



# Risk Management Guidance

This Risk Management Guidance outlines the programme’s approach to the management of risk and details the tools that will be used to capture and assess risk and issues.

This note is intended as general guidance. It is subject to the Consortia Agreement and in turn the Grant Agreement. If there is any conflict between this note and specific or detailed requirements from the Consortia or Grant Agreements, those requirements will be precedence. In such a case, or in the case that this note is not clear, please refer your request to the Programme Management Office for advice.

Successful Programme management and securing our Audacious Goals and outcomes requires vigilance and timely action against the realisation of programme risks. Programme risks may be related to a variety of causes including change within scope of work packages and or tasks, solution development as well as external factors such as changes to resource profile and dependencies. Managing and monitoring risk is a key activity of City Boards and the Programme Board.

An Issues & Risks Register will be used to capture and actively manage risks (before they become issues), and issues and partners will be required to participate in the Risk Management strategy by raising risks and issues and actively implementing mitigation measures to reduce the likelihood and impact of any risk.

## How to raise a risk

The PMO will be responsible to maintain a programme level risk register which will be available to review by all partners on the Programme’s Document storage facility on Google Docs.

Risks may be raised by Cities (Core/fellow), Work Package Leads or PMO and a moderation of all risks submitted will be undertaken by the PMO to assess validity, demotion, promotion and shift to issue status of a risk.

Risks should be managed by City Boards where locality based and Work Package Leads where Work Package based. Programme Board will be responsible for the risk management of any risks that are considered transversal.

Any risks assessed by PMO as amber or red will be escalated to the Programme Board to assess and consider mitigation strategies. The Risk register will be reviewed by the Programme Board no less than quarterly.

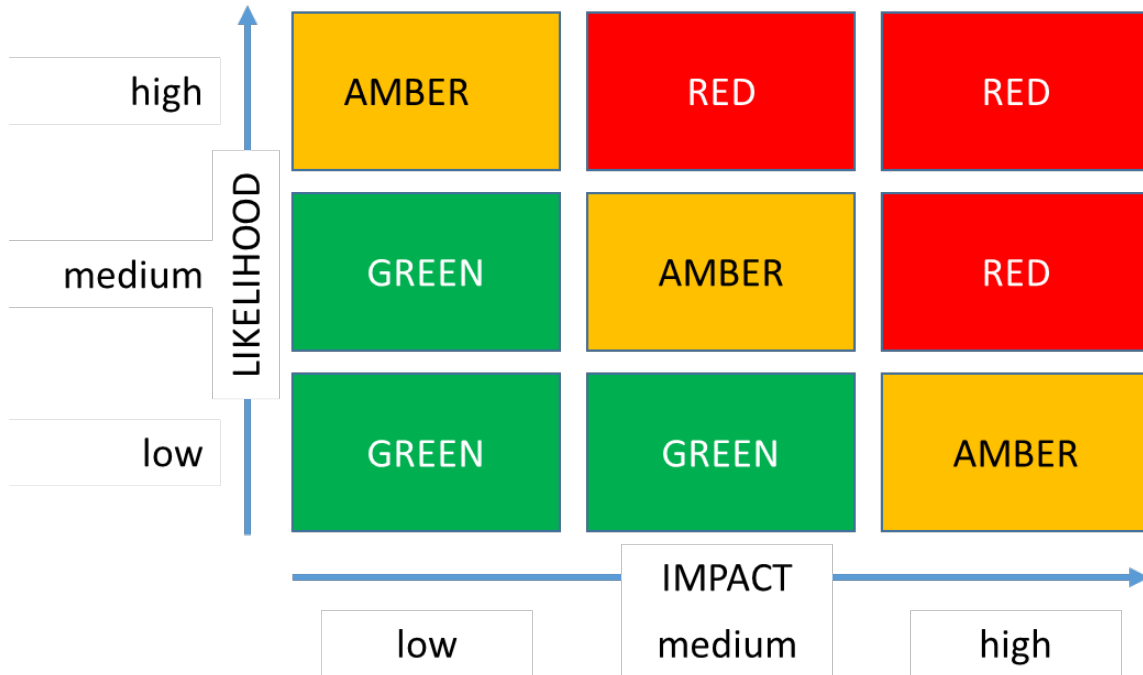
City or Work package leads raise any new risks or provide updated information (following mitigation) on existing risks by providing information in the format below to the PMO. A template will be issue to partners.

| Work Package | Date Raised | Work Package Lead | Risk description | Assessment   |            |        |        | Proposed risk-mitigation measures | Post-Mitigation Assessment |        |        | Risk owner | Status | Date Closed |
|--------------|-------------|-------------------|------------------|--------------|------------|--------|--------|-----------------------------------|----------------------------|--------|--------|------------|--------|-------------|
|              |             |                   |                  | Threat Level | Likelihood | Impact | Rating |                                   | Likelihood                 | Impact | Rating |            |        |             |
|              |             |                   |                  |              |            |        |        |                                   |                            |        |        |            |        |             |

At present, risk information should be sent to PMO but alternatives for the submission of this data are being explored and this guidance will be updated once an alternative method has been secured.

**Assessing risk RAG status and Threat Level (proximity)**

The following matrix is used to calculate a risk's RAG rating:



The following table is used to measure the proximity or timing of a risk threat level:

|                 |  |
|-----------------|--|
| <b>PRESENT</b>  | <b>The risk is already present and is likely to continue until mitigated or accepted</b> |
| <b>IMMINENT</b> | <b>The risk may occur within the next three months</b>                                   |
| <b>CLOSE</b>    | <b>The risk may occur within the next twelve months</b>                                  |
| <b>REMOTE</b>   | <b>The risk may occur within the lifetime of the programme</b>                           |



### How to raise an issue

The PMO will be responsible to maintain a programme level issues register which will be available to review by all partners on the Programme's Document storage facility on Google Docs.

Issues may be raised by Cities (Core/Fellow), Work Package Leads, PMO, individuals and whistle blowers to City Board or Work Package Lead, otherwise the PMO Associate.

All issues will be escalated to the Programme Board by PMO and it will be this body's responsibility to manage serious cases. All other issues not deemed by PMO to be critical will be managed by the City or Work Package Leads. An annual report will be produced of issue resolution.

Issues should be flagged to the PMO by providing information in the format below. A template will be issued to partners.

At present issue information should be sent to PMO but alternatives for the submission of this data are being explored and this guidance will be updated once an alternative method has been secured.

| Issue # | Work Package | Work Package Lead | Date issue was raised | Issue description | Potential impact | Action plan | Issue owner | Status |
|---------|--------------|-------------------|-----------------------|-------------------|------------------|-------------|-------------|--------|
|         |              |                   |                       |                   |                  |             |             |        |