance Type	Assurance information	Last review date	Next review due	Control status	Additional comments
	C1.1	Agency-wide control	s47E(d)	s47E(d)	Preventative	Critical	Partially effective	NM, Social Security and Welfare Systems	NM, Social Security and Welfare Systems	Other		17/06/2024	16/12/2024	OPEN	s47E(d)
	C1.2	Agency-wide control	s47E(d)	s47E(d)	Preventative	Critical	Fully effective	NM, Social Security and Welfare Systems	NM, Social Security and Welfare Systems	Other		17/06/2024	16/12/2024	OPEN	s47E(d)

Note: Residual Risk is risk rating with controls in place

<b>Overall Control Effectiveness</b> (Risk owner should make this assessment)	Partially effective	<b>Residual likelihood rating</b>	Unlikely	<b>Residual consequence rating</b>	Major	<b>Residual Risk Rating</b> <u>Refer to the Risk Assessment Matrix</u>	High	<b>If residual risk rating is outside tolerance, have you identified treatments?</b>	Yes
<b>Risk Decision</b>	Accept with further treatments	<b>Risk Owner Comments</b>	s47E(d)						

<b>Risk 1</b> <b>Proposed Treatments – What could be introduced to better manage this risk?</b> Treatments are a risk modification process to reduce a risk to an acceptable level. A treatment increases the effectiveness of a current control, replaces an existing control, or adds a new control/s. You should be able to link each treatment to a cause or consequence as identified above.													
Ref No.	What is your treatment going to do?	If improving or replacing an existing control, please enter control ref no.	What is the treatment? <a href="#">Control Guidance</a>	What will the treatment achieve and how? <a href="#">(Control Guidance)</a>	Date first initiated or approved	Priority (low/med/high)	Status	Treatment Progress % estimate	Due date	Anticipated Treatment Effectiveness	Control category <a href="#">(Control Guidance)</a>	Recommended Treatment Owner (The Recommended Treatment Owner should be a single individual within the agency)	If treatment due date is changed please explain.
T1.1	Add new control		Create Procurement Plan to document the approach to vendor to discuss roadmaps and strategic solutions to better align to sustainable outcomes.	s47E(d)	8/02/2024	High	Planned	0%	16/12/2024	Fully Effective	Preventative	NM, Social Security and Welfare Systems NM Technology Sourcing	s47E(d)
T1.2	Add new control		Development of Strategic Contract	s47E(d)	21/06/2024	High	Planned	20%	16/12/2024	Fully Effective	Preventative	NM, Social Security and Welfare Systems NM Technology Sourcing	
<b>Post-treatment likelihood rating</b>		Rare	<b>Post-treatment consequence rating</b>		Moderate	<b>Post Treatment Risk Rating</b> <a href="#">Refer to the Risk Assessment Matrix</a>			Low		<b>Target Risk rating</b> <a href="#">Refer to the Risk Themes and Tolerances</a>		Low
<b>General Comments</b>		There is strategic partnership maintained with the Vendor. There is high confidence in ability of the treatments to mitigate this risk.											
<b>Escalation path</b>		Risk is within agency tolerance.											

<b>Risk 2</b>	We are unable to retain or develop staff with the requisite expertise to adequately support the M204 systems.			<b>Date Raised</b>	27 November 2023		
				<b>Risk Type</b>	Threat		
				<b>Risk Status</b>	Open		
	<b>Risk Owner (responsible SES)</b>	GM Technology Strategy, Business and Architecture	<b>Risk Manager</b>	NM Technology Business Services			
	<b>Shared Risk?</b>	Shared risk	<b>Who is the shared owner of this risk?</b>	GM Workforce Capability			
	<b>Agency Risk Theme and Tolerance Refer to the risk theme and tolerances</b>	Workforce - Low tolerance	<b>Link to Top 8 Risk</b>	5.WORKFORCE CAPACITY & CAPABILITY - We fail to attract, retain and develop staff capabilities			
Note: causes and consequences are independent in affecting the risk.							
<b>Causes of risk - How could this happen?</b>			<b>Control Ref</b>	<b>Treatment Ref</b>	<b>Risk consequences – What are the consequences if the risk is realised? Refer to the <a href="#">Consequence Descriptors Table</a></b>	<b>Control Ref</b>	
<b>Treatment Ref</b>			<b>Treatment Ref</b>		<b>Treatment Ref</b>	<b>Treatment Ref</b>	
s47E(d)			C2.1 C2.2 C2.3	T3.1 T3.2 T3.5	s47E(d)	C2.1 C2.2 C2.3	T2.1 T2.2 T2.5
s47E(d)			C2.2	T3.1 T3.2	s47E(d)	C2.2	T2.1 T2.2
s47E(d)			C2.1		s47E(d)	C2.1	
s47E(d)			C2.1	T3.4	s47E(d)	C2.1	T2.4
s47E(d)			C2.1	T3.2	s47E(d)	C2.1	T2.2
s47E(d)				T3.1 T3.6	s47E(d)		T2.1 T2.6
s47E(d)			C2.1		s47E(d)	C2.1	
s47E(d)					s47E(d)		
s47E(d)				T2.2 T2.4	s47E(d)		T2.2 T2.4
<b>Inherent likelihood rating</b> Baseline before controls are implemented	Likely	<b>Inherent consequence rating</b> Refer to the <a href="#">Enterprise Consequence Descriptor table</a>	Moderate	<b>Inherent risk rating</b> Refer to the <a href="#">Enterprise Risk Assessment Matrix</a>	High		

Risk 2 Existing Controls – What is in place now to control this risk?														
Controls include activities/processes/procedures that are in place and have an impact on the causes or consequences of this risk being realised. You should be able to link each control to a cause or consequence as identified above.														
Ref No.	Type of control (agency-wide or group-specific)	What is the control?	What will the control achieve and how will it mitigate the risk? (Control Guidance)	Control Category	Control Criticality (The risk owner determines the criticality of control to the risk)	Control effectiveness (control owner)	Recommended Control Owner (The Control Owner should be a single individual within the agency)	Control Implementer	Assurance Type	Assurance information	Last review date	Next review due	Control status	Additional comments
C2.1	Agency-wide control	s47E(d)	s47E(d)	Preventative & Corrective	Important	Partially effective	NM Technology Business Services	NM Technology Business Services	Other		8/08/2024	12/01/2025	OPEN	s47E(d)
C2.2	Group-specific control	s47E(d)	s47E(d)	Preventative	Critical	Partially effective	NM Technology Sourcing	NM Technology Sourcing	Other		17/06/2024	16/12/2024	OPEN	s47E(d)
C2.3	Group-specific control	s47E(d)	s47E(d)	Preventative	Critical	Partially effective	NM Technology Business Services	NM Technology Business Services	Other		8/08/2024	30/06/2025	OPEN	s47E(d)
<b>Overall Control Effectiveness</b> (Risk owner should make this assessment)		Partially effective	<b>Residual likelihood rating</b>	Possible	<b>Residual consequence rating</b>		Minor	<b>Residual Risk Rating</b> <a href="#">Refer to the Risk Assessment Matrix</a>		Medium	<b>If residual risk rating is outside tolerance, have you identified treatments?</b>		Yes	
<b>Risk Decision</b>		Accept with further treatments	<b>Risk Owner Comments</b>	s47E(d)										

Risk 2	<b>Proposed Treatments – What could be introduced to better manage this risk?</b> Treatments are a risk modification process to reduce a risk to an acceptable level. A treatment increases the effectiveness of a current control, replaces an existing control, or adds a new control/s. You should be able to link each treatment to a cause or consequence as identified above.												
Ref No.	What is your treatment going to do?	If improving or replacing an existing control, please enter control ref no.	What is the treatment? <a href="#">Control Guidance</a>	What will the treatment achieve and how? <a href="#">Control Guidance</a>	Date first initiated or approved	Priority (low/med/high)	Status	Treatment Progress % estimate	Due date	Anticipated Treatment Effectiveness	Control category <a href="#">Control Guidance</a>	Recommended Treatment Owner (The Recommended Treatment Owner should be a single individual within the agency)	If treatment due date is changed please explain.
T2.1	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Proposed	90%	30/09/2024	Partially Effective	Preventative & Corrective	NM Enterprise Architecture	s47E(d)
T2.2	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Closed	100%	5/02/2024	Fully Effective	Preventative	NM, Social Security and Welfare Systems	s47E(d)
T2.3	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Closed	100%	3/07/2024	Fully Effective	Preventative	NM Technology Business Management	s47E(d)
T2.4	Add new control		s47E(d)	s47E(d)	8/02/2024	High	In Progress	50%	30/09/2024	Partially Effective	Preventative	CIDO	s47E(d)
T2.5	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Closed	100%	3/07/2024	Partially Effective	Preventative	NM Technology Business Services	s47E(d)
T2.6	Add new control		Stocktake and remediate knowledge and documentation gaps in the current state ISIS applications and M204 landscape.	s47E(d)	8/02/2024	High	In Progress	25%	30/09/2024	Partially Effective	Preventative & Corrective	NM Enterprise Architecture	s47E(d)
T2.7	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	In Progress	25%	16/12/2024	Partially Effective	Preventative & Corrective	GM MyGov and Core systems	s47E(d)
T2.8	Add new control		s47E(d)	s47E(d)	7/06/2024	Medium	In Progress	50%	30/09/2024	Partially Effective	Preventative & Corrective	SES Branch Leads	s47E(d)
T2.9	Add new control		Targeted Recruitment plan to ensure full bench strength for succession risks	s47E(d)	7/06/2024	High	In progress	25%	30/06/2025	Partially Effective	Preventative & Corrective	NM, Social Security and Welfare Systems	s47E(d)

<b>Post-treatment likelihood rating</b>	Unlikely	<b>Post-treatment consequence rating</b>	Minor	<b>Post Treatment Risk Rating</b> <a href="#">Refer to the Risk Assessment Matrix</a>	Low	<b>Target Risk rating</b> <a href="#">Refer to the Risk Themes and Tolerances</a>	Low
<b>General Comments</b>	s47E(d)						
<b>Escalation path</b>	s47E(d)						

<b>Risk 3</b>	The investment in critical infrastructure support and non-production environments required to maintain a current, secure and reliable state of ISIS systems is unmet.			Date Raised	27 November 2023		
				Risk Type	Threat		
				Risk Status	Open		
	Risk Owner (responsible SES)	GM MyGov & Core Systems	Risk Manager	NM, Social Security and Welfare Systems			
	Shared Risk?	Shared risk	Who is the shared owner of this risk?	Devika Weeraratne GM Infrastructure and Operations  Josh Bosschieter a/g GM Technology Strategy, Business and Architecture			
Agency Risk Theme and Tolerance <a href="#">Refer to the risk theme and tolerances</a>	Payments & Services - Low tolerance	Link to Top 8 Risk	7.ICT SERVICE CONTINUITY - System outages significantly disrupt access to payments and other critical services				
Note: causes and consequences are independent in affecting the risk.							
<b>Causes of risk - How could this happen?</b>		<b>Control Ref</b>	<b>Treatment Ref</b>	<b>Risk consequences – What are the consequences if the risk is realised?</b> <small>Refer to the <a href="#">Consequence Descriptors Table</a></small>		<b>Control Ref</b>	<b>Treatment Ref</b>
s47E(d)		C3.3	T3.1 T3.2	s47E(d)		C3.3	T3.1
s47E(d)			T3.1 T3.1	s47E(d)			T3.2
s47E(d)		C3.2 C3.4	T3.9	s47E(d)		C3.2 C3.4	
s47E(d)		C3.1 C3.2 C3.4	T3.1 T3.2	s47E(d)		C3.1 C3.2 C3.4	T3.2 T3.3
s47E(d)		C3.3 C3.6	T3.9	s47E(d)		C3.7	T3.9
s47E(d)			T3.9	s47E(d)		C3.7	T3.9
s47E(d)		C3.1 C3.6	T3.2	s47E(d)		C3.1 C3.6	T3.2
s47E(d)			T3.4 T3.5 T3.6 T3.7 T3.8 T3.9	s47E(d)		C3.1 C3.6	T3.2 T3.6
Inherent likelihood rating <small>Baseline before controls are implemented</small>	Likely	Inherent consequence rating <small>Refer to the <a href="#">Enterprise Consequence Descriptor table</a></small>	Major	Inherent risk rating <small>Refer to the <a href="#">Enterprise Risk Assessment Matrix</a></small>		Very High	

Existing Controls – What is in place now to control this risk?														
Risk 3	Controls include activities/processes/procedures that are in place and have an impact on the causes or consequences of this risk being realised. You should be able to link each control to a cause or consequence as identified above.													
Ref No.	Type of control (agency-wide or group-specific)	What is the control?	What will the control achieve and how will it mitigate the risk? (Control Guidance)	Control Category	Control Criticality (The risk owner determines the criticality of control to the risk)	Control effectiveness (control owner)	Recommended Control Owner (The control owner should be a single individual within the agency)	Control Implementer	Assurance Type	Assurance information	Last review date	Next review due	Control status	Additional comments
C3.1	Group-specific control	s47E(d)	s47E(d)	Preventative	Critical	Fully effective	NM Technology Business Management	NM Technology Business Management	Other		14/06/2024	2/06/2025	CLOSED	s47E(d)
C3.2	Group-specific control	s47E(d)	s47E(d)	Preventative	Critical	Fully effective	NM Service operations and Management	NM Service operations and Management	Technical Tests		26/03/2024	26/01/2026	CLOSED	s47E(d)
C3.3	Group-specific control	s47E(d)	s47E(d)	Preventative	Important	Fully effective	GM Technology Business Strategy and Architecture	NM Technology and Digital Assurance	Technical Tests		17/06/2024	16/12/2024	OPEN	s47E(d)
C3.4	Group-specific control	s47E(d)	s47E(d)	Preventative	Critical	Partially effective	NM, Social Security and Welfare Systems	NM, Social Security and Welfare Systems	Technical Tests		8/08/2024	12/01/2025	OPEN	s47E(d)
C3.5	Group-specific control	s47E(d)	s47E(d)	Preventative	Critical	Partially effective	NM Enterprise Architecture	NM Enterprise Architecture	Technical Tests		29/01/2024	31/12/2024	OPEN	s47E(d)
C3.6	Group-specific control	s47E(d)	s47E(d)	Corrective	Critical	Fully effective	NM Service operations and Management	NM Service operations and Management	Technical Tests		17/06/2024	28/06/2025	Closed	s47E(d)
C3.7	Group-specific control	s47E(d)	s47E(d)	Corrective	Critical	Fully effective	NM Staff Enabling Systems	NM Staff Enabling Systems	Technical Tests		28/06/2023	28/06/2025	Closed	s47E(d)
<b>Overall Control Effectiveness</b> (Risk owner should make this assessment)	Partially effective	<b>Residual likelihood rating</b>	Possible	<b>Residual consequence rating</b>			Moderate	<b>Residual Risk Rating</b> Refer to the Risk Assessment Matrix	Medium	<b>If residual risk rating is outside tolerance, have you identified treatments?</b>			Yes	
<b>Risk Decision</b>	Accept with further treatments Select decision	<b>Risk Owner Comments</b>												

Proposed Treatments – What could be introduced to better manage this risk?													
Risk 3	Treatments are a risk modification process to reduce a risk to an acceptable level. A treatment increases the effectiveness of a current control, replaces an existing control, or adds a new control/s. You should be able to link each treatment to a cause or consequence as identified above.												
Ref No.	What is your treatment going to do?	If improving or replacing an existing control, please enter control ref no.	What is the treatment? <a href="#">Control Guidance</a>	What will the treatment achieve and how? <a href="#">(Control Guidance)</a>	Date first initiated or approved	Priority (low/med/high)	Status	Treatment Progress % estimate	Due date	Anticipated Treatment Effectiveness	Control category <a href="#">(Control Guidance)</a>	Recommended Treatment Owner (The Recommended Treatment Owner should be a single individual within the agency)	If treatment due date is changed, please explain.
T3.1	Add new control		Define the holistic desired state and identify gaps and investment required.	s47E(d)	8/02/2024	High	In Progress	25%	30/06/2025	Fully Effective	Preventative & Corrective	NM, Social Security and Welfare Systems	s47E(d)
T3.2	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Closed	100%	6/06/2024	Fully Effective	Preventative & Corrective	NM, Social Security and Welfare Systems	s47E(d)
T3.3	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Delayed	0%	30/06/2025	Partially Effective	Preventative & Corrective	NM, Social Security and Welfare Systems	s47E(d)
T3.4	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Proposed	0%	30/06/2025	Partially Effective	Preventative & Corrective	NM Application Infrastructure	s47E(d)
T3.5	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Proposed	0%	12/01/2025	Partially Effective	Preventative & Corrective	NM Application Infrastructure	s47E(d)
T3.6	Add new control		s47E(d)	s47E(d)	8/02/2024	High	In Progress	99%	12/01/2025	Partially Effective	Preventative & Corrective	NM, Social Security and Welfare Systems	s47E(d)
T3.7	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Closed	0%	21/06/2024	Not Effective	Preventative & Corrective	NM Staff Enabling Systems	s47E(d)
T3.8	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Proposed	0%	31/03/2025	Fully Effective	Preventative	NM Application Infrastructure	s47E(d)
T3.9	Add new control		Establish and implement processes to achieve target state for data mastery.	s47E(d)	8/02/2024	High	Delayed	0%	30/06/2025	Fully Effective	Preventative & Corrective	NM Enterprise Architecture	s47E(d)
T3.10	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Closed	100%	8/08/2024	Fully Effective	Preventative	NM Application Infrastructure	s47E(d)

<b>Post-treatment likelihood rating</b>	Unlikely	<b>Post-treatment consequence rating</b>	Minor	<b>Post Treatment Risk Rating</b> <a href="#">Refer to the Risk Assessment Matrix</a>	Low	<b>Target Risk rating</b> <a href="#">Refer to the Risk Themes and Tolerances</a>	Low
<b>General Comments</b>	s47E(d)						
<b>Escalation path</b>							

<b>Risk 4</b>	The complexity and integrated nature of the M204 system reduces our ability to respond quickly to government and potentially escalates costs.			<b>Date Raised</b>	27 November 2023		
				<b>Risk Type</b>	Threat		
				<b>Risk Status</b>	Open		
	<b>Risk Owner (responsible SES)</b>	GM Technology Strategy, Business and Architecture	<b>Risk Manager</b>	NM Enterprise Architecture			
	<b>Shared Risk?</b>	Shared risk	<b>Who is the shared owner of this risk?</b>	GM, MyGov and Core Systems			
	<b>Agency Risk Theme and Tolerance</b> <small>Refer to the risk theme and tolerances</small>	Change Implementation - High tolerance	<b>Link to Top 8 Risk</b>	4.CHANGE MANAGEMENT- We are unable to implement required change or program refinements			
Note: causes and consequences are independent in affecting the risk.							
<b>Causes of risk - How could this happen?</b>		<b>Control Ref</b>	<b>Treatment Ref</b>	<b>Risk consequences – What are the consequences if the risk is realised?</b> <small>Refer to the <a href="#">Consequence Descriptors Table</a></small>		<b>Control Ref</b>	<b>Treatment Ref</b>
s47E(d)		C4.1	T4.1	s47E(d)		T4.1	T4.1
s47E(d)			T4.1	s47E(d)			T4.1
s47E(d)			T4.4	s47E(d)			T4.4
s47E(d)		C4.2	T4.1	s47E(d)			
s47E(d)			T4.1	s47E(d)			T4.1
s47E(d)			T4.3	s47E(d)			T4.3
s47E(d)				s47E(d)			
<b>Inherent likelihood rating</b> <small>Baseline before controls are implemented</small>	Likely	<b>Inherent consequence rating</b> <small>Refer to the <a href="#">Enterprise Consequence Descriptor table</a></small>	Minor	<b>Inherent risk rating</b> <small>Refer to the <a href="#">Enterprise Risk Assessment Matrix</a></small>		Medium	

Risk 4 Existing Controls – What is in place now to control this risk?														
Controls include activities/processes/procedures that are in place and have an impact on the causes or consequences of this risk being realised. You should be able to link each control to a cause or consequence as identified above.														
Ref No.	Type of control (agency-wide or group-specific)	What is the control?	What will the control achieve and how will it mitigate the risk? <a href="#">(Control Guidance)</a>	Control Category	Control Criticality (The risk owner determines the criticality of control to the risk)	Control effectiveness (Control Owner)	Recommended Control Owner (The Control Owner should be a single individual within the agency)	Control Implementer	Assurance Type	Assurance information	Last review date	Next review due	Control status	Additional comments
C4.1	Group-specific control	s47E(d)	s47E(d)	Preventative & Corrective	Important	Partially effective	NM, Social Security and Welfare Systems	NM, Social Security and Welfare Systems	Technical Tests		17/06/2024	16/12/2024	OPEN	s47E(d)
C4.2	Group-specific control	s47E(d)	s47E(d)	Preventative & Corrective	Important	Not assessed	NM Enterprise Architecture	NM Enterprise Architecture	Other		17/06/2024	16/12/2024	OPEN	s47E(d)
<b>Overall Control Effectiveness</b> (Risk owner should make this assessment)		Partially effective	<b>Residual likelihood rating</b>	Possible	<b>Residual consequence rating</b>		Minor	<b>Residual Risk Rating</b> <a href="#">Refer to the Risk Assessment Matrix</a>		Medium	<b>If residual risk rating is outside tolerance, have you identified treatments?</b>		Yes	
<b>Risk Decision</b>		Accept with further treatments	<b>Risk Owner Comments</b>	The overall risk is within the Agency's risk tolerance.										

Proposed Treatments – What could be introduced to better manage this risk?													
Treatments are a risk modification process to reduce a risk to an acceptable level. A treatment increases the effectiveness of a current control, replaces an existing control, or adds a new control/s. You should be able to link each treatment to a cause or consequence as identified above.													
Ref No.	What is your treatment going to do?	If improving or replacing an existing control, please enter control ref no.	What is the treatment? <a href="#">Control Guidance</a>	What will the treatment achieve and how? <a href="#">Control Guidance</a>	Date first initiated or approved	Priority (low/med/high)	Status	Treatment Progress % estimate	Due date	Anticipated Treatment Effectiveness	Control category <a href="#">Control Guidance</a>	Recommended Treatment Owner (The Recommended Treatment Owner should be a single individual within the agency)	If treatment due date is changed please explain.
T4.1	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Proposed	0%	30/06/2025	Partially Effective	Preventative	NM Enterprise Architecture	s47E(d)
T4.2	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Closed	100%	Click here to enter a date.	Partially Effective	Preventative	NM Technology Sourcing	s47E(d)
T4.3	Add new control		s47E(d)	s47E(d)	8/02/2024	High	Closed	100%	Click here to enter a date.	Fully Effective	Corrective	NM Enterprise Architecture	s47E(d)
T4.4	Add new control		s47E(d)	s47E(d)	8/02/2024	Medium	Closed	100%	Click here to enter a date.	Partially Effective	Preventative	NM Enterprise Architecture	s47E(d)
<b>Post-treatment likelihood rating</b>		Unlikely	<b>Post-treatment consequence rating</b>		Minor	<b>Post Treatment Risk Rating</b> <a href="#">Refer to the Risk Assessment Matrix</a>			Low		<b>Target Risk rating</b> <a href="#">Refer to the Risk Themes and Tolerances</a>		High
<b>General Comments</b>		s47E(d)											
<b>Escalation path</b>		No escalation required. This risk is within Agency tolerance.											