

DPC Planning Day 2009

Session 3: Risk and Opportunity Planning 2010-2015

Introduction

1. The purpose of this session is to improve the DPC's Risk and Opportunity planning. This will help deliver the strategic objective 5 of the DPC Strategic plan 'assuring the sustainability and effectiveness of the coalition'. Given the financial constraints on public sector finances, and given the concentration of public sector agencies within the DPC's membership, it is especially prudent to manage risks associated with public sector budget constraints.
2. In 2008, the DPC adopted a new strategic plan, which included a rudimentary risk register. Risk management provides a strong tool to ensure confidence in the ongoing management of the DPC and regular review of the risk register is intended to become a routine agenda item of board meetings.
3. The converse of risk management – opportunity management – seeks to ensure that opportunities are maximised but not in such a way as to put the core work of an organisation at risk. The DPC is a very small organisation that can have a very flexible and proactive response to new opportunities. It is intended that the opportunity register will also become a agenda item for board meetings.

Current risk register

4. The current rudimentary risk register is attached below. Participants are invited to review this and as far as possible to break risks into elements which are more subtle and more directly measurable.

Risk	Contributory Factors	Likelihood	Impact	Score	Mitigation	Owner	Timescale
Unable to progress key deliverables	Low input from membership. Loss of key staff. Resource limitations	1	5	5	Monitor progress of activities. Review priorities. Investigate obstacles. Consider alternative delivery mechanism	ED/Task Forces	Monthly
Unable to meet members' expectations	Limited resources. Failure to communicate DPC output & impact. Inappropriate activity	1	5	5	Constant updating and communicating with members. Monitor feedback. Review activities	ED/Board	Ongoing
Staff retention/absence	Staff leave. Unable to fill vacancies. Poor attendance records	3	5	15	Review, structure, workloads and roles. Staff development policy.	ED/Board	Ongoing

Staffing & funding constraints do not enable delivery of strategic priorities.	Missing targets. Failing to progress the work programme High turnover of staff Lack of commitment and/or direction from the Board	3	5	15	To ensure ownership of activity by Board & members through task force approach. Adopt collaborative approach to decision making. Ongoing evaluation process	ED/Board	Ongoing
Unable to cover costs	Reduced income. Increased activity costs	1	5	5	Financial planning, monitoring and forecasting. Diversify income streams	ED/ Board	Ongoing
Fail to engage with potential funders.	No additional resources secured No joint initiatives secured	3	3	9	Effective communication plan Expand and extend our relationships with existing and new stakeholders and intermediaries.	ED/Board	Ongoing
DPC output are not seen as credible or authoritative	Publications have little impact on the community. Low take up of readership of reports. Low attendance at events	1	3	3	All output is rigorously reviewed by members & stakeholders. Leading experts are commissioned by the DPC. Provide opportunities for members to contribute.	ED/Board	Ongoing

Opportunity register

5. The DPC does not currently have an opportunity register. Participants are invited to identify and measure opportunities to the DPC with the following headings
 - Opportunity (a description of the opportunity)
 - Benefit (a description of what benefits might accrue)
 - Likelihood (score 1-5 that the opportunity can be exploited, 5=highly likely)
 - Impact (score 1-5 how beneficial would the impact be, 5=highly beneficial)
 - Creep (score 1-5 of how alignment with the strategic plan: 1=perfect alignment)
 - Score (Likelihood × Impact ÷ Creep)
 - Obstacles (a description of the obstacles that prevent us taking up the opportunity)
 - Actions (a description of the tasks required to turn the opportunity into a reality)
 - Owner (identifying who is responsible for exploiting the opportunity)
 - Frequency (How frequently do such opportunities arise)

6. The group is free to identify opportunities in whatever shape or form they take, but should measure them against the DPC strategic plan, with particular reference to the values of the coalition. Topics include opportunities such as:
 - Interest in 'personal memberships'
 - New members, especially in industry, commerce or creative sectors
 - Grant programmes from external agencies (such as EC)
 - 'Follow on' programmes from policy work, such as 'Archives for the 21st Century'
 - Closer collaboration with existing partners such as NDIIP, NESTOR, BLPAC, NCDD, Collections Trust, UKOLN, (etc)

7. An example Opportunity Register is supplied below, this is partly whimsical in order to illustrate the process

Nature of opportunity	Benefits	Likelihood	Impact	Creep	Score	Obstacles	Actions	Owner	Frequency
Win National Lottery	Finance	1	5	5	1	Knowledge of winning numbers	Buy a ticket	Board	3 times a week
Invention of teleport	Efficiency gains	1	3	5	0.6	Laws of physics, health and safety at work	Fundamental research on energy and matter	?	?
Major capital funding from the EC	Finance and reputation	3	5	2	7.5	Capacity to lead bid and project	Develop partners, agree idea, submit application	Board	3 times a year
Develop new members	Finance and credibility	4	4	1	16	Identifying right staff Tailored value proposition Completing negotiations	Meet and discuss with prospective members	Board and ED	Ongoing

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