RAID Log

Keep risks, assumptions, issues and dependencies in one place, each with an owner, a rating and a next step.

InflexionIQ

Most programmes don't fail from surprises. They fail from risks someone noticed, wrote down, and nobody owned.

The RAID log is the programme's early-warning system. It only works if it's reviewed every week, every entry has a named owner, and the top items go to the steering committee.

THE FOUR LISTS

R **Risks.** Something that might happen and would affect the programme. Rate probability and impact, then decide how to respond.

A **Assumptions.** Something you're treating as true without proof. Each one needs an owner and a date to test it.

I **Issues.** Something that has happened and is affecting the programme now. It needs an owner and a resolution date.

D **Dependencies.** Something you need from outside the programme, or that someone needs from you, by a date.

RATING RISKS: PROBABILITY × IMPACT

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

1–7 low. Monitor.
8–14 medium. Active plan, owner reviews weekly.
15–25 high. Report to the steering committee.

Probability up the side, impact along the bottom, both scored 1 to 5.

FOUR WAYS TO RESPOND TO A RISK

01 **Avoid:** change the plan so the risk can't happen.

02 **Reduce:** act now to lower probability or impact.

03 **Transfer:** move it to someone better placed, such as a supplier or insurer.

04 **Accept:** consciously live with it, with a contingency.

KEEPING THE LOG USEFUL

- Write risks as cause → event → effect: "Because X, Y may happen, which would cause Z."
- One owner per item: a person, not a team.
- Close items when they're done. A log of 300 open entries is a log nobody reads.
- When a risk happens it becomes an issue. Move it, don't duplicate it.
- Test assumptions early. An untested assumption is a risk in disguise.

The Excel version calculates scores and ratings, ages issues in days, plots risks on the heat map automatically, and summarises open items for your SteerCo pack (template 25).

Risks

Write as: because… / may happen… / which would cause… · Response: avoid, reduce, transfer or accept

#	RISK	OWNER	PROB.	IMPACT	SCORE	RESPONSE	ACTIONS	REVIEW	STATUS
R01			1–5	1–5	P×I				OPEN · SHUT
R02			1–5	1–5	P×I				OPEN · SHUT
R03			1–5	1–5	P×I				OPEN · SHUT
R04			1–5	1–5	P×I				OPEN · SHUT
R05			1–5	1–5	P×I				OPEN · SHUT
R06			1–5	1–5	P×I				OPEN · SHUT
R07			1–5	1–5	P×I				OPEN · SHUT
R08			1–5	1–5	P×I				OPEN · SHUT
R09			1–5	1–5	P×I				OPEN · SHUT
R10			1–5	1–5	P×I				OPEN · SHUT
R11			1–5	1–5	P×I				OPEN · SHUT
R12			1–5	1–5	P×I				OPEN · SHUT
R13			1–5	1–5	P×I				OPEN · SHUT
R14			1–5	1–5	P×I				OPEN · SHUT

Assumptions

#	ASSUMPTION	OWNER	HOW WE'LL TEST IT	TEST BY	VALID?
A01					
A02					
A03					
A04					
A05					

Issues

#	ISSUE	OWNER	PRIORITY	RAISED	RESOLUTION PLAN	DUE	STATUS
I01							
I02							
I03							
I04							
I05							

Dependencies

#	DEPENDENCY	FROM / TO	OWNER	NEEDED BY	STATUS	NOTES
D01						
D02						
D03						
D04						
D05						