The existing risk analysis for a programme or office should be re-visited at the beginning of, and during closure, to assess whether previous risk analyses are still valid, or need to be updated. The risk analysis should consider:

* Risks arising due to the closure
* Risks to the closure operations
* Risks to the broader organisation as a result of the closure
* Risks which existed prior to the decision to close the office or programme

Below is an example of a simple risk analysis, using possible risks and indicating the likelihood of them occurring and the impact if they do, using a High, Medium and Low scale. Once identified, specific action plans can be developed to minimise each risk.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Risk Detail | Likelihood | Impact | Risk category | Mitigation Measures |
| **H** = **High** (catastrophic on project and/or Business)  **M** = **Medium** (significant (change to plan required)  **L** = **Low** (minimal changes) | | | | |
| Staff leave earlier than planned, potentially jeopardising programme delivery |  |  |  |  |
| Staff leave whom the organisation wanted to retain |  |  |  |  |
| Reduced staff morale due to uncertainty, which reduces programme impact and effectiveness |  |  |  |  |
| Long-term employee disconnect with the organisation due to poor management of the closure |  |  |  |  |
| Inconsistency in treatment of staff at different locations |  |  |  |  |
| Potential violence and conflict because of decisions to terminate staff |  |  |  |  |
| Conflict with Unions/staff representatives resulting in various industrial disputes and litigation |  |  |  |  |
| Reputational risk to the organisation as a whole |  |  |  |  |
| Theft of assets |  |  |  |  |
| Cancellation of operations licence |  |  |  |  |