# Appendix 3: Risk Register and Guidance Notes

Table 1: Risk Register Template

| Project Name or Programme or Portfolio | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Risk ID | Date Identified | Cause(s) | Risk Event | Effect(s) | Risk Type | Risk Status | Proximity | Date Last Review | Mitigation Plan | Action Owner | Date Mitigation Due | Date Action Closed | Likelihood (1-5) | Impact (1-5) | RAG score | Approx. Financial Impact (£k) | Comments/Notes /Assumptions | Risk Owner | Escalation Required? | Date Closed |
| Totals | | | | | | | | | | | | | | | | £0.00 | | | | |
| 1 | | | | | | | | | | | | | | | 0 | | | | | |
| 2 | | | | | | | | | | | | | | | 0 | | | | | |
| 3 | | | | | | | | | | | | | | | 0 | | | | | |
| 4 | | | | | | | | | | | | | | | 0 | | | | | |
| 5 | | | | | | | | | | | | | | | 0 | | | | | |

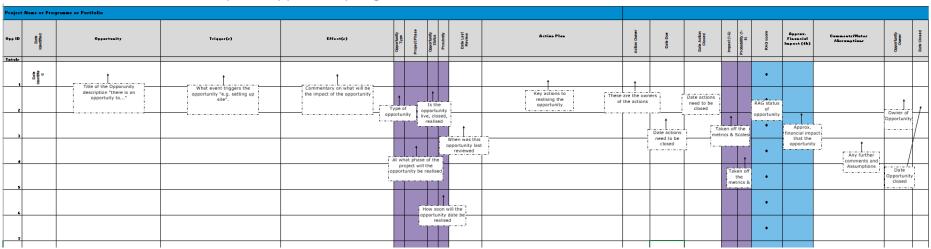# Table 2: Guidance Notes to Complete Risk Register

| Risk ID | Date Identified | Cause(s) | Risk (Event) | Effect(s) | Risk Type | Risk Status | Proximity | Date Last Review | Mitigation Plan In Place and Active | Action Owner | Date Mitigation Due | Date Action Closed | Likelihood (1-5) | Impact (1-5) | RAG score | Approx Financial Impact (£k) | Comments / Notes / Assumptions | Risk Owner | Escalation Required | Date Risk Closed |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Unique ID number per risk | Date the risk was placed on the register | **The risk is caused by:** Provide a list of causes of the risk. | **Bold** headline title of the risk description  **Full description** of the risk. This should be as clear & descriptive as possible. | **If the risk occurred the effects would be:** State clearly the effects if the risk occurs.  **Risk 'Types'** External Internal Financial Strategic Political, Legal, Supplier  **Risk Status** set to: **Open;** if the risk is still active, **Closed;** if the risk has been dealt with and it no longer poses a risk, **Realised;** if the risk has been transferred to the Issue register. | O | I |  | Mitigating actions/controls should be identified **that address the causes**. The mitigating actions should have the ability **to reduce the impact, the probability or both**. Ideally they should be **SMART: Specific, Measurable, Achievable, Realistic & Time bound**. There can be **multiple mitigating actions**, each with different action owners if that is appropriate.  For ease of identification, each action should have its own number and be identified with the specific risk i.e.  **1** (First action) – **001** (related to risk ID)  **2** (Second action) – **001** (still related to risk ID)  1-001: Control Measure / Action  2-001: Control Measure / Action  3-001: –Control Measure / Action |  |  | Date action completed | 4 | 4 | 8 | Insert approx. figure | This section allows you to keep a 'commentary' regarding the ongoing management of the risk. It helps to keep others informed of past & current progress in your absence & can act as an audit trail.  E.g. Update 12/06/2010: Reviewed the risk with Owner & it has been raised from a Amber to Red  E.g. Update 18/03/2010: Met with owner of action 1.001. Action still progressing. Due date agreed to be delayed by 1 month. Now due 01/01/2011 |  | Yes or No (and at what level escalation is required – Programme, Portfolio or Corporate)  Date risk formally closed | Date the risk was formally closed |

**Proximity** is when the risk is likely to occur:: **Imminent** = risk can occur within 1 month **Close** = Risk is 2-4 months away from occurring **Approaching** = Risk is 5-11 months away from occurring **Distant** = Risk is 12 months or more away from occurring

Use the **'Drop down boxes'** in Likelihood & Impact fields to select the level of Likelihod & Impact probability (1 - 5). View metrics table to assess .

The Score & RAG score will then be **automatically populate.**

The **risk owner** is the person **accountable** if the risk materialises. They should also ensure mitigating actions are completed & that the risk **is effectively managed.** There should be one owner per risk

## Appendix 4: Opportunity Register and Guidance Notes

Table 1: Opportunity Register Template

| Project Name or Programme or Portfolio | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Opp ID | Date Identified | Opportunity | Trigger(s) | Effect(s) | Opportunity Type | Project Phase | Opportunity Status | Proximity | Date Last Review | Action Plan | Action Owner | Date Due | Date Action Closed | Impact (1-5) | Probability (1-5) | RAG score | Approx. Financial Impact (£k) | Comments/Notes /Assumptions | Opportunity Owner | Date Closed |
| Totals | | | | | | | | | | | | | | | | | £0.00 | | | |
| 1 | | | | | | | | | | | | | | | | 0 | | | | |
| 2 | | | | | | | | | | | | | | | | 0 | | | | |
| 3 | | | | | | | | | | | | | | | | 0 | | | | |
| 4 | | | | | | | | | | | | | | | | 0 | | | | |
| 5 | | | | | | | | | | | | | | | | 0 | | | | |

# Table 2: Guidance Notes to Complete Opportunity Register

| Opp ID | Date Identified | Opportunity | Trigger(s) | Effect(s) | Opportunity Type | Project Phase | Opportunity Status | Proximity | Date Last Review | Action Plan | Action Owner | Date Due | Date Action Closed | Impact (1-6) | Probability (1-8) | RAG score | Approx. Financial Impact (£k) | Comments/Notes /Assumptions | Opportunity Owner | Date Closed |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Totals** | | | | | | | | | | | | | | | | | | | | |
| 1 | Date Identified | Title of the Opportunity description "there is an opportunity to...." | What event triggers the opportunity "e.g. setting up site". | Commentary on what will be the impact of the opportunity | Type of opportunity | | Is the opportunity live, closed, realised | | | Key actions to realising the opportunity | These are the owners of the actions | | Date actions need to be closed | | | RAG status of opportunity | Approx. financial impact that the opportunity | | Owner of Opportunity | |
| 2 | | | | | | | | | When was this opportunity last reviewed | | | Date actions need to be closed | | Taken off the metrics & Scales | | • | | | | |
| 3 | | | | | | At what phase of the project will the opportunity be realised | | | | | | | | Taken off the metrics & | | • | | Any further comments and Assumptions | Date Opportunity closed | |
| 4 | | | | | | | | | | | | | | | | • | | | | |
| 5 | | | | | | How soon will the opportunity date be realised | | | | | | | | | | • | | | | |
| 6 | | | | | | | | | | | | | | | | • | | | | |
| 7 | | | | | | | | | | | | | | | | • | | | | |

# Appendix 5: Issue Log and Guidance Notes

## Table 1: Issue Log

| Issue ID | Project ID and Project Name (if applicable) | Programme Directorate | Issue Logged | Status | Severity | Priority | Dated Reported | Issue Owner | Issue Actioner | Response Action Plan | Last Updated |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | | | | | |
| 2 | | | | | | | | | | | |
| 3 | | | | | | | | | | | |
| 4 | | | | | | | | | | | |
| 5 | | | | | | | | | | | |
| 6 | | | | | | | | | | | |
| 7 | | | | | | | | | | | |
| 8 | | | | | | | | | | | |

## Table 2: Issue Log Guidance Notes

| Issue ID | Project ID and Project Name (if applicable) | Programme Directorate | Issue Logged | Status | Severity | Priority | Dated Reported | Issue Owner | Issue Actioner | Response Action Plan | Last Updated |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | | | | | | |
| 2 | | | | | | | | | | | |
| 3 | | | | | | | Drop Down - Urgent, High, Medium and Low | | | | |
| 4 | | | | | | | | | | | |
| 5 | | | | | | | | | | | |
| 6 | | | | | | | | | | | |
| 7 | | | | | | | | | | | |
| 8 | | | | | | | | | | | |
| 9 | | | | | | | | | | | |

If issue is related to a specific project - insert Project ID and Project Name

Add programme directorate affected from drop down list

Add information regarding the issue:
- How it happened
- What it affects
Any information that might be relevant when selecting the appropriate action plan

Select Issue status from drop down:
Open
Closed
On Hold
Work In Progress

Date the Issue was logged on the register

Person / Persons responsible for the action plan to resolve or mititgate the issue that has been raised

Person responsible to action the response plan and to ensure its progress

Action plan decided to move forward with dealing with the Issue that had been raised. Full details required

Last date when the Issue was looked at. If closed issue - needs to be the closed issue date