



EUROPEANA SOUNDS

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D7.2 Risk Plan

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Abstract

The Risk Plan includes an initial assessment of project risks, based on the risks outlined in the EC-GA Annex 1 "Description of Work". These risks were reviewed by the Project Management Board, after a presentation of the risk register at the kick-off meeting. Each risk consists of an impact factor and a probability factor. Mitigations for each risk and the procedures for managing risks are presented in the document. Risk assessments are updated throughout the project in the risk register and the issues log records responses to risks that occur.

Dissemination level		
P	Public	X
C	Confidential, only for the members of the Consortium and Commission Services	

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The project is co-funded by the European Union, through the **ICT Policy Support Programme** as part of the **Competitiveness and Innovation Framework Programme (CIP)**.
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II. REVISIONS

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III. DELIVERY SLIP

	Name	Partner/WP	Date
Document Author	Catherine Gater Catherine.Gater@bl.uk	BL / WP7	26/03/2014
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V. APPLICATION AREA

This document is a formal output for the European Commission, applicable to all members of the Europeana Sounds project and beneficiaries. This document reflects only the author's views and the European Union is not liable for any use that might be made of information contained therein.

VI. DOCUMENT AMENDMENT PROCEDURE

Amendments, comments and suggestions should be sent to the authors named in the Delivery Slip.

VII. TERMINOLOGY

A complete project glossary is provided at the following page:

<http://pro.europeana.eu/web/guest/glossary>

Further terms are defined below as required:

TERM	DEFINITION
APEX	Archives Portal Europe network of excellence
DEA	Data Exchange Agreement
EC-GA	Grant Agreement (including Annex I, the Description of Work) signed with the European Commission
EDM	Europeana Data Model
IASA	International Association of Sound and Audiovisual Archives
PC	Project Coordinator
PMB	Project Management Board
TEL	The European Library
WP	Work Package

VIII. PROJECT SUMMARY

Europeana Sounds is Europeana's 'missing' fifth domain aggregator, joining APEX (Archives), EUScreen (television), the Europeana film Gateway (film) and TEL (libraries). It will increase the opportunities for access to and creative re-use of Europeana's audio and audio-related content and will build a sustainable best practice network of stakeholders in the content value chain to aggregate, enrich and share a critical mass of audio that meets the needs of public audiences, the creative industries (notably publishers) and researchers. The consortium of 24 partners will:

- Double the number of audio items accessible through Europeana to over 1 million and improve geographical and thematic coverage by aggregating items with widespread popular appeal such as contemporary and classical music, traditional and folk music, the natural world, oral memory and languages and dialects.

- Add meaningful contextual knowledge and medium-specific metadata to 2 million items in Europeana's audio and audio-related collections, developing techniques for cross-media and cross-collection linking.
- Develop and validate audience specific sound channels and a distributed crowd-sourcing infrastructure for end-users that will improve Europeana's search facility, navigation and user experience. These can then be used for other communities and other media.
- Engage music publishers and rights holders in efforts to make more material accessible online through Europeana by resolving domain constraints and lack of access to commercially unviable (i.e. out-of-commerce) content.

These outcomes will be achieved through a network of leading sound archives working with specialists in audiovisual technology, rights issues, and software development. The network will expand to include other data-providers and mainstream distribution platforms (Historypin, Spotify, Soundcloud) to ensure the widest possible availability of their content.

For more information, visit <http://pro.europeana.eu/web/europeana-sounds>.

IX. STATEMENT OF ORIGINALITY

This document contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

X. EXECUTIVE SUMMARY: RISK PLAN

This document constitutes a Risk Plan for the Europeana Project. It includes an initial assessment of project risks, based on the risks outlined in the EC-GA Annex 1 "Description of Work" [Ref1]. These risks were reviewed by the Project Management Board, after a presentation of the risk register at the kick-off meeting. Each risk consists of an impact factor (low/medium/high) and a probability factor (low/medium/high). The impact and probability factors are multiplied to give an overall risk rating for each risk. These are flagged as red, amber or green risks, depending on the overall risk rating. Mitigations for each risk are presented in the document. These mitigations address both reduction of the impact and reduction of the probability of the risk occurring, where possible. Risks are updated throughout the project in the risk register, which is maintained by the Project Support Team. The Project Coordinator and Project Management Board review the risk register at each meeting, and are responsible for managing the risk of the project. This includes allocating a risk owner to be responsible for each risk. The project issues log is maintained by the Project Support Team and records responses to risk events that occur. Issues are recorded by the Work Package Leaders through the quarterly and bi-annual reports, and reported at the Project Management Board.

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1 INTRODUCTION

This document constitutes a Risk Plan for the Europeana Project. It includes an initial assessment of project risks, based on the risks outlined in the EC-GA Annex 1 “Description of Work” [Ref1].

These risks were reviewed by the Project Management Board, after a presentation of the risk register at the kick-off meeting.

1.1 Managing risk

The PMB has the responsibility for identifying project-level risks, tracking them and proposing corrective actions in the event of problems; the Work Package leads identify work package level risks, track them and propose corrective actions in the event of problems. The project governance and structure are explained in Deliverable D7.1 Quality Assurance Plan [Ref 2] and decision making and governance are additionally covered in the Consortium Agreement between all beneficiaries.

1.2 Risk register

Each risk, or risk cause, consists of an impact factor (low/medium/high) and a probability factor (low/medium/high). The impact factor is the expected impact to the project and its consortium if that risk occurs. The probability factor is the predicted likelihood of that risk occurring.

Type of factor	Description	Rating
Impact	Low	1
Impact	Medium	2
Impact	High	3
Probability	Low	1
Probability	Medium	2
Probability	High	3

The impact and probability factors are multiplied to give an overall risk rating for each risk. These are flagged as red, amber or green risks, depending on the overall risk rating. The following values and ranges are used in the risk register.

Rating range	Flag
1-2	Green
3-5	Amber
6-9	Red

1.3 Mitigating risks

Proposed mitigations for each risk are presented in the following section. These mitigations address both reduction of the impact and reduction of the probability of the risk occurring, where possible. An owner is allocated to each risk, and is responsible for the mitigation of that risk.

1.4 Monitoring risks

Risks are updated throughout the project in the risk register, which is maintained by the Project Support Team. The Project Coordinator and Project Management Board review the risk register at each meeting, and are responsible for managing the risk of the project. This includes allocating a risk owner to be responsible for each risk. After each review of the risk register, risks may be upgraded or downgraded in terms of their rating, or they may be removed if that risk has no further likelihood of occurring. New risks may also be added to the risk register during the course of the project, which may occur in response to entries in the issue log. Mitigation activities will focus primarily on red and amber risks, while green risks will be monitored for any change in their status.

1.5 Issues log

The issues log is maintained by the Project Support Team and records responses to risk events that occur. These risk events may relate to the risk causes that are outlined in the risk register, and this is indicated in the issues log where relevant. An additional risk cause may be added to the risk register as a result of logging an issue. Any issues logged will be raised with the PMB by the Project Coordinator during the review of the risk register, if it is appropriate. Issues are recorded by the Work Package Leaders through the quarterly and bi-annual reports, and reported at the Project Management Board meetings. The impact of issues on the progress of the project can also be linked to the Performance Indicators of the project.

1.6 Performance Indicators

The Performance Indicators (PIs) for the project are related to the Project Objectives, and include key metrics that demonstrate the project's progress towards achieving its objectives. The PIs and the Project Objectives, specified in the EC-GA, are outlined in more detail in D7.1 Quality Assurance Plan [Ref2]. A target for each PI is set for each project year. Progress towards the targets is reported in the quarterly and bi-annual reports by the Work Package leaders. Any impact of the issues and occurring risks on the achievement of PI targets will also be reported in the quarterly and bi-annual reports.

1.7 Lessons learnt

Lessons learnt as a result of monitoring the occurrence and mitigation of risks, will be fed back into the project planning at the end of each project period by the Project Coordinator and the Project

Management Board. The lessons learnt during the project will be summarised and reported in the final project report D7.9 Final exploitation plan and sustainability strategy.

2 INITIAL RISK REGISTER

Pr = Probability of risk occurring; Im = Impact of risk occurring

ID	Name	Pr	Im	Risk	Owner	Process for managing risk
	CONTENT RELATED RISKS					
R1	Key collection holders do not see the business benefit of contributing further material	2	1	2	WP1 Lead	Reduce probability by maintaining dialogue with the Europeana Network and related projects. Reduce impact by widening the Best Practice Network throughout the project to bring in new data providers.
R2	Use of metadata schema that are incompatible with Europeana EDM standards	2	1	2	WP1 Lead	Reduce probability by publicising standards widely to all contributors and identifying sample data early in the process, and providing an extensive support programme for new data providers. Reduce impact by verifying compliance with ESE and enhancing data from a provider or external aggregator during the aggregation process.
R3	Failure to clear copyright for access and/or re-use rights means that affected content cannot be accessed fully through Europeana	2	2	4	WP1 Lead	Reduce probability by providing structures and procedures for data providers that are inexperienced in clearing copyright. Reduce impact by replacing with alternative metadata where feasible.
R4	Failure to clear copyright for metadata means that a provider cannot sign the DEA and provide content to Europeana	2	2	4	WP1 Lead	Reduce probability by ensuring that all content providers are obliged to sign the DEA. Reduce impact by replacing with alternative metadata where that is feasible.
R5	Delay of aggregation of items leads to late publication on Europeana and aggregation targets are not met	2	2	4	WP1 Lead	Reduce probability by working to improve data provider workflows. Reduce impact by ensuring that all metadata is ready for ingestion by M30.

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ID	Name	Pr	Im	Risk	Owner	Process for managing risk
	TECHNICAL RISKS					
R6	Delay to aggregation of items and publication on Europeana due to problems with aggregator tool development for the portal back-end	2	2	4	Technical Director	Reduce probability through establishing the role of Technical Director with an overall monitoring responsibility. Reduce impact by adoption of Agile software development using the Agile Scrum methodology.
R7	Delays in the planned functionalities in the portal front-end lead to limited evaluation of the pilot methods, reducing the likelihood of them being fit for purpose	2	2	4	Technical Director	Reduce probability by pro-active monitoring of timelines and tolerances. Reduce impact by adoption of Agile software development using the Agile scrum methodology.
R8	Inefficient integration between the project's ongoing audiovisual digitisation actions by providers due to lack of clarity regarding the formats and standards used in the digitisation method.	2	1	2	Technical Director	Reduce probability by working with the IASA and the PrestoCentre competence centre to ensure knowledge transfer on standards. Reduce impact by targeting content that is already digitised to the accepted standards.
R9	Interdependencies between Europeana technical developments and project developments may impact on the capacity of the infrastructure to support the aggregation of time based media.	2	2	4	Technical Director	Reduce probability by inclusion of Europeana Foundation as a project partner, who will thereby contribute to progress monitoring activities and the planning process for remedial actions. Reduce impact by adoption of Agile software development using the Agile scrum methodology.
R10	Tools for feature extraction and semantic enrichment do not achieve sufficient maturity compared to other Europeana tools.	2	2	4	Technical Director	Reduce probability by including organisations with new skills in the Best Practice Network. Reduce impact by Agile software development using the Agile scrum methodology.

ID	Name	Pr	Im	Risk	Owner	Process for managing risk
	USER RELATED RISKS					
R11	Participation in the crowdsourcing activities does not achieve critical mass.	3	1	3	Technical Director	Reduce probability by ensuring that the crowdsourcing is distributed across well-researched existing online communities and tools, and by linking to sizeable existing communities through project partners. Reduce impact by differentiating between expert and non-expert users and by ensuring that tasks are engaging for both types of user.
	OPERATIONAL RISKS					
R12	Delay in approval of content selection policy reduces the time available to work with communities of interest	1	1	1	WP1 Lead	Reduce probability through efficient monitoring of WP1 progress. Reduce impact by starting work early with data providers who are most prepared for aggregation to start.
R13	Delay to delivery of aggregated content due to breakdown in communication with the content provider network	2	2	4	WP1 Lead	Reduce probability by giving a formal role in the project team to the various communities of interest through the User Advisory Panel. Reduce impact by engaging with each data provider/aggregator on a case-by-case basis
R14	Unrepresentative sampling of user groups involved in test trials and user-oriented evaluations	2	2	4	WP4 Lead	Reduce probability by ensuring that user testing is fully scoped and efficiently funded. Reduce impact by correlating and validating early results with other relevant projects.
	FINANCIAL AND SUSTAINABILITY RISKS					
R15	Lack of engagement with the creative industries and key business partners	2	1	2	WP4 Lead	Reduce probability by identifying and working with commercial and academic 'thought leaders'. Reduce impact by linking channels development work to the needs of the creative industries and exploring incubation services that also encompass investment capital.

ID	Name	Pr	Im	Risk	Owner	Process for managing risk
R16	Effort provided by partners is distributed unevenly across the tasks, so that tasks starting later in the project are impacted by a lack of remaining effort.	2	2	4	Project Manager	Reduce probability by monitoring effort and cost expenditure on a quarterly basis. Reduce impact by redistributing effort across tasks and partners if required.
R17	Subcontracting costs allocated are insufficient to deliver the project objectives	2	2	4	Project Manager	Reduce probability by monitoring expenditure of subcontracting budget on a quarterly basis and following best practices for tendering for subcontractors. Reduce impact by reallocating unspent subcontracting costs.
R18	Insufficient interest from additional partners to ensure sustainability of the Best Practice Network	2	2	4	Project Manager	Reduce probability by working with User Advisory Panel on business models and project evaluation. Reduce impact by ensuring close ties with IASA and project partners continue beyond the duration of the project.

3 SUMMARY

This document outlines the initial assessment of risk within the Europeana Sounds project. Risk will be assessed continuously throughout the project as described in the document. The lessons learnt during the project will be summarised and reported in the final project report D7.9 Final exploitation plan and sustainability strategy.

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4 REFERENCES

Ref 1	EC-GA including Annexe I (“ Description of Work”) http://pro.europeana.eu/documents/2011409/8d0e9833-4608-494e-af77-681e68f8a8c8
Ref 2	D7.1 Quality Assurance Plan http://pro.europeana.eu/web/europeana-sounds/documents