Inland Revenue
Te Tari Taake

Business Transformation

Inland Revenue

Business Transformation Programme

Risk Strategy and Management Plan

Senior Responsible Owner

Prepared by: Business Transformation PMO
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About this Document

The Risk Strategy and Management Plan describes the specific risk and issue strategies undertaken by the Programme and the management activities that will support effective risk and issue management within the Programme.

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Document Signoff

Formal Review Area	Name	Signature	Date
Responsible person	PMO Lead		22-July 2020
Accountable person	Deputy Commissioner Transformation		31-July 2020
The following people have supported the development of this document:	Senior Project Advisor Risk		
The following people and groups have been consulted:	Transition and Business Integration Programme Manager		
	Corporate Risk & Assurance (CR&A)		

Contents

1   Purpose of the BT Risk Strategy and Management Plan

This document combines both the risk strategy, which describes Inland Revenue (IR)'s overall approach to managing risks, and the risk management plan which describes how risks and issues are managed within the Business Transformation Programme (BT).

The purpose of this document is to support effective risk and issue management. This document supports the Programme Management Plan (PMP) that defines the baseline for the Programme.

The Programme's risk management framework is aligned to IR's Enterprise Risk Management Policy and Framework, which took effect from May 2014 (Policy scheduled for review in May 2021).

2   BT Risk Strategy

2.1   Introduction

IR contributes to the economic and social wellbeing of New Zealand. Its role is to provide high-quality tax and social policy services to the Government and all New Zealanders.

IR works with customers and other organisations to make compliance easy and to give New Zealanders confidence that everyone pays and receives the right amount. IR's vision is to be a world-class revenue organisation, recognised for service and excellence.

IR's Business Transformation Programme aims to deliver this vision and will build the capabilities required to deliver the goals set out in IR for the Future. Risk is inherent in any programme. All projects have some degree of uncertainty due to the assumptions associated with them and the environment in which they are executed.

The risk management approach recognises that change initiatives of any size, but particularly major transformation programmes are high-risk undertakings; and that a focused effort is required to ensure effective and successful delivery of the Programme and associated business benefits. It is recognised that Programme risks cannot be eliminated entirely, but many of them can be anticipated and reduced.

The overall goal of undertaking risk management is to maximise the probability of achieving success within the baselined scope, schedule and resources. Likewise, risk management practices are designed to support decision-making within the Programme by providing integrated risk and consequence assessments throughout the Programme lifecycle.

2.2   Programme's Risk Rating

Risk Rating from Risk Profile Assessment (RPA)	High

Overall the Programme is considered to be inherently high risk. Accordingly, considerable emphasis has been placed on developing the capabilities required to manage and mitigate risks and issues. The Programme's management of risk has been recognised as "an exemplar" in the last six Gateway reviews (most recently in March 2020).

The Programme's current risks profile can be found here:

Programme Risk Meeting Dashboard

Inland Revenue
Te Tari Taake

Business Transformation

2.3 Programme's Risk Management Framework

Risk management is the considered management response to possible future events. The risk management process is the systemic and structured practice to identify, assess and respond to risks.

At a strategic level, the Programme's risk management framework is aligned to IR Enterprise Risk Management Policy and Framework (ERMF). To maintain this alignment, the Programme:

- has adopted and applied the ERMF. This includes the Risk Management Process as described by ISO 31000:2009 (refer to Figure 1 below) and ISO Guide 73:2009 to identify, assess, mitigate, monitor and report on risks

- uses the CR&A Enterprise and Project Risk Rating Tools to assess risks and issues at Programme, Stage / Sub-Programme and workstream-levels (refer to Appendices A-E)

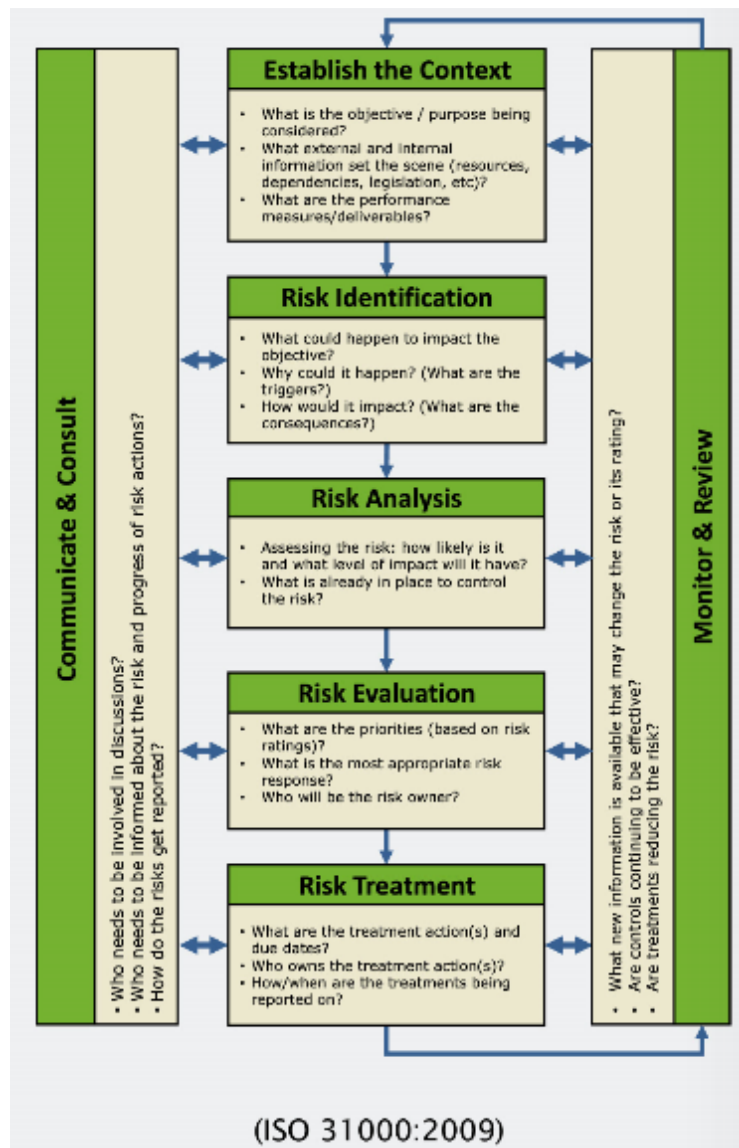- describes the risk and issue activities undertaken by the Programme in the Risk Management Plan.

Figure 1 - The risk management process

2.4 Quality Management

Quality is a key aspect to ensuring the artefacts produced by a Programme are of a high quality and meet the expectations of stakeholders. For Business Transformation, quality is managed on two different levels.

Firstly, the Programme seeks Assurance for its stakeholders through conducting planned reviews, engaging independent quality assessments and meeting the Government Gateway requirements.

Secondly, the Programme seeks internal quality control through ensuring the artefacts that are produced are of a high standard through the setting of guidelines, quality checklists and peer review.

2.4.1 Assurance Management

Best practice according to Managing Successful Programmes requires that major programmes have a clear and coordinated approach towards assurance. This has been reinforced by key learning's from major programmes of work across the public sector.

The Quality Assurance Process will ensure:

- There is an overall plan for implementing proactive assurance activities.
- There is capacity for conducting planned and ad hoc reviews.
- Ongoing Independent Quality Assurance (IQA) and internal reviews are undertaken.
- Ongoing reviews of our vendors and business partners.
- Gateway reviews are undertaken of the Programme.
- That progress is continuously monitored by Central Monitoring Agencies (Corporate Centre).

Assurance will be coordinated as part of the BT Programme Management Office (BT PMO) function and will be incorporated into regular programme planning and reporting to the Programme Leadership Team (PLT), Portfolio Governance Committee (PGC), Risk and Assurance Committee, Joint Ministers, Central Agencies and other governance groups as required.

An Assurance Management Plan is in place for the Programme and is reviewed regularly.

2.5 Vendor Management

The Programme undertakes effective contract management through its monthly account review meetings and partner score carding to ensure the relationships with programme suppliers are handled professionally, that consultant performance meets programme expectations and that all services are provided within an effectual contractual framework and in line with Government policy.

Account Review Meetings are held monthly to manage the Programme's commercial arrangements and relationships with key service providers. These meetings cover engagement effectiveness, cost management, schedule attainment and delivery performance, scope and change management, team performance, risk and issues management, delivery assurance and administration and compliance. The meetings also review the status of commercial activities (acceptances, change requests and invoicing), budget forecasts and actuals and resource planning and changes.

The Deputy Commissioner (DC) Transformation is accountable for the management of third-party suppliers through the Head of Commercial and Procurement.

Vendors are required to comply with the processes and standards set out in this Risk Management Plan and the Programme Management Plan.

3   BT Risk Management Plan

The purpose of this BT Risk Management Plan is to describe the specific management activities that will be undertaken to support the execution of the Programme's Risk Strategy. Specifically, it sets out:

- the approach to be used for identifying, reviewing and managing risks and issues at Programme, Release / Stage / Sub-Programme and workstream levels.

- the roles and responsibilities for risk and issue management within the Programme

- the reporting process.

This risk and issue management process has been established to ensure that:

- a robust risk and issue identification process is carried out as part of Programme planning, with an acceptable level of "due diligence" applied

- processes are in place for risks and issues to be analysed, monitored/controlled and managed on a regular basis

- relevant risk and issue information is reported by all workstreams within the Programme, and as appropriate to the Programme's governing bodies

- risks and issues are prioritised and reported at the correct level for decision-making in a timely manner

- there is active debate and analysis of risk and issue information at Programme governance and executive management levels.

4   Defining Risks and Issues

4.1   Definition of a risk and an issue

Risk: Something that may happen in the future which could impact on objectives if it occurred

Issue: Something that has already happened and is impacting on objectives

4.1.1 Statement

The risk and issue statement is a clear articulation of four key elements:

Part of the definition	Description
There is a risk/issue ….	The risk/issue description should be clear, succinct and precise.
The triggers are: • [trigger 1] • [trigger 2] …	The trigger describes the causes of the risk/issue.
The consequences are: • [consequence 1] • [consequence 2] …	The consequence describes the impact of the risk/issue event.

Part of the definition	Description
Risk linked to the milestones: • [deliverable name] – [date] • [key event name] – [date] … Or, for an issue: The issue must be resolved by: [key event name] – [date] …	Each risk is linked to one or more milestones to show when the risk may eventuate as an issue. The risk proximity can be a specific event, milestone from the schedule, or it can be identified as "on-going" if it can happen at any time during the life of the current release. Each issue is linked to a single milestone by when the issue must be resolved.

4.1.2 Proximity

The risk/issue proximity is the date linked to the next milestones described in the statement. This date reflects when it is assumed that the risk may eventuate as an issue, or when the issue must be resolved.

The mitigations developed (i.e. closed or open/in-progress) should have their completion due date prior to the proximity date. It is the mitigation owner's responsibility, in conjunction with the risk/issue owner, to track mitigations to completion.

4.1.3 Category

Each risk/issue is assigned to a category as described in IR's ERMP/F.

The Enterprise risk categories are applied to risks/issues classified at Programme and Sub-Programme level, and the Project risk categories are used for a workstream risk/issue.

4.1.4 Closed Mitigation

A closed mitigation is an existing policy, process, device, practice or other action that is in place to reduce a risk occurring or to reduce the impact of the issue.

4.1.5 Open or In-Progress Mitigation

Open or in-progress mitigations are the set of options that may mitigate or resolve a risk/issue if implemented. An open or in progress mitigation should be an "actionable" plan that can be effectively translated into formal action items and to which ownership for execution can be assigned.

4.2 Specific definitions for a risk or an issue

For the purposes of this framework, the following definitions are used to define a risk or an issue:

4.2.1 Risk levels

Three levels of risk will be assessed for each risk:

1. **Inherent risk level**: Level of risk without any mitigations in place.

2. **Current risk level**: Level of risk with mitigations already in place.

3. **Residual (or Target) risk level**: Predicted level of risk once all current and planned mitigations are implemented.

4.2.2 Risk Assessment

Two dimensions will be assessed for each risk: Likelihood (Probability) and Consequence (Impact).

1. **Likelihood:** Probability of the risk happening. Refer to the Likelihood Matrix definition as presented in Appendix B.

2. **Consequence**: Impact of the risk happening. To assess the consequence of a risk at either Programme or Release / Stage / Sub-Programme levels, refer to the Enterprise Consequence Assessment Matrix as presented in Appendix C. To assess the consequence of a risk at workstream level, refer to the Project Consequence Assessment Matrix as presented in Appendix D.

4.2.3 Risk Matrix

All risks use the ERMF risk assessment matrix as presented in Appendix A, B, C and D. The matrix considers both likelihood and consequence, to provide an overall risk rating.

4.2.4 Risk/Issue Levels in JIRA

BT has the following levels to place to manage risks and issues in JIRA:

- **Programme:** Risks and issues at Programme-level can either impact "all of the Programme" or impact a Major Release's delivery and requires the Programme Leadership's attention (e.g. at Programme Risk Meetings), to mitigate or accept. In JIRA, Programme level risks can either be classified as "PLT" or "PGC". Refer Section 5.2 for further guidance on reporting of PLT and PGC risks.

- **Release / Stage / Sub-Programme:** At this level, a workstream cannot self-manage its risks and issues (e.g. a deliverable cannot be met) and requires the support of the Release / Stage / Sub-Programme to help manage.

- **Workstream:** At this level, a workstream can manage its risks and issues without requiring the support at Release / Stage level.

4.2.5 Responding to a risk

The Risk Owner[1] has four options for the risk, these are:

Avoid: This is when the Risk Owner decides that to continue with the activity is too great a risk to their business delivery. In these instances, the Risk Owner is required to formally state why the activity is to be avoided. This may require wider organisational endorsement.

Tolerate: This is when the Risk Owner decides that the existing mitigations are sufficient or effective. The need to introduce any further mitigations is either not cost effective, not proportionate to the consequences of the risk itself, or contingencies can be employed if the risk is realised to meet the business appetite to manage any resulting issues. Consideration must be given to the consequences of not mitigating the risk further.

Treat: This is when the Risk Owner decides that further actions are necessary to reduce the likelihood of the event occurring or reduce the impact if it occurs. Mitigations are then

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[1] Refer to section 8, Roles and Responsibilities

identified and progressed. Factors affecting a decision to further mitigate a risk will include costs, resources, practicality, existing methods used, etc. Consideration must be given to the consequences of mitigating the risk further.

Transfer: This is where the Risk Owner decides that the risk is better managed by another entity. This can be anything from another business unit or group, an external provider such as an insurance company or IT provider, or storage and building specialists. This may require wider organisational endorsement and involvement.

In choosing to transfer a risk the balance between cost and practicality is a key factor. In some instances, IR may already be using providers both within and outside IR that are providing specialist services. This will introduce new risks relating to service delivery as a result of the dependence on external providers.

4.2.6 Issue rating

The issue rating will be based on the analysis of the impacts and the determination of the level of consequences as described in the ERMF.

The overall rating of the issue is:

1. **Low** - Any impact which is assessed as Minimal within the relevant Consequence Matrix.

2. **Medium** - Any impact which is assessed as Minor within the relevant Consequence Matrix.

3. **High** - Any impact which is assessed as Moderate within the relevant Consequence Matrix.

4. **Very High** – Any impact which is assessed as Major within the relevant Consequence Matrix

5. **Extreme** - Any impact which is assessed as Severe within the relevant Consequence Matrix.

Note: For Programme, Sub-Programme and/or Release level issues, use the consequence matrix within the Enterprise Risk Rating Tool (Refer Appendix C). For workstream-level issues, use the consequence matrix within the Project Risk Rating Tool (refer Appendix D).

5 Risk and issue management processes

5.1 Identification

A variety of methods will be used to identify and evaluate risks and issues. These will include meetings, interviews, brainstorming, workshops, and discussions at Programme Risk Meetings (PRM), with the PLT, BT PMO, workstream teams, business, or other stakeholders. The Programme will continuously and proactively assess critical areas identified to determine specific risks and issues, analyse their potential impacts, determine mitigation actions, and monitor them.

To help with the risk and issue identification process, the following sources of information should be referred to:

- audit and internal assurance recommendations (e.g. prior independent quality assurance recommendations)

- Programme plans and scope documents

- Lessons learned from prior BT releases/stages
- existing issues in JIRA
- existing risks in JIRA
- risk prompts as presented in the ERMF.

After initial identification, management and mitigation is managed through regular meetings, and monitoring at the various levels of the Programme.

5.2 Reporting path to PRM and PGC (or higher)

Risks and issues should be reported up when one or more of the following criteria apply:

	Reporting up of Risks / Issues to Programme /PRM	Reporting up of Programme Risks / Issues to PGC (or Higher)

For a risk	• risks are systemic (across more than one workstream and impact a major START Release/Stage)
	• risks rated as Extreme at residual level
	• risks stop a deliverable impacting the critical path from being met
	• risks have the following themes:
	  o on-going resource constraints
	  o serious customer, business or external stakeholder impact
	  o legislative implications
	  o public perception/media implications.
		• The current risk level of a Programme risk is assessed at Extreme, are to be reported to the Performance and Investment Committee (PIC) and Commissioner Inland Revenue (CIR).
		• Programme risks confirmed by PRM members as "Major" for ongoing monitoring purposes.

For an issue	• issues are systemic (across more than one workstream and impact a major START Release/Stage)
	• issues rated as Extreme
	• issues stop a deliverable impacting the critical path from being met
	• issues have the following themes:
	  o on-going resource constraints
	  o serious customer, business or external stakeholder impact
	  o legislative implications
	  o public perception/media implications.
	• issues at workstream or Release/ Stage level that are already monitored at Programme-level and identified to be merged or for closure
		• Programme issues rated as Extreme to be reported to PIC and CIR
		• All Programme issues to be reported to PGC

Inland Revenue
Te Tari Taake

Business Transformation

	Reporting up of Risks / Issues to Programme /PRM	Reporting up of Programme Risks / Issues to PGC (or Higher)
Reporting	All risks and issues for reporting to the PRM are submitted via JIRA, for the BT PMO to review. The workstream Project Co-ordinators are responsible for facilitating this process and maintaining all risk and issue information below Programme level.	All Programme-level risks and issues reported to PGC (or higher) are included in the PGC Programme Risk Reporting. The BT PMO is responsible for facilitating this process and supporting the Programme to maintain its Programme-level risk and issue information.

The following principles should apply prior to escalating a risk or issue at Programme-level:

- all risks and issues should be accepted by the risk owner in JIRA as active risks or issues.

- before escalating a risk or issue to the PRM, discuss the risk or issue proposed with the relevant representative in the BT PMO. It is possible that it could already be reflected within the existing Programme-level risks and issues captured in JIRA.

- Ensure that the respective risk owner has a good understanding of the risk or issue they will be presenting to PRM.

Note: Once the PRM has accepted the risk/issue it becomes a Programme-level risk/issue. There should be no duplication of risks or issues between the Programme and the workstream.

5.3 Closure

The BT PMO will report to PRM where Programme risks or issues are proposed for closure when the owner confirms in JIRA that the risk event will no longer occur / the issue has been resolved.

Once the closure of a Programme risk or an issue is agreed by PRM, it will be reflected in JIRA to ensure that the Programme's profile is up to date and consistently reported.

All other risks and issues below Programme level, must be approved for closure by the relevant owner in JIRA.

6 Risk and issue monitoring

Risks and issues do not remain static therefore ongoing monitoring and management will be required throughout the Programme lifecycle. This monitoring ensures that the Programme's risks and issues are being effectively managed.

6.1 Monitoring process

The following table describes the monitoring tasks required at regular intervals:

Role	Frequency	Activities
Workstream Leads	Monthly	Workstream Leads (with support from Project Co-ordinators) to review and update their assigned risks in JIRA.
	As Required	Workstream Leads (with support from Project Co-ordinators) report changes to Programme risks and issues (i.e. new, changed, for closure) to the BT PMO. BT PMO to facilitate owner endorsed Programme risk/issue changes to the PRM, for acceptance
BT PMO	Monthly	The BT PMO will meet with Programme risk owners to review and update their Programme risks, issues and supporting mitigations. BT PMO update the details in JIRA to reflect the confirmed changes.
	Monthly	BT PMO reports to PGC changes to the Programme's risk and issue profile (new, changed, and closed) during the month, as approved by PRM, in the PGC Programme Status Report. Refer Section 7.1 Reports, for further details The Portfolio Office will receive Programme status reporting, to incorporate into their overall enterprise portfolio delivery reporting to the PGC.
	Monthly	BT PMO provide CR&A with the Programme's risk profile.
	Monthly	BT PMO facilitate a review of a selection of Programme-level risks at each PRM meeting. BT PMO update the details in JIRA to reflect the confirmed changes.
	Quarterly	BT PMO provide the Risk and Assurance Committee a quarterly update on PGC-level programme risks.
	Ad hoc	BT PMO facilitate other risk and issue workshops as required.

6.2 Capturing of risk and issue information

Risks and issues across the Programme are actively managed in JIRA (https://jira.nsp.ird.govt.nz) with a snapshot of this information being reported to various governing forums (refer section 7 Reporting below).

On 13 March 2017, the Programme received permission from the Deputy Commissioner, Corporate Integrity and Assurance to use JIRA as the primary tool for managing

programme/project risks and issues, as JIRA is utilised by the Programme as a wider tactical tool to better oversee and link risks, issues and dependencies. The BT PMO provide CR&A with a list of current Programme risks and the supporting mitigations, as well as information on PGC tagged Programme-level risks as part of Risk and Assurance Committee reporting.

The Programme-level risk and issue updates are co-ordinated by the BT PMO, in conjunction with the risk owners and assignees.

Risks and issues below Programme level are managed by the project leads, with the support of their Project Co-ordinators.

7 Reporting

7.1 Reports

Risk and issue reporting provides the Programme with an opportunity to communicate the status of its key risks and issues, the mitigations taken and the impact of the mitigations to the overall risk and issue assessment.

Reporting is carried out to coincide with the PGC meeting dates.

The following reports are available and produced as planned and/or when requested:

Report	Description
Fortnightly / Monthly Workstream Reporting	Workstream reporting shows: • 8-key status (prior period, current period), with supporting status commentary • an overall summary of key achievements over the reporting period, and future focus. • key risks and issues for reporting (where applicable).
Monthly **Programme Risk Dashboard**	Programme Risk Dashboard showing: • overall indicator and future trend aligned with the PGC Programme Status Report • executive summary, including changes made to the Programme's risk profile between the current and prior month • all PGC risks (listed by risk event and in heatmap views) • overall Programme risk exposure (by current and residual risk) over time. • bar graph showing the number of Programme risks per rating (current month, prior month) • bar graphs showing the number of Programme risks by risk category at current risk level • number of risks that have eventuated as an issue • number of risks closed Refer to Appendix G for an example of the Programme Risk Dashboard.

Report	Description
Monthly **PGC Programme Risk Reporting**	PGC Programme Status Report showing: • executive summary with approved risk changes as noted at PRMs (new risks, risk assessment changes, closed risks), along with trending for these risks (new, improved, deteriorated, closed) • heatmap of PGC tagged Programme-level risks (current risk level) • all programme-level risks that have turned into issues • bar graph showing the total number of Programme risks by risk rating for the prior and current month (at current risk levels) • overall Programme risk exposure trend (by current and residual risk) over time. • PGC tagged programme-level risks by inherent, current and residual risk levels, and trending from the prior month • List of current programme-level issues.
Monthly / Bi-Monthly **Joint Ministers and Corporate Centre**	Summarised view of PGC Programme risk reporting (refer above) is provided to our Joint Ministers (monthly) and Corporate Centre (Bi-monthly)
Quarterly **Risk and Assurance Committee Report**	Summary of PGC tagged programme-level risks by inherent, current and residual risk levels, trending from the prior month, and status update commentary from the prior quarter.

7.2 BT RAG status guidelines and health indicators

The following aligns to the BT RAG Status Definitions.

Risks

	Red	Light Red	Amber	Light Amber	Light Green	Green
Programme RAG status The risk health indicators presented in the monthly BT Programme Status Report have the following definitions:	**Highly problematic** Risks are rated as 'Extreme' at residual level AND Mitigations are not effective. Risks are expected to eventuate. Escalation to Programme Senior Responsible Owner (SRO).	**Problematic** The profile of risks includes several 'Extreme' at current level and 'Very High' at residual level AND Mitigations are slipping or poor. Escalation to DC Transformation.	**Problematic** The profile of risks includes several 'Very High' at current level and 'High' at residual level. Mitigations in place but are at risk of slipping. Escalation to Release Programme Manager.	**Problematic in defined areas** There are risks that are rated as 'Medium' at the residual level with appropriate mitigations in place. Escalation to Project/Workstream Lead.	**Not problematic** There are risks that are rated as 'Low' at the residual level, with some rated as ''Very High' or, 'High' at current level - appropriate mitigations are in place. No escalation required.	**Not problematic** There are risks that are rated as 'Negligible' at the residual level and none of these are rated as 'Very High', 'High' at current level. No escalation required
Workstream RAG status The risk health indicators presented in the Fortnightly / Monthly Workstream reports have the following definitions:	**Highly problematic** The Workstream's risk profile includes risks at "Extreme" residual level. The Workstream owns risks at Programme level, with these risks currently rated at Very High or above. The risk is expected to eventuate.	**Problematic** The Workstream's risk profile risks at "Extreme" current level or "Very High" residual level. The Workstream owns risks at Programme level, with these risks currently rated at "High" or above. It is predicted that it may be possible to recover from the situation; however significant delivery dates will be impacted and/or missed.	**Problematic** The Workstream's risk profile includes risks at "Very High" current level or "High" residual level. The Workstream owns risks at Programme level, with these risks currently rated at "Medium" or above. Some mitigation strategies are in place; however, some of these may not be effective This is not currently expected to impact the Workstream delivery dates.	**Problematic in defined areas** The Workstream's risk profile includes risks at "High" current level or "Medium" residual level. Some mitigation strategies are in place; however, some of these may not be effective.	**Not problematic** The Workstream's risk profile includes risks at "Medium" current level or "Low" residual level. Risks are under control and contained within normal day-to-day management activity.	**Not problematic** The Workstream's risk profile includes risks at "Low" current level or "Negligible" residual level. Risks are under control and contained within normal day-to-day management activity.

Inland Revenue
Te Tari Taake

Business Transformation

Issues

	Red	Light Red	Amber	Light Amber	Light Green	Green
Programme RAG status The issue health indicators presented in the monthly BT Programme Status Report have the following definitions:	**Highly problematic** 'Extreme' priority rated issues, from which it is only possible to recover from with significant Executive Leadership Team intervention and focussed implementation of the mitigating actions.	**Problematic** 'Very High' priority rated issues, from which it is predicted it is only possible to recover from with significant BT Programme Leadership Team focus to implement the mitigating actions.	**Problematic** 'High' priority rated issues, from which it is predicted that with support, appropriate mitigation and focus will not impact the critical path.	**Problematic in defined areas** Minor / "medium level" issues with remedial actions in progress that with project/workstream lead support and focus are expected to be successful and not impact key dates	**Not problematic** Low' level issues with effective mitigations or treatments. Some minor intervention is required in non-critical areas but expected to stay on track.	**Not problematic** Low' level issues with effective mitigations or treatments. Can be managed without intervention on a day to day basis.
Workstream RAG status The issue health indicators presented in the Fortnightly / Monthly Workstream reports have the following definitions:	**Highly problematic** The profile of issues relevant to this Workstream includes Extreme level rated issues. The Workstream owns issues at a Programme level, with these issues rated at High or above. It is predicted that it is only possible to recover from the situation with significant BT Programme Leadership Team intervention.	**Problematic** The profile of issues relevant to this Workstream includes Very High-level rated issues. The Workstream owns issues at a Programme level, with these issues rated at High or above. It is predicted that it may be possible to recover from the situation; however, significant delivery dates will be impacted and or missed.	**Problematic** The profile of issues relevant to this Workstream includes High level rated issues. The Workstream owns issues at a Programme level, with these issues rated at Medium or above. Some mitigation strategies in place; however, some of these may not be effective. This is not currently expected to impact the workstream delivery dates.	**Problematic in defined areas** The profile of issues relevant to this Workstream includes Medium level rated issues. Some mitigation strategies in place; however, some of these may not be effective.	**Not problematic** The profile of issues relevant to this Workstream includes Low-level rated issues. Issues are under control and contained within normal day-to-day management activity .	**Not problematic** The profile of issues relevant to this Workstream includes no and/or minimal number of Low-level rated issues. Issues are under control and contained within normal day-to-day management activity.

8 Roles and Responsibilities

8.1 Ownership

Role	Responsibility
Risk/Issue Owner	The Risk/Issue Owner is the person with the accountability and authority to manage the risk/issue. The Risk/Issue Owner will: • agree the risk/issue description and rating • determine the assignee • review and approve proposed changes from the assignee • accept or reject the risk/issue for acceptance • escalate a risk/issue • assess the options and agree to manage the risk • identify mitigations and assign owners • assess the options provided by the open mitigation owner and the preferred treatment chosen • review / monitor the mitigations in place • regularly reassess the risk/issue rating as prescribed by the ERMP/F
Mitigation Owner	The Mitigation Owner is the person or persons best capable to deliver the required outcome, who will plan and deliver the mitigation. The Mitigation Owner will: • ensure the mitigations are implemented and are relevant • alert the Risk/Issue Owner if they are unable to maintain the mitigation or there is a significant change that makes the mitigations irrelevant • provide an update to the Risk/Issue Owner if there is any change and provide the reason of the change plan and implement the mitigation • report on the progress of the mitigation to the Risk Owner • advise the Risk/Issue Owner when the mitigation has been delivered.

Role	Responsibility
Risk/Issue Assignee	The Assignee responsible for a risk/issue has the obligation to carry out duties or decisions. The Assignee will: • review the current and future assessments of the risk/issue against all open and closed mitigations/issue actions. • identify and maintain any additional mitigations/issue actions • ensure review dates have been set for completion of the mitigations/issue actions • suggest risk/issue closure report to the Owner on the current status and any proposed changes.

8.2 Ownership levels

It is important that risks and issues and their subsequent mitigation plans are owned at the right level to ensure they are afforded the appropriate attention and coverage. The levels agreed in the Programme are as follows:

A…	can be owned by a…
Sub-Programme/Workstream-level risk or issue	Workstream lead or team member
Sub-Programme/Workstream-level mitigations	Workstream lead or team member
Release level risk or issue	Release/Stage Programme Manager or PRM member
Programme-level risk/issue	PRM member
Programme-level mitigations	Member of ELT, PGC or PRM Workstream lead or team member

Note: It is the responsibility of the JIRA Risk / Issue owner and assignee to ensure that all mitigations are up to date.

8.3 Individual Roles and Responsibilities

To ensure risks and issues are managed, individual roles and responsibilities are listed below:

Role	Responsibility
Portfolio Governance Committee (PGC)	Monitor the Programme's risk profile and work with the Portfolio Investment Committee[2] (PIC) and Programme Leadership to effectively manage risk. Review and challenge risk and issue information and analysis.
Deputy Commissioner, Transformation	Same as Programme Risk Meeting Members below Review Programme risk reporting.
Programme Risk Meeting (PRM) Members	Review and challenge risk and issue information and analysis. Approve Programme-level risks and issues including ownership, acceptance, changes (e.g. risk assessment) or closure. Review and approve the risks and issues to be reported to PGC. Ensure that outstanding Programme-level risks and issues are transitioned to the next Release / business owner.
Workstream Leads and Programme Release Managers	Undertake risk and issue identification and monitoring processes using IR's ERMF. Escalate workstream and release level risks and issues to Programme-level as per the criteria. Approve workstream and release-level risks and issues including ownership, acceptance or closure. Ensure that outstanding workstream and release-level risks and issues are transitioned to the next Release / Stage / business owner. Accountable for reviewing and updating their own workstream and release risks and issues in JIRA.

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[2] Some changes have been made to the Executive-Level Governance System from 1 February 2020, to enable timely, focused discussion and decision-making at an important point in our change journey. The **Performance and Investment Committee, Organisation Development Committee and Customer-Centric Committee** have been put on hiatus until at least the end of June 2020.

The governance decisions that would have been made at these forums will be made through the remaining governance bodies and through the He Kōtuitui Executive Governance Committee. The Governance and Integrity team will work with contributors and governance Chairs to ensure the right conversations are coming to the appropriate place.

Role	Responsibility
Programme Management Office	Develop and maintain this Risk Strategy and Management Plan.
	Support the Programme to undertake risk and issue identification and monitoring processes using IR's ERMP/F.
	Work with Programme Leads / project co-ordinators to review and update their Programme risks and issues in JIRA.
	Prepare information for the PRM, PGC, Risk and Assurance Committee, Central Agencies and any other reports on request.
	Facilitate risk and issue workshops as required.
	Train Programme staff in the use of the BT's JIRA Risk and Issue projects.
Corporate Risk and Assurance	Attend Programme Risk Meetings, as required.
	Advise or guidance to the Programme in their risk and issue monitoring process.
	Facilitate risk and issue workshops within BT, as requested by the Programme.

9 Transfer of risks and issues

A risk or an issue can be transferred:

- during the life of the Programme if the owner decides that it will be better managed by another person or Business Unit. In this case the risk or issue should be accepted by the new Risk or Issue Owner prior to the transfer

- at the completion of a Programme phase / as part of the Business Readiness Assessments process

The Programme risk and issue transfer and closure process will include the following:

- identify, analyse and evaluate the risks and issues to be transferred or closed

- decide that the risks and issues will be transferred (to who/what business area) or closed

- negotiate transfer of risk and issue with new Risk Owner / Issue Owner and obtain approval

- update and/or close the risks/issues in JIRA.

As part of Stage 4 / end of the Programme, the Transition and Business Integration Workstream will work closely with business units and He Kotuitui to ensure a smooth transition, including for risks and issues.

The Risk or Issue Owner with assistance of the BT PMO, will be responsible for recommending and following the transfer and closure process.

10 Appendices

Inland Revenue
Te Tari Taake

Business Transformation

Appendix A Risk Matrix

	Minimal	Minor	Moderate	Major	Severe
Almost Certain	Low	Medium	High	Very High	Extreme
Likely	Low	Medium	High	Very High	Extreme
Possible	Low	Medium	High	Very High	Extreme
Unlikely	Negligible	Low	Medium	High	Very High
Rare	Negligible	Negligible	Low	Medium	High

LIKELIHOOD

CONSEQUENCE

Appendix B   Likelihood Matrix

	Probability	Frequency	Description
Almost Certain	>50%	Once per 1-2 years	The threat can be expected to occur <u>or</u> a very poor state of knowledge has been established on the threat
Likely	>20%	Once per 2-5 years	The threat will quite commonly occur <u>or</u> a poor state of knowledge has been established on the threat
Possible	>10%	Once per 5-10 years	The threat may occur occasionally <u>or</u> a moderate state of knowledge has been established on the threat
Unlikely	>2%	Once per 10-50 years	The threat could infrequently occur <u>or</u> a good state of knowledge has been established on the threat
Rare	<2%	Less than once per 50 years	The threat may occur in exceptional circumstances <u>or</u> a very good state of knowledge has been established on the threat

Inland Revenue
Te Tari Taake

Business Transformation

Appendix C   Enterprise Consequence Assessment Matrix**

	Customers	Performance	Health & Safety	Compliance	Reputation	Direct Cost	Revenue Base
Severe	>100,000 customers adversely affected for extended period (Benefits - 1wk / Tax - 6 wk)	Complete failure to meet performance measures	Multiple fatalities	Royal Commission of Inquiry in relation to breach of compliance	Sustained negative international multi-channel media coverage	>$10M (1.4% of Operating Budget)	>$100M (0.002% of Tax Forecast)
	Widespread customer complaints re. multiple streams / products		Widespread severe illness		Widespread negative customer opinion of IR		
	>50% compliance costs increase				Complete breakdown of partnership / relationship with key stakeholder or group		
Major	>10,000 customers adversely affected for extended period (Benefits - 1wk / Tax - 6 wk)	Failure to meet 100% of performance measures	Multiple fatalities with reasonable defense	Ministerial Inquiry commissioned in relation to breach of compliance	Negative international multi channel media coverage	>$1M (0.14% of Operating Budget)	>$50M (0.001% of Tax Forecast)
	>100,000 customers adversely affected for brief period	Failure to meet multiple significant performance measures	Single fatality		Sustained negative multi-channel national media coverage		
	Widespread customer complaints re. single stream / product	Performance measures exceeded by 40% - implying overspend/over allocation of resources	Severe illnesses in multiple sites	Ministerial questions in parliament in relation to breach of compliance	Significant and sustained tension with key stakeholder or group		
	>25% compliance costs increase						
Moderate	>5,000 customers adversely affected for extended period (Benefits - 1wk / Tax - 6 wk)	Failure to meet 75% of performance measures	Permanent disability	Breach of Act or regulation with major material effect.	Negative international multi channel media coverage with reasonable defense	>$100K (0.014% of Operating Budget)	>$20M (0.0004% of Tax Forecast)
	>10,000 customers adversely affected for brief period	Failure to meet significant performance measures	Single fatality with reasonable defense		Sustained negative national multi-channel media coverage with reasonable defense		
	Significant and sustained increase in complaints	Performance measures exceeded by 30% - implying overspend/over allocation of resources	Severe illness or illness to multiple individuals		Negative national media coverage		
	>10% compliance costs increase				Significant short term tension with key stakeholder or group		
Minor	>1,000 customers adversely affected for extended period (Benefits - 1wk / Tax - 6 wk)	Failure to meet 50% of performance measures	Serious injuries	Information request from the ombudsman in relation to breach of compliance	Negative national multi-media media coverage with reasonable defense	>$10K (0.0014% of Operating Budget)	>$10M (0.0002% of Tax Forecast)
	>5,000 customers adversely affected for brief period	Performance measures exceeded by 20% - implying overspend/over allocation of resources	Permanent disability with reasonable defense		Sustained negative local media coverage		
	Significant short term increase in complaints		Illness to several individuals	Breach of Act or regulation with modest legal rebuke			
	>5% compliance costs increase						
Minimal	<1,000 customers adversely affected for brief period	Failure to meet 25% of performance measures	Minor injuries	Official information request in relation to breach of compliance	Negative short term national media coverage	<$10K (0.0014% of Operating Budget)	<$10M (0.0002% of Tax Forecast)
	Moderate short term increase in complaints	Performance measures exceeded by 10% - implying overspend/over allocation of resources	Serious injuries with reasonable defense		Negative local media coverage		
	<5% compliance costs increase		Illness to individual				

** Use the Risk Rating Consequence Tool for Heath Safety & Wellbeing related assessments (refer Appendix E)

Inland Revenue
Te Tari Taake

Business Transformation

Appendix D   Project Consequence Assessment Matrix**

Criteria	Minimal	Minor	Moderate	Major	Severe
Health & Safety	Isolated illnesses / injuries	Limited illnesses / injuries Minor medical treatment requiring first aid	Localised illnesses / injuries Doctor/medical specialist involved	Multiple sites with illnesses / injuries Major medical treatment / hospitalistion	Widespread severe illnesses / injuries Loss of life Permanent disability
Schedule	<5% delay in critical path	5-20% delay in critical path Minor delays that have some impact on a project or business area	20-35% delay in critical path Numerous minor delays that seriously impact on other projects or business areas	>35% delay in critical path Major delay that seriously impacts on infrastructure availability, other projects or some business areas	Continuing delays that seriously impact on infrastructure availability, other projects or multiple business areas
Cost / Financial	<2% variance against year-end cost <2% variance in total project implementation excluding contingency	2-9% variance against year-end cost 2-20% variance in total project implementation excluding contingency <2% of benefits not achieved	10-15% variance against year-end cost 21-35% variance in total project implementation excluding contingency Some funding cuts but still able to deliver within scope 6-15% of benefits not achieved	16-25% variance against year-end cost 36-50% variance in total project implementation excluding contingency Partial requested funding provided but will need descoping 16-30% of benefits not achieved	>25% variance against year-end cost >50% variance or >$1m in total project implementation excluding contingency >30% of benefits not achieved or > $1m benefits not achieved
Customer Impacts	<1,000 customers affected Rare customer complaints Insignificant impact on compliance costs	1,000-4,999 customers affected Limited customer complaints <5% compliance costs increase	5,000-9,999 customers affected Multiple or frequent customer complaints 6-15% compliance costs increase	10,000-99,999 customers adversely affected Concentrated or regionalised customer complaints 16-25% compliance costs increase	>100,000 customers adversely affected Widespread customer complaints >25% compliance costs increase
Key External Stakeholder Impacts (Ministers, other govt agencies, vendors / service providers, NGOs)	One off complaint or non-commital issue	Minor breakdown in relationships Limited stakeholder complaints	Mis-communication between parties Arbitration / mediation required with a stakeholder Multiple or frequent stakeholder complaints	Considerable breakdown in relationships Arbitration / mediation required with a number of stakeholders or a key stakeholder	Serious breakdown in relationships Case / action filed against IR Widespread stakeholder complaints
Quality of Delivery	Work arounds require <5 hours of additional workload on any given day >95% of the critical success factors achieved	Work arounds require between 5-24 hours of additional workload on any given day 5-20% inability to meet the critical success factors Minor inability to collect revenue or disburse social policy entitlements	Work arounds require between 25-49 hours of additional workload on any given day 21-35% inability to meet the critical success factors Inability to collect multiple revenue or disburse multiple social policy entitlements	Work arounds require between 50-99 hours of additional workload on any given day 36-50% inability to meet the critical success factors Outage between 4-8 hours that affects our ability to collect revenue or disburse social policy entitlements	Work arounds require >100 hours of addtional workload on any given day or >$500,000 additional cost to budget >50% inability to meet the critical success factors Serious interruption of >1 day that affects our ability to collect revenue or disburse social policy entitlements
Compliance (Internal/External)	Insignificant non-compliance with tax or other relevant legislation, policies and frameworks	Minor non-compliance with tax or other relevant legislation, policies and frameworks Minor code of conduct, fraud or security breaches	Moderate non-compliance with tax or other relevant legislation, policies and frameworks	Considerable non-compliance with tax or other relevant legislation, policies and frameworks Multiple code of conduct, fraud or security breaches	Significant non-compliance with tax or other relevant legislation, policies and frameworks Serious code of conduct, fraud or security breaches which could impact the integrity of the tax system
Reputation	Little or no stakeholder interest, impact/s resolved promptly by day to day management processes	One off traditional media coverage Reputation is adversely affected with a small number of affected people	Limited negative regional traditional media coverage Some negative social media activity Reputation negatively impacted with some stakeholders	Significant negative national traditional media coverage Significant negative social media activity Reputation negatively impacted with significant stakeholders	Sustained negative national or international traditional media coverage Widespread or sustained negative social media activity Reputation negatively impacted with majority of key stakeholders Government inquiry

** Use the Risk Rating Consequence Tool for Heath Safety & Wellbeing related assessments (refer Appendix E)

Appendix E   Risk Rating Consequence Tool for Heath Safety & Wellbeing

IR's updated HSW Consequence rating for Enterprise and Project Risk Rating Tools – June 2019[1]	
Minimal	Injuries or illnesses (mental or physical) not requiring first aid treatment, no lost time, no long term effects; OR near miss with potential effects.
Minor	Injuries or illnesses (mental or physical) requiring first aid treatment, minimal lost time (less than 4 days), no long term effects; OR near miss with potential moderate effects.
Moderate	Injuries or illnesses (mental or physical) requiring treatment by a medical practitioner (including in-patient for less than 48 hours) with reversible impairment; OR more than 4 days lost time; OR multiple medical treatment cases. OR near miss with potential severe effects. May be notifiable to WorkSafe.
Major	Notifiable single injury, illness, event, or incident[2] (mental or physical, excluding fatality) OR an emergency[3] OR a person receiving crisis mental health treatment[4] Notifiable to WorkSafe.
Severe	Notifiable multiple injuries, illnesses, events, or incidents[2] (including life-changing, life threatening, single or multiple fatalities) OR an emergency[3] OR a person receiving hospital-based crisis mental health treatment[4] Notifiable to WorkSafe.
Reference Key	[1] All H&S events are treated in the strictest confidence, in accordance with the Health Information Privacy Code and the Privacy Act. We will only be managing with the information we are legally entitled to have. This matrix is for estimating and managing risk, not defining event levels. Note all levels of potential event are notifiable to IR. [2] Health & Safety at Work Act 2015 [3] Hazardous Substances and New Organisms Act 1996 [4] Mental Health (Compulsory Assessment and Treatment) Act 1992

Inland Revenue
Te Tari Taake

Business Transformation

Appendix F Risk Categories

Below are the **Enterprise** and **Project** risk categories that the Programme uses in JIRA Risk and Issues:

- Benefits
- Business process
- Compliance
- Cost
- Culture
- External Environment
- Financial
- Information Management
- Information, communication, technology
- Interdependencies
- Organisational Compliance
- People
- Portfolio
- Procurement and Contract Management
- Schedule
- Scope
- Stakeholders

Inland Revenue
Te Tari Taake

Business Transformation

Appendix G PGC Risk Reporting Example

Programme-level Risks

Executive Summary:
The Programme's risk profile is XXX with a future trend of XXX. As at DD/MM/YYYY, the Programme had a total of XX open risks, of which XX are reported to PGC. During the reporting period XXX Programme risks were closed, with XXX Programme risks reassessed.

			Below are the approved changes to the Programme's risk profile during the reportable period:		**Previous** Risk Status	**Current** Risk Status	**Projected** Risk Status
Esc.	**Current**	**Trend**	**Item**	**Owner / Assignee**	**Notes**		
PGC	**High** (XXX / XXX)	▲ IMPROVED	**BTR-xxxx:** There is a risk that…	XXX	The Programme Risk Meeting (PRM) members accepted a change in current likelihood for **BTR-XXX** from "Almost Certain" to "Possible" (Note: The current risk level remains "High"). **Rationale:** XXX		
PGC	**High** (XXX / XXX)	▲ IMPROVED	**BTR-xxx:** There is a risk that…	XXX	The PRM members accepted a change in current likelihood for **BTR-XXX** from "Possible" to "Unlikely". This reduces the risk level from "Very High" to "High". **Rationale:** XXX		
PLT	**High** (XXX / XXX)	▲ IMPROVED	**BTR-xxxx:** There is a risk that…	XXX	The PRM members accepted the following risk reassessment changes to **BTR-XXX**: - Changes to the inherent and current consequence from "Moderate" to "Major" - Changes to the current and residual likelihood from "Possible" to "Unlikely". The above changes result in the inherent risk level increasing from "High" to "Very High", the current risk level remaining "High" and the residual risk level decreasing from "High" to "Medium". **Rationale:** XXX		

Inland Revenue
Te Tari Taake

Business Transformation

Inland Revenue
Te Tari Taake

Business Transformation

Appendix H Programme Risk Dashboard Example

Previous Status	Current Status	Future Trend	Programme-level risk dashboard	FINAL
Light Amber	Light Amber	Light Amber	Period DD/MM/YYY - DD/MM/YYYY	

Executive Summary:
The Programme's risk profile is XXX with a future trend of XXX. As at DD/MM/YYYY the Programme had a total of XX open risks, of which XX are reported to PGC. During the reporting period XXX new Programme risks were accepted, XXX Programme risk was closed, with XXX Programme risks reassessed.

New Programme-Level Risks

Programme Risk Assessment Changes:

Closed Programme Risks:

The major risk categories for the Programme are currently Information, Communication, Technology (XX%) and Stakeholders (XX%)

Details of the risks that have eventuated as an issue since start of the Design Phase January 2015

Risk#	Description	Number of times risk has eventuated as an issue	Open risk?	Close date
XX		1	Yes	N/A
XX		1	No	XXX
XX		1	No	XXX
XX		1	No	XXX
XX		1	No	XXX
XX		1	No	XXX
XX		1	No	XXX
XX		2	No	XXX
XX		1	Yes	N/A
XX		1	No	XXX
XX		1	No	XXX
XX		1	Yes	N/A

All Programme-level risk by Risk Category (by Current level)
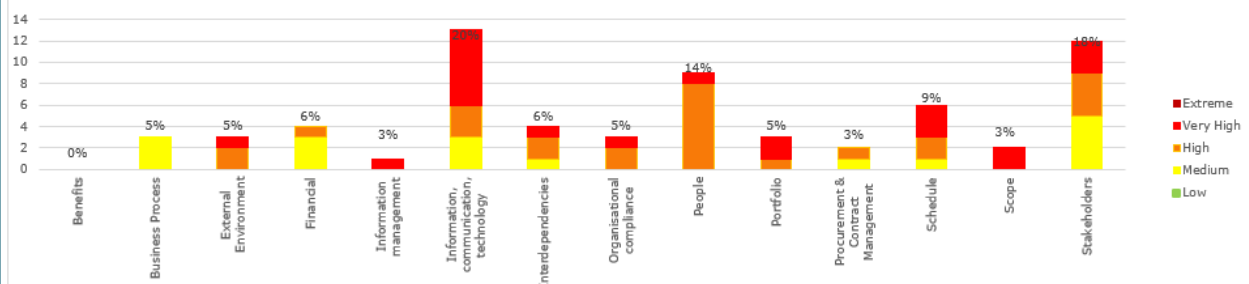
Most significant Programme-level risks reported to the Portfolio Governance Committee (PGC)

Risk #	Risk Assessment Change	Approval Date	Risk Name	Inherent Risk Level	Current Risk Level	Residual Risk Level
DTR-XXX	Stayed Same	XXX		Extreme	Very High	Very High
DTR-XXX	Stayed Same	XXX		Very High	Very High	Very High
DTR-XXX	Stayed Same	XXX		Very High	Very High	Very High
DTR-XXX	Stayed Same	XXX		Very High	Very High	Very High
DTR-XXX	Stayed Same	XXX		Very High	Very High	Very High
DTR-XXX	Stayed Same	XXX		Extreme	Very High	High
DTR-XXX	Stayed Same	XXX		Very High	Very High	High
DTR-XXX	Improved	XXX		Very High	Very High	High
DTR-XXX	Stayed Same	XXX		Very High	Very High	High
DTR-XXX	Stayed Same	XXX		Medium	Very High	High
DTR-XXX	Stayed Same	XXX		Extreme	High	High
DTR-XXX	Stayed Same	XXX		Extreme	High	High
DTR-XXX	Stayed Same	XXX		Extreme	High	High
DTR-XXX	Stayed Same	XXX		Very High	High	High
DTR-XXX	Stayed Same	XXX		Very High	High	High
DTR-XXX	Stayed Same	XXX		High	High	High
DTR-XXX	NEW	XXX		High	High	Low
DTR-XXX	Stayed Same	XXX		Extreme	Medium	Medium
DTR-XXX	Stayed Same	XXX		Extreme	Medium	Medium
DTR-XXX	Stayed Same	XXX		Very High	Medium	Medium
DTR-XXX	Stayed Same	XXX		Very High	Medium	Medium
DTR-XXX	Stayed Same	XXX		Very High	Medium	Low

Most significant Programme-level risks reported to PGC
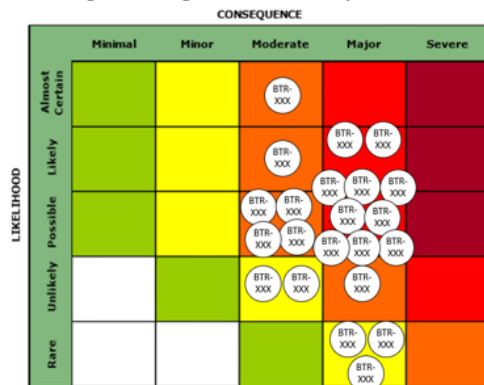
Trend of Programme-Level Risk Exposure
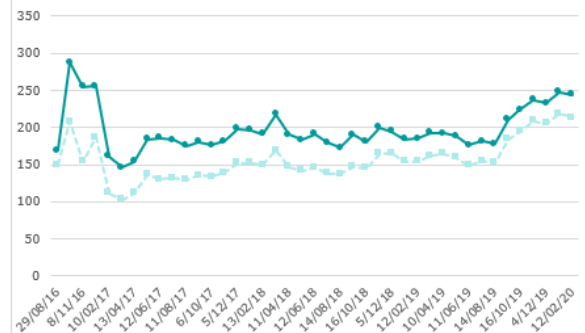
Number of Programme-Level Risks per Rating

	Current DD/MM/YYYY	Residual	Current DD/MM/YYYY	Residual
Extreme	0	0	0	0
Very High	24	16	22	13
High	25	23	26	24
Medium	16	19	17	21
Low	0	7	0	7
Negligible	0	0	1	1
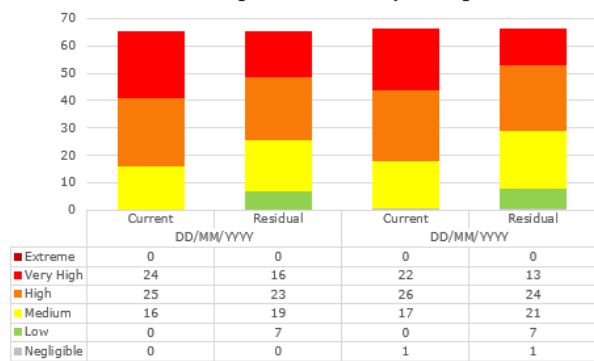
Summary of the risks that have eventuated as an issue

	Total for the current period (XX/XX/XXX – XX/XX/XX)	Overall total since start of the Design Phase January 2015
Total risks that have eventuated as an issue	0	15

Summary of the closed risks

	Total for the current period (XX/XX/XX – XX/XX/XX)	Overall total since January 2016
Total closed risks	0	XXX
Total risks closed due to effective mitigations	0	XXX
Total of risks closed for other reasons (merging with others risks, downgraded to workstream-level, risk no longer required, etc.)	0	XXX

Appendix I JIRA Risk & Issue Examples

JIRA Risk Example

JIRA Issue Example