

CJA Risk Matrix - S = Severity or Impact L = Likelihood P = Proximity RR = Risk Rating Score

Severity	Likelihood	Proximity
1 = Negligible	1 = Low	1 = Tolerable
2 = Minor	2 = Medium	2 = Low Priority
3 = Moderate	3 = High	3 = Review annually
4 = Major		4 = Review six monthly
5 = Catastrophic		5 = High Priority

LIKLIHOOD	5 Almost certain					
	4 Likely					
	3 Possible					
	2 Unlikely			Risk 2 (review annually)		
	1 Remote			Risk 3 (review annually)	Risk 1 (review 6 monthly) Risk 6 (high priority) Risk 8 (high priority)	Risk 4 (review annually) Risk 5 (high priority) Risk 7 (high priority)
		1 Negligible	2 minor	3 Moderate	4 Major	5 Catastrophic

SEVERITY/IMPACT

ID	RISK DESCRIPTION	Risk Score S x L x P	RISK MITIGATION	Specific Actions Agreed	Responsible Person	Review Date
1	Failing to evidence the impact of CJAs	4 x 1 x 4 = Risk Rating 16	i. Evidence of impact provided by: <ul style="list-style-type: none"> • Links to national Outcomes, 8,9,11 and 15 detailed in 3 year Area Plans, annual Action Plans and CJA Annual Reports. • CJA meeting minutes and papers. • Performance reports (national and local). ii. Develop Performance Framework or agree common outcomes.	1. Map performance regime across key themes 2. Agree strategic performance framework across all CJAs (60% national – 40% flexibility locally) 3. Engage with Audit Scotland to road test framework – locally – what do we get for S27 funding – nationally do we have a fit for purpose, strategic framework 4. Road test framework across CJAs 5. Monitor Performance of partners	PPCG / RS PPCG / RS RS RS All CJAs	Oct 11 Oct 11 Oct 11 Oct 11 31 March 12

ID	RISK DESCRIPTION	Risk Score S x L x P	RISK MITIGATION	Specific Actions Agreed	Responsible Person	Review Date
2	Failure to engage meaningfully with local communities	3 x 1-2 x 3 = Risk Rating 13.5 (average)	i. Communication Strategies in place with updated and evidenced objectives around community engagement. ii. Community survey to gauge level of engagement. iii. CJSW to engage through their CPPS in the surveying of various communities. iv. Participate in Local CPP Community Engagement Events.	1. Promote CPO Consultation locally 2. Submit CPO Annual Report to CJA Boards 3. Provide information to wider communities – circulate newsletters/e-bulletins etc. and develop accessible information on websites	All COs All COs All COs	31 March 12 31 March 12 31 March 12
3	Failure to influence policy or funding decisions of partners	3 x 1 x 3 = Risk Rating 9	i. Ensure CJAs have a policy position related to partner's policies. ii. Ensure CJAs are sighted and in a position to respond to partner's funding decisions. iii. Hold regular meetings with key partners to share views on policy issues and service development. iv. Consult and restructure partner forums as necessary.	1. Prepare and agree CJA position statements on key themes	PPCG / RS	Oct 11

ID	RISK DESCRIPTION	Risk Score S x L x P	RISK MITIGATION	Specific Actions Agreed	Responsible Person	Review Date
4	Failure to engage meaningfully by all partners of the CJAs	5 x 1 x 3 = Risk Rating 15	<ul style="list-style-type: none"> i. Ensure partners are represented at CJA meetings and engaging. ii. Ensure partners attend CJA Group meetings e.g. APIG, Performance etc. iii. Production and presentation of reports by partners for and at CJA meetings. 	<ul style="list-style-type: none"> 1. Review structures with partners – are they still appropriate / fit for purpose. 2. Monitor Partner engagement regularly. 3. Develop national engagement strategies with partners. 	<p>All COs</p> <p>All COs</p> <p>PPCG Communications Sub – TM/RS</p>	<p>31 March 12</p> <p>31 March 12</p> <p>31 March 12</p>
5	Failure to manage the expectations of our funders and partners	5 x 1 x 5 = Risk Rating 25	<ul style="list-style-type: none"> i. Maintain regular contact with partners and funders. ii. Ensure CJA has a clear understanding of the expectations of partners and funders. iii. Develop a CJA Self Assessment Model which includes partner feedback – use this information to clarify realistic expectations. 	<ul style="list-style-type: none"> 1. Pilot CJA self assessment model. 2. Test out L&B partnership effectiveness test for suitability for all CJAs 	<p>JM</p> <p>PPCG / RS</p>	31 March 12
6	Failure to influence national policy	4 x 1 x 5 = Risk Rating 20	<ul style="list-style-type: none"> i. Work with CJAs to get agreed policy statements on a range of issues. ii. Agree principles. iii. Agree policies. 	<ul style="list-style-type: none"> 1. Submit request for Justice Policy Review to Cabinet Secretary. 2. Develop programme of meetings with Ministers. 3. Engage with Chair of Justice Committee 	<p>All COs</p> <p>All COs</p> <p>All COs</p>	<p>31 March 12</p> <p>31 March 12</p> <p>31 March 12</p>

ID	RISK DESCRIPTION	Risk Score S x L x P	RISK MITIGATION	Specific Actions Agreed	Responsible Person	Review Date
7	Failing to manage common risks	5 x 1 x 5 = Risk Rating 15	i. Each CJA has a local risk register with common risks identified and local mitigating actions.	1. Continued monthly Chief Officer meetings and regular meetings with Conveners where such matters discussed and issues addressed.	All COs	31 March 12
8	Influence to match adequate resource allocations to national / local priorities	4 x 1 x 5 = Risk Rating 20		1. Continue to influence and advocate for resource transfer. 2. Submit papers on Justice Policy Review to incoming Justice Minister. 3. Work with COSLA/Scottish Government.	All COs TM All COs	31 March 12 31 March 12 31 March 12
9	Changes to the membership of CJA Boards following the Local Government Elections	New addition – still to be scored	i. Local Council Induction Packs. ii. Additional CJA Conveners induction packs. iii. Structures and secretariat in place to continue business in the interim period.	1. Joint CJA Conveners Induction Pack to be developed across the CJAs	PPCG / RS	31 January 12

National Risk Register – Ratified Conveners Meeting 9th September 2011

Ratified Version	Edit/Update Description	Editor	PPCG Meeting	To Conveners to Note/Ratify Changes
V1 9/11/11				