

The attached risk management table (which remains subject to some change after the IE meeting on 13th February) identifies the key April 2009 objectives outlined in the original Programme Initiation Document vers 3.2. Alongside each of these objectives are one or more critical risks that it is believed could severely limit our ability to achieve them. They have been 'scored' using assessment *Impact* and *Likelihood* matrices (the impact matrix can be seen overleaf). The total score is calculated by multiplying I (impact) and L (Likelihood), the higher the score the greater the perceived risk. The table also identifies activity required to mitigate against these risks, who is responsible for ensuring the risks are managed effectively and the 'direction of travel' i.e. is the level of risk increasing, decreasing or staying the same.

The Methodology

The programme is using the Risk Management approach adopted by the County Council (this was agreed at a programme board meeting in November 2007). More detail of this approach can be made available to the board on request. However below is a brief a summary of the main points.

Risk Identification

The critical risks attached are a product of a number of workshops at both a programme and workstream level. These workshops have also identified many more risks of varying levels of criticality. These are being captured on a single risk management database, the work on which will be completed by the end of February. This database will be accessible to both members and staff.

Accountability

The type and level of risk will determine where it sits i.e. at a programme, workstream or project level. The programme office is ultimately responsible for ensuring that the risk management approach is applied effectively.

Every risk will be assigned an owner i.e. a group (this can include the IE) or individual who are/is responsible for ensuring that the risk is managed effectively. This will include making certain that the risk is escalated 'up the line' if it is deemed that its impact and likelihood have significantly increased and therefore offers a greater threat to the programme.

Monitoring

Critical risks at a programme and workstream level will be subject to regular fortnightly reports to the programme office. All other risks will be actively reviewed and the risk register updated to reflect any changes.

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IMPACT TABLE

Score	Effect on Service	Embarrassment /reputation	Personal Safety & Wellbeing	Personal privacy infringement	Failure to provide statutory duties/meet legal obligations	Financial	Effect on Programme /Project Objectives/ Schedule Deadlines
4 Significant	Major loss of service, including several important areas of service and /or protracted period. Service Disruption 5+ Days	Adverse and persistent national media coverage Adverse central government response, involving (threat of removal of delegated powers Officer's) and/or Members forced to resign	Death of an individual or several people	All personal details compromised/ revealed	Litigation/claims/fines from Departmental £250k + Corporate £500k +	Costing over £1m	Complete failure of project/ extreme delay — 3 months or more All benefits fail to be realised
3 Moderate	Complete loss of an important service area for a short period Moderate effect to services in one or more areas for a period of weeks Service Disruption 3-5 Days	Adverse publicity in professional/municipal press, affecting perception/standing in professional/local government community Adverse local publicity of a major and persistent nature	Severe injury to an individual or several people	Many individual personal details compromised/ revealed	Litigation/claims/fines from Departmental £50k to £125k Corporate £100k to £250k	Costing between £250,000 and £1m	Significant impact on project or most of expected benefits fail/ major delay — 2-3 months Majority of benefits fail to be realised
2 Minor	Minor effect to an important service area for a short period Adverse effect to services in one or more areas for a period of weeks Service Disruption 2-3 Days	Adverse local publicity /local public opinion aware Statutory prosecution of a non-serious nature	Minor injury to an individual or several people	Some individual personal details compromised/ revealed	Litigation/claims/fines from Departmental £25k to £50k Corporate £50k to £100k	Costing between £50,000 and £250,000	Adverse effect on project/ significant slippage — 3 weeks—2 months Some benefits fail to be realised
1 Insignificant	Brief disruption of important service area Significant effect to non-crucial service area Service Disruption 1Day	Contained within section/Unit or Directorate Complaint from individual/small group, of arguable merit	Slight injury or discomfort to an individual or several people	Isolated individual personal detail compromised/ revealed	Litigation/claims/fines from Departmental £12k to £25k Corporate £25k to £50k	Costing less than £50,000	Minimal impact to project/ slight delay less than 2 weeks Minimal benefits fail to be realised