# PICTS Contract

# Schedule 19

# Risk Management

**Document Info**

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**Revision History**

| Version | Date | Details of Changes | Author |
|---|---|---|---|
| 0.1 | 28/10/16 | First draft based on existing OMNI schedule | Sopra Steria |
| 0.2 | 10/11/16 | Updated first draft | Sharpe Pritchard |
| 0.3 | 11/11/16 | Revised following input from Risk Manager | Sopra Steria |
| 0.4 | 15/11/16 | Updated following meeting on 14/11/16 | Sharpe Pritchard |
| 0.5 | 17/11/16 | Accepted changes and cleaned up – drafting completed | Sopra Steria |
| 0.6 | 9/12/16 | Final check and amendment following escalation meeting 8/12 | Sopra Steria |
| 1.0 | 14/12/16 | Final version for completion | Sharpe Pritchard |

## 1. Risk Management

1.1 The PROVIDER will follow the procedures for Risk Management defined herein.

1.2 Risk Management will be carried out in accordance with the principles of the latest iteration of PRINCE 2, with the OGC guidelines contained in the publication entitled "OGC Management of Risk (M_o_R)", and in accordance with the PROVIDER's ISO9001 certified Business Management System (BMS) using the corporate risk management system specified therein.

1.3 The PROVIDER will carry out the day to day management of Risks to Services, for all Risks allocated to the PROVIDER, as indicated by the Risk Register referred to in paragraph 4. For shared Risk Allocation, the PROVIDER will work with the AUTHORITY to manage the Risks.

1.4 The PROVIDER will manage Risks that apply to delivery of Service and any Risks that may apply to Exit, as described in Schedule 14 (Exit Management). All Risks will be managed by the same processes and registers, but will be clearly distinguished for the purposes of reporting and monitoring.

1.5 The PROVIDER will appoint a Risk Manager who will be responsible for ensuring that Risk Management takes place according to the principles of this Schedule 19 or to other requirements of the AUTHORITY that may be agreed between the Parties from time to time. The Risk Manager will have responsibility for identification and assessment of Risks. The Risk Manager will ensure that a Risk Owner is allocated for each Risk and will have responsibility for action planning, reviewing and monitoring of Risks.

## 2. Principles of Risk Management

2.1 Risks may Impact the quality of Service, the cost of delivering Service, the benefit accrued to the AUTHORITY of receiving the Service or the timeliness in which the Service is delivered.

2.2 The AUTHORITY or the PROVIDER may raise a Risk.

2.3 All Risks will be reviewed and a Risk Owner will be appointed by the Risk Manager.

2.4 The potential Impact of any Risk and its likelihood of occurring will be identified, along with a timeframe for occurrence.

2.5 Where Mitigation is appropriate, the estimated costs (if applicable) and concomitant Risk will be identified.

## 3. Not Used

## 4. Risk Register

4.1 It is the responsibility of the PROVIDER's Risk Manager identified in Paragraph 1.5 of this Schedule 19 to maintain the Risk Register in accordance with the principles of management described in this Schedule 19.

4.2 The Risk Register will contain, as a minimum, a unique Risk identifier, a description for each Risk, identification of when this Risk may materialise, the Probability of the Risk occurring, the Impact of the Risk occurring, the Risk Owner, the Risk Allocation, the actions required to mitigate the Risk (with their costs and time to implement), the last action taken and the

last review date for the Risk. The Risk Register will contain data relating to the category of Risk and data relating to the Risk. The Risk Register will be maintained by the PROVIDER using a commercially available electronic tool.

## 5. Risk Identification

5.1 Risks will be identified in accordance with the PROVIDER's ISO9001 certified Business Management System (BMS) using the corporate risk management system specified therein.

## 6. Risk Governance

6.1 Risk reporting will be to the Service Management Board (SMB). The PROVIDER's Risk Manager will have responsibility for reporting on Risks to the SMB. The Risk Manager will also communicate classification, priority and status of Risk and will advise on Risk generation and escalation.

6.2 Responsibilities of the AUTHORITY in Risk Management:

(A) Identify Risks to the Risk Manager in a timely manner where these relate to the Services provided under this Agreement;

(B) When requested by the Risk Manager, provide an accurate assessment of a Risk's Probability and Impact where a Risk will affect the AUTHORITY's business or area of responsibility;

(C) Participate in the process of Risk Allocation;

(D) Fulfil Risk Mitigation in the timescales agreed and provide reports to the Risk Manager in the timescales agreed;

(E) Advise the Risk Manager of the AUTHORITY's risk appetite for the purposes of Risk escalation.

## 7. Issue Management

7.1 The PROVIDER will manage Issues through a central Issue Register. The PROVIDER will appoint an Issue Manager who will be responsible for ensuring that Issue management takes place according to the requirements of the AUTHORITY.

7.2 Where an Issue arises due to the occurrence of a Risk, that Risk will be marked as an Issue and a reference made from the Risk Register to the Issue Register.

7.3 Where an Issue occurs as the result of a Risk occurring the PROVIDER will review the proposed Mitigation actions to determine their suitability before enacting them.

7.4 Issue reporting will be to the Service Management Board (SMB). The PROVIDER's Issue Manager will have responsibility for reporting on Issues to the SMB. The Issue Manager will assess the Issue, appoint the Issue Owner, plan actions and initiate processes, track the Issue and will routinely update an Issue Register. As appropriate, the Issue Manager will have responsibility for Issue communication and escalation, and Issue resolution.

7.5 Where the PROVIDER becomes aware of an Issue, the PROVIDER's Issue Manager will notify the AUTHORITY as soon as reasonably practical.

7.6 Where the AUTHORITY becomes aware of an Issue, the AUTHORITY will notify the PROVIDER's Issue Manager as soon as reasonably practical.

7.7 Costs for addressing and resolving issues will be dealt with in accordance with the Change Control Procedures described in Schedule 20 (Change Control Procedures).

7.8 The Issue Owner will report progress on resolving an Issue to the Issue Manager in accordance with the severity of the Issue. The Issue Manager will report status to the AUTHORITY in accordance with the severity of the Issue.

7.9 Responsibilities of the AUTHORITY in Issue Management:

(A) Identify Issues to the Issue Manager in a timely manner where these relate to the Services provided under this Agreement;

(B) When requested by the Issue Manager, provide an accurate assessment of an Issue's Impact where an Issue will affect the AUTHORITY's business or area of responsibility;

(C) Fulfil Issue actions in the timescales agreed.

## 8. Opportunity Management

8.1 An Opportunity is similar to a Risk except that:

(A) Its Impact is positive, i.e. if it occurs it is of benefit to the AUTHORITY or the PROVIDER;

(B) Actions described are those that would allow the Opportunity to occur or to maximise the benefits of the Opportunity event;

(C) Opportunities may become projects.

8.2 The PROVIDER will manage Opportunities within OMNI through a central register, which may be the Risk Register and processes. Where the PROVIDER manages Opportunities through the Risk Register, it must be possible to identify them separately for the purposes of monitoring, management and reporting. An Opportunity must identify the Party that would benefit from the occurrence of the Opportunity.

8.3 Opportunities will be managed through processes in line with the principles described in this Schedule 19 (Risk Management). It is the intention of the AUTHORITY that Opportunities be managed within the Risk Management processes, reporting and governance. The PROVIDER's Opportunity Management Process will include the identification, qualification, action planning and tracking and monitoring of Opportunities. The PROVIDER will appoint an Opportunity Manager who will identify criteria and mechanisms to move Opportunities from an Opportunity Register into formal projects.

8.4 Responsibilities of The AUTHORITY in Opportunity Management:

(A) Identify Opportunities to the Opportunity Manager in a timely manner;

(B) When requested by the Opportunity Manager, provide an accurate assessment of an Opportunity's Impact where it will benefit the AUTHORITY'S business or area of responsibility;

(C) Fulfil Opportunity actions in the timescales agreed.

## 9. Joining Up NOMS

9.1 The PROVIDER will engage, where reasonably required, in joint governance arrangements with the AUTHORITY across all service providers to the AUTHORITY, including those of the TTP, NICTS and DISC services, covering technical design, service management, change control and Risk Management. For inter-service Risks, the PROVIDER's Risk Manager will operate according to procedures to be agreed with the Authority.

## 10. The Wider Criminal Justice Service

10.1 Risks identified by the Authority in the wider Criminal Justice Service context, where relevant to this Agreement, will be identified and monitored by the Risk Manager in accordance with the procedures for Risk Management outlined in Paragraph 1 of this Schedule 19 and will be reported to the Service Management Board as appropriate.