

**5 Risk Assessment**

Programme Management risks are monitored on a quarterly basis. Any changes in risk will be identified to PDNPA (as lead partner) and significant risks highlighted on the Directorate and/or Corporate Risk Register. Strategic Management Group will be advised. In addition, individual project issues are identified on the Programme Progress Log and reviewed at our monthly project management meetings.

Description of Risk	Impact on Programme	Impact (I)	Probability (P)	Risk Rating	Mitigating Actions
Loss of key personnel: Failure to maintain core income	Programme management affected. Bidding for future work and funding impacted PDNP management plan adversely affected. Failure to obtain future project funding.	3	2	6	Funding opportunities with strategic focus identified and followed up as appropriate. Reduce hours/redundancy of core team. Financial contingency in place. The Moor Business Project will assist funding strategy.
Loss of key personnel: Staff recruitment / retention	Programme management and delivery affected	2	3	6	Consistency of job evaluation and grading across Authority. Adequate project support particularly during start up and final months of projects.
Failure to engage partners	Current and future projects	3	2	6	Key role and objective of Partnership Manager role. Robust Action Plan; active engagement, communication and awareness raising. The Moor Business Project will assist communications strategy.
IT – inadequate provision	Remote working, Business continuity adversely affected. Loss of historic data	3	2	6	System to allow remote working and recording, data management project and relational databases in place (Moor Business project).
Insufficient / inadequate accommodation Storage capacity	Loss of time dedicated to programme management / delivery	2	3	6	Monitor workspace management. Action on accommodation is continuing - room 77 at AH to be retained.
Loss of key personnel: Long term staff sickness	Staff overwork to cover, Programme management and delivery affected	2	2	4	Monitor workload and working time. Robust health and safety practices at work. Staff trained and appropriate skills base to backfill. Adequate resources - Moor Business Project will assist with costings and resource planning.
Failure to plan resources for multiple projects	Project(s) fail to meet delivery objectives	3	1	3	Gateway approval process and project management toolkit in place. Monitoring and communication in conjunction with work planning across portfolio. Issues identified, support put in place.
Lack of PDNPA management and Committee Support	Approval for projects (pre-project set up work time wasted)	3	1	3	Strong lines of communication with senior management and Members. Identify Champion(s). RMT 'pre Committee' process adds robustness.
Failure to obtain project funding	PDNP management plan adversely affected	3	1	3	Maintenance of core programme team. The Moor Business Project will assist funding strategy. <b>Linked/dependent on first item.</b>

Formula used for assessing Risk Rating

Impact		Probability	
1	Insignificant / Negligible	1	Very Unlikely / Rare
2	Moderate	2	Possible
3	Critical / Catastrophic	3	Almost Certain