

**HERITAGE HORIZONS
RISK MANAGEMENT AND RISK REGISTER**

Owner	Risk	Impact	L	I	Prevent	ML	Remedial	MI
	Governance: the programme governance is not clearly defined as regards responsibility for leadership and delivery of strategic outcomes.	Potential for creation of conflict and competition between programme leaders and managers and those of other organisations and entities.	4	5	Extensive consultation with partners through bid development and subsequently after approval. Establish clear and agreed lines of governance and reporting.	2	Ensure clear lines of two way communication is in place to make early identification and resolution of any issues possible.	2
	Governance: the focus on innovation and creativity in designing and implementing step change solutions is impeded by a risk averse leadership.	Failure to realise the objectives around a transformative and innovative programme through lack of leadership willingness to embrace new ideas and innovation. Key opportunities are not taken up.	4	5	Specific Programme Risk appetite will be drawn up and agreed by Programme Leadership at early phase of development, giving clarity of purpose and clear basis for innovation and embracing opportunity. Implement formal opportunity appraisal method to fit with risk appetite.	2	Programme Board and Programme Manager will regularly review feedback on project and opportunity appraisals to test for decisions which are contrary to agreed risk appetite.	3

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	Engagement: scale of project acts to prohibit engagement of people and communities where perception is their impact will be too small to matter.	Programme fails to attract levels of engagement with people and communities and does not achieve "People" objectives	3	5	Communication focus on the potential direct benefit of programmes of work to people and their communities and the meaningful contributions that can be made.	2	Establish effective feedback loops to gather, analyse and respond to incidences of lack of expected engagement and adverse feedback.	2
	Engagement: proposals to establish community empowerment cut across and / or conflict with existing community and wider decision making structures.	Programme proposals create conflict with existing structures and processes, and generates significant adverse feedback or sentiment amongst some stakeholders.	3	5	Ensure clear mapping of existing relevant decision making structures and place of empowerment proposals within that. Undertake full and effective consultations during design and implementation.	2	Ensure clear and transparent consideration of feedback received; clear analysis and publication of rationale for actions.	4
	Reputation: high profile incidents or one off stories, can have an undue influence on the Programme's wider reputation	Programme achievements are lost amongst negative publicity. Resources consumed in managing negative publicity are inappropriate to scale of incidents.	4	4	Establish and implement a clear, proactive communications strategy which establishes appropriate reflection of programme's responsibilities and operations, gives consistent responses and builds positive image.	3	Maintain good balance of traditional and social media releases presenting positive outcomes and generating positive overall profile balance.	2

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	Partnerships: key partnerships are not formed or not sufficiently developed to deliver priorities.	Lack of clarity on partnership responsibilities and / or lack of partner commitment to programme objectives prevent achievement of key outcomes	4	5	Establish clear Memoranda of Understanding which are authorised at senior level to establish partnership frameworks. Establish clear delivery targets and partner contributions to those.	2	Implement regular performance and delivery monitoring with early identification of delivery gaps and processes of remedial action clear and effective.	2
	Programme Management / Finance: programme delivery and resource management is not sufficiently separated from that of the lead applicant / accountable partner.	Delivery and financial management lacks transparency and the specific investment and benefits of the programme are lost	3	5	Clear design of separate cash and management accounting processes. Clear design of separate operational and performance management and reporting processes.	2	Test all financial and operational reporting to ensure there is transparency around programme management and clear separation from the reporting of the lead applicant / accountable partner.	3
	Programme Management: COVID Pandemic continues to impact on operational delivery possibilities	Communications, engagement and delivery possibilities are limited through restricted activity and face to face contact.	4	5	Design COVID adaptations into all relevant project plans.	3	Monitor project impacts and use feedback loops to inform ongoing adaptations.	3

Risks Under Monitoring

The risks in this section of the risk assessment either have initial risk scores of under 15, or 15 where impact is 3. Risks falling into these risk scores will continue to be monitored by management and any escalation will require remedial action to be taken. At present, risks are accepted without the need for immediate (within the next 3 to 6 month period) remedial action being taken.

Owner	Risk	Impact	L	I	Prevent	ML	Remedial	MI
	Reputation: the Programme's reputation is impacted by a small number of vociferous social media opinion leaders	Programme achievements are lost amongst negative publicity. Resources consumed in managing negative publicity are inappropriate to scale of incidents.	3	4	Establish and implement a clear, proactive social media and digital communications element of communications strategy.	2	Maintain good balance of traditional and social media releases presenting positive outcomes and generating positive overall profile balance.	2
	Financial stewardship: the scale of cash flow management is too great to be managed by the lead partner.	Programme failure as a result of lack of effective cash flow support.	1	5	Utilise experience of previous multi-million annual external funding support in development of treasury management and cash flow support arrangements for programme.	1	Close cash flow monitoring of programme and impacts on lead partner. Close working between programme leaders and lead partner strategic finance.	3

Owner	Risk	Impact	L	I	Prevent	ML	Remedial	MI
	Staffing: Recruitment of project staff takes longer than anticipated or is unsuccessful	Programme delays or failure through lack of staff resources	2	5	Utilise experience of lead partner HR and recruitment staff. Advance planning of recruitment plans and timetables.	1	Agree contingency plans for instances of reduced recruitment interest. Agree scope for wider recruitment support and advertising	2
	Financial stewardship: match funding is not secured to provide the full and expected programme budget	Failure to take significant opportunities targeted by the programme. Failure to achieve significant objectives.	3	4	Multi stage process of identifying and confirming match funding offers. Use experience gained from similar prior processes.	2	Ongoing management of match funding package and identification of any delays for quick resolution.	3