

Project Risk Register VERSION 1

Project Title: APPRAISE

No.	Risk	Assessment Likelihood Impact Risk L I R	Consequences (costs, benefits, quality, time)	Control (transfer, tolerate, terminate, treat)	Responsibility/ Ownership	Status
	Strategic					
1	Lack of co-ordination with other R&D programmes	M M M	Failure to provide complementary research; inefficient spend of NERC funding	Engagement with other project staff / management; joint workshops etc.	PIs / Co-ordinator/ NERC	
2	Failure to engage with stakeholder interests	M H H	No Knowledge Transfer; lack of relevance Possible lack of UKAAN beyond March 2008 would severely impact on APPRAISE KT Plan	Extensive consultation and involvement with stakeholders; develop alternative Knowledge Transfer plan	Co-ordinator / Stakeholders as referenced in the Implementation Plan PAG	
3	Lack of coupling between APPRAISE and developing NERC themes	M H M- H	Loss of developed expertise in programmes; reduction of NERC capability in key climate area. Cost in redevelopment of staff later as clouds/aerosols area will continue.	PAG to discuss with theme leader	Steering Group NERC ISI SISB to review	

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External						
4	Failure of Aircraft or key instrument/facility or clash of aircraft availability	M-H M M	Delays to contingent deliverables. Final outputs may extend beyond project horizon	Little advanced control of these risks. Ensure the problem is raised with the PAG as soon as possible to minimise the impacts from the risk	PI/Coordinator	
Financial						
5	Budget underspend/overspend	M L/H M	Regular monitoring	Grant holders receive money at start; develop plans for expenditure early	NERC / Co-ordinator	
6	Removal of contingency funding	H H H				
7	Organisational inflexibility	? ? ?				
Operational						
8	Non-availability or lack of co-operation difficulties between PIs and Co-ordinator	L H M-L	No co-ordination; lack of results	Management structure and communication process to be put in place. Hold regular Reviews – refer to PAG.	Co-ordinator If not resolvable IS at Swindon and/or chair of PAG to deal	
9	Failure of core projects to deliver on key outputs for consortia	L H M	Redefinition and initiation of consortia deliverables	Careful monitoring of CP projects ensuring key outputs are declared promptly. Generate liaison between CP PI, consortia PI and co-ordinator at early stage prior to delivery milestone	Co-ordinator/PI Co-ordinator	

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	Human Resources					
10	Loss of project staff	L M M-L	Increased duration of specific projects due to time taken for new staff to 'get up to speed'	Communication of importance of projects to PIs; discuss contingencies	PIs / Co-ordinator	
11	Illness of Science Co-ordinator, or failure to do his job	L M M	Lack of overall project guidance and failure of management	Define contingency; appoint assistant, identify how his functions may be covered (Admin already covered – strategically member of PAG deputised in interim.	Steering Group / NERC	
	Miscellaneous					
	Specific Programme Risks					
12	Failure of individual PIs to deliver	L H L	Lack of achieving deliverables	Constant monitoring via Workshops, annual monitoring; use of mentors	Co-ordinator	
13	Technical difficulties; science limitations	M M L	Original aims have to be changed	Develop alternative strategies	PIs / Co-ordinator	
4/14	Failure of Aircraft or key instrument/facility or clash of aircraft availability (as above in EXTERNAL)	M-H M M	Delays to contingent deliverables. Final outputs may extend beyond project horizon	Little advanced control of these risks. Ensure the problem is raised with the PAG as soon as possible to minimise the impacts from the risk	PI/Coordinator	