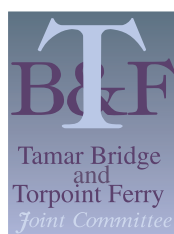


# TAMAR BRIDGE AND TORPOINT FERRY

Business Plan 2011 to 2015

April 2011





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# I FOREWORD

by the Joint Chairmen of the Committee

We are pleased to present this first four-year Business Plan produced for the Tamar Bridge and Torpoint Ferry, covering the period 2011-2015.

The development of this plan follows a resolution by the Tamar Bridge and Torpoint Ferry Joint Committee in December 2009 to adopt a business planning framework that would reflect the strategic nature of the two crossings and integrate operational and financial aspects of the undertaking into a single document.

This document represents a significant step forward in the governance and management of these two crossings that are so strategically important to both Cornwall and Plymouth. We believe that it will be a valuable reference for a range of readers including councillors, officers, customers and other stakeholders in gaining a fuller understanding of the undertaking and of our plans for the next four years.



**Councillor Edward Delbridge**  
Plymouth City Council



**Councillor Mike Pearn MBE**  
Cornwall Council

# 2 EXECUTIVE SUMMARY

- 2.1

The Tamar Bridge and Torpoint Ferry provide the travelling public with the two major crossings of the lower reaches of the River Tamar connecting Plymouth and South-East Cornwall. Their operation is governed by a Joint Committee representing the two authorities, Cornwall Council and Plymouth City Council, that own the crossings. The strategic importance of these crossings within the context of Plymouth and Cornwall stresses the wider perspective within which the Business Plan has been developed.
- 2.2

Our mission is **to provide the travelling public with safe, reliable and efficient crossings of the Tamar** through the operation, maintenance and improvement of the Tamar Bridge and Torpoint Ferry.
- 2.3

Core values shape the organisation's culture, priorities and decisions:

respect	excellence	creativity
integrity	accountability	openness
ownership	accessibility	teamwork

and these values underpin the way in which the undertaking operates.
- 2.4

The service relies on major infrastructure assets and human resources to deliver its mission. Both crossings operate on a 24 hour, 365 day basis and have significant peaks in demand predominantly eastbound on weekday mornings and westbound on weekday evenings, and the crossings are operated to maximise the service availability to match those demands.
- 2.5

The undertaking employs approximately 100 staff, and some services including toll collection and vehicle recovery at the bridge are provided by contractors.
- 2.6

Approximately 95% of the finance needed to operate, maintain and improve the two crossings is funded from tolls, with the remaining 5% derived from rentals, wayleaves and contribution from the Highways Agency in relation to joint operation of the Tamar Bridge/Saltash Tunnel tidal flow system. The undertaking works with many other stakeholders through partnerships and joint working arrangements which reflect the need to integrate the service within a wider context.
- 2.7

The undertaking recognises the importance of managing risk so that it can achieve key strategic objectives and organisational goals. It therefore maintains a contemporary risk register which is used as the framework for monitoring and managing both strategic and operational risks.
- 2.8

Longer term planning sets the context for determining key priorities for the Business Plan, which are set out together with associated actions.
- 2.9

A range of improvements are included in the Business Plan, and most of these will be financed by borrowing. The undertaking is financially self-sufficient, using toll income to fund the crossings and capital projects. Toll income forecasts assume that traffic levels will fall by 2% in 2011/12 and thereafter remain unchanged. Based on the forecast income stream it is anticipated that a small increase in tolls will be required in 2014/15 in order to deliver the Business Plan and maintain adequate reserves in line with good business practice.

# 3 THE TAMAR CROSSINGS

- 3.1 The Tamar Bridge and Torpoint Ferry provide the major vehicular and pedestrian crossings of the lower reaches of the River Tamar. The two crossings are operated as a single undertaking by the Tamar Bridge and Torpoint Ferry Joint Committee, which was established by the Tamar Bridge Act 1957. The Joint Committee comprises five elected councillors from each of the Joint Authorities, Plymouth City Council and Cornwall Council. Joint Chairmen are elected from each of the two councils and they chair Committee meetings on an alternating basis.
- 3.2 The Tamar Bridge Act 1957 gave the Joint Authorities powers to build the Tamar Bridge and to charge tolls to cross it. The Act also made provision for the Joint Authorities to take ownership and control of the Torpoint Ferry, which at that time was owned and operated by Cornwall County Council.
- 3.3 When opened in 1961 the Tamar Bridge was the longest suspension bridge in the UK and it remains the only fixed crossing of the Tamar between Plymouth and South East Cornwall.
- 3.4 The last decade has seen significant investment in the two crossings. In 1998 a new Tamar Bridge Act came into force giving the Authorities powers to strengthen and widen the Tamar Bridge (1999-2001). The strengthening ensured that the structure could continue to carry all classes of vehicles permitted on UK highways including the new class of 44 tonne heavy goods vehicles. The widening added capacity and improved safety for all users.
- 3.5 In 2004 and 2005 the previous generation of Torpoint Ferries, then over forty years old, were replaced by faster, quieter and safer craft with additional 50% capacity.
- 3.6 In 2007 the TamarTag electronic tolling system (ETC) was introduced at both crossings replacing a paper voucher pre-payment scheme. At the Bridge the toll plaza was upgraded with new toll booths and a canopy, and the new ETC system gave the toll plaza an increased traffic capacity approximately matching that of the bridge structure. At both crossings the system provides a more convenient method of payment for regular users.
- 3.7 The above projects together represent approximately £60million of capital investment over the last decade. This investment has been made to allow the provision of safe, reliable and efficient crossings into the future.

# 4 STRATEGIC IMPORTANCE OF THE CROSSINGS

- 4.1 Effective transport links between South East Cornwall and Plymouth are vital in building and maintaining a sustainable local community. They contribute to the achievement of a stronger community with better local economies and also provide access to health, education and leisure services. The Tamar Bridge and Torpoint Ferry make a significant contribution to these goals, providing the only links across the lower Tamar for public, private and commercial vehicles, and provide significant access links for pedestrians and cyclists.
- 4.2 This Business Plan recognises the wider role of the crossings in the future of the communities of Cornwall and Plymouth, and the work necessary to ensure that role will continue during the period of the plan. An integrated approach must therefore be adopted that supports wider area strategies and predicted challenges for both Cornwall and Plymouth.
- 4.3 A number of challenges may develop during the period covered by this Business Plan. They include:
- accommodating the potential impact of population and housing growth in Cornwall and Plymouth through respective Spatial Strategies and Local Development Frameworks;
  - minimising the impact of the crossings on the natural environment, heritage and landscape;
  - ensuring that the crossings are able to support growth in the economies of both Cornwall and Plymouth;
  - maintaining and improving provision of good access to health, education and other services;
  - adapting to climate change and mitigating its effects;
  - managing the effect of traffic growth on the capacities of the Bridge and the Ferry;
  - managing the demand for travel and influencing travel behaviour where appropriate or necessary;
  - improving the quality of journey integration by addressing public transport, walking and cycling;
  - ongoing maintenance requirements to optimise the operational lives of both the Bridge and the Ferry.



4.4 To ensure that safe, reliable and efficient crossings are available for the long term future of the region, the strategy developed for the crossings must recognise these challenges in the wider strategic context for Cornwall and Plymouth. In doing so the plan will aim to:

- maximise certainty for the community, investment and development;
- enable and support planned investment in infrastructure and services;
- ensure that development of the crossings is informed by and integrated into other strategic plans including the local development frameworks, local transport plans and economic development plans;
- ensure that investment is made in the crossings for their maintenance, operation and improvement and that the funding is available to enable this to happen;
- provide a clear process to guide the management of the crossings.



# 5 MISSION

- 5.1 The mission of the undertaking is to **provide the travelling public with safe, reliable and efficient crossings of the river Tamar** through the operation, maintenance and improvement of the Tamar Bridge and Torpoint Ferry.
- 5.2 This mission can only be achieved by maintaining the assets to appropriate standards, and by ensuring that the quality and capacity of the service meet the changing demands placed upon them.
- 5.3 The mission cannot be accomplished in isolation and we need to work with a range of partner organisations and stakeholders.

# 6 CORE VALUES

6.1 An organisation's core values shape its culture, its priorities and its decisions.

6.2 The undertaking's core values are:

**respect** – valuing people, diversity and unique contributions by fostering a trusting, open and inclusive environment

**integrity** – striving to ensure that every aspect of the organisation is founded on honesty, transparency, impartiality and consistency

**ownership** – taking pride in our work and our performance

**excellence** – striving to excel at everything that we do

**accountability** – explaining actions and taking responsibility for them

**accessibility** – ensuring that our facilities are available to all sections of the community

**creativity** – maintaining an innovative and forward-thinking approach, looking for new ideas and using them to enhance the service

**openness** – making information about the undertaking and the Joint Committee's decisions readily available to all users and stakeholders

**teamwork** – within the organisation, working in collaboration with the Joint Authorities and partner organisations towards organisational or common goals

# 7 THE SERVICE

## The Assets

- 7.1 The core services are delivered using large infrastructure facilities. These facilities are key to the delivery of the service and their availability must therefore be optimised with robust and effective maintenance programmes. With appropriate maintenance the Tamar Bridge has an anticipated remaining life of 120 years and the current generation of Torpoint Ferries will serve for at least another 20 years.
- 7.2 Whilst the majority of traffic using the crossings is relatively local in terms of origin and destination, the Tamar Bridge is also a vital element in the trunk road network. Peak traffic flows occur on weekday mornings (predominantly eastbound) and weekday evenings (predominantly westbound). To maximise capacity, traffic lanes on the bridge are operated in a tidal fashion to match the predominant traffic flow or to facilitate specific traffic management for activities such as maintenance work and breakdown recovery. This tidal flow system includes the Bridge and the Highways Agency's Saltash Tunnel and requires 24 hour, 365 day monitoring and control. Our Bridge control room is therefore staffed around the clock and is operated in partnership with the Highways Agency. The Bridge carries approximately 50,000 vehicles on an average weekday and around 16 million vehicles a year. The south cantilever lane of the Bridge provides a dedicated pedestrian and cycle lane which forms part of the Local and National Cycle Networks.
- 7.3 The Torpoint Ferry operation is the largest inland waterway vehicular ferry crossing in the UK, transporting up to 8,000 vehicles across the river on busy weekdays. The ferries also carry foot passengers providing a vital link between the Torpoint area and Plymouth, and the crossing forms part of the National Cycle Network. All three vessels are operated in peak periods, with two vessels operating off-peak and a single vessel operating overnight ensuring continuity of service for the public and emergency services.
- 7.4 Both crossings offer priority arrangements and free crossings for buses and also provide free crossings for pedestrians, cyclists, certain emergency vehicles and those individuals qualifying for our mobility scheme.

## People

- 7.5 Approximately 100 full-time and part-time staff are directly employed on the undertaking, 75% of whom work at the Torpoint Ferry operation. Many of the staff are employed on a shift working basis to resource the round the clock service.
- 7.6 At the Bridge fifteen toll collectors and four recovery vehicle drivers are employed by contractors to deliver 24 hour coverage of those two functions. These contracted staff are integrated into the undertaking and form part of the operational teams.
- 7.7 An organisation chart is attached at Appendix 1.
- 7.8 The Joint Committee also relies upon professional support from Plymouth City Council and Cornwall Council.

## Funding

- 7.9 Approximately 95% of the finance to operate, maintain and improve the facilities is funded from tolls. The 'user pays' principle ensures that those who derive most benefit from the crossings contribute accordingly.
- 7.10 The remaining 5% of income is generated from rentals, wayleaves and reimbursement of the costs of operating the Saltash Tunnel on behalf of the Highways Agency. Funding is covered in more detail in section 12.

## Management

- 7.11 The General Manager and officers of the Joint Authorities present reports at the meetings of the Joint Committee. The reports address contemporary issues and provide updates on expenditure, projects and studies, and also seek approval of the annual statement of accounts. The meetings allow the Joint Committee to consider reports reviewing the performance of the undertaking.
- 7.12 Certain powers are delegated to officers of the two Authorities and to the General Manager through schemes of delegation, financial regulations and individual decisions of the Joint Committee.

## Partnerships and Joint Working

- 7.13 As well as drawing on resources from the Joint Authorities for professional and support services, the undertaking operates in partnership and joint working arrangements with a range of organisations including:
- Highways Agency** – partnering on the operation of the Tamar Bridge/Saltash Tunnel Tidal Flow Corridor;
  - Department for Transport (DfT)** – member of DfT's Interoperability Forum Operators' Sub-Committee which represents UK current and potential toll operators - also general partnering on exchange of traffic information and other data;
  - GoSkills** – industry representation on development of national occupational standards;
  - Devon and Cornwall Police** – emergency planning, emergency response and facilities surveillance;
  - Cornwall Fire and Rescue Service** – joint working on rescue procedures and emergency planning;
  - Devon and Somerset Fire and Rescue Service** – joint working on rescue procedures and emergency planning;
  - UK Bridge Operators, UK Toll Operators and UK Chain and Cable Ferry Operators** – joint working on shared documents and standards, benchmarking and exchange of information;
  - International Cable Supported Bridge Owners/Operators** – representation, benchmarking and exchange of information.
- 7.14 These relationships contribute to the safety, reliability and efficiency of the crossings. Significant efforts are invested in the maintenance and development of these important relationships, and this investment is rewarded with a return, through shared benefits, exceeding that which may be achievable solely through contractual arrangements.

## Contracts

- 7.15 Contracts are in place for a range of services and works including the Tamar Bridge toll collection service, specialist engineering term consultancy and engineering advice, and marine consultants to supervise ferry refits.
- 7.16 As a public body the undertaking complies with all relevant UK legislation and European Directives on procurement and value for money and this is reflected in robust contract procedures.

# 8 RISK MANAGEMENT

- 8.1 Risk management is both a statutory requirement and an essential element of good corporate governance. It embodies the culture, processes and structure that are directed towards the effective management of potential opportunities or threats to an organisation in achieving its objectives.
- 8.2 The Tamar Bridge and Torpoint Ferry Joint Committee recognises the importance of managing risk so that it can achieve key strategic objectives and organisational goals. It recognises that risk management must be embedded into the culture of the organisation so that it is an integral part of all business planning functions.
- 8.3 Until 2009 risks had been managed on an ad hoc or grouped basis. However a formal risk register has since been developed using input from risk workshops for Joint Committee Members and officers. The risk register incorporates a formal hierarchy of risk probability, severity and outcomes which are adjusted to recognise existing mitigation measures. The management team will continue to monitor and review the register and prioritise further mitigation. Headline risks from the undertaking feed into the risk registers of the Joint Authorities.
- 8.4 Whilst the risk register will assist the management of the undertaking, recognition and management of risk continues to be a fundamental part of day-to-day operations, influencing working practices, specifications and procedures.
- 8.5 The integration of risk management into the organisation, its business planning and its routine working practices has many benefits and as a result the Tamar Bridge & Torpoint Ferry Joint Committee can:
- achieve the key strategic objectives and organisational goals;
  - improve strategic, operational and financial management;
  - be more efficient with resources;
  - safeguard or improve its assets;
  - mitigate key threats and identify key opportunities;
  - improve decision making, planning and prioritisation of key issues;
  - promote innovation, change and improvement;
  - ensure value for money;
  - avoid any unforeseen issues, unknown threats or failures;
  - develop, support and protect employees.

- 8.6 Our approach to risk management is defined in our Risk Management Strategy and sets out:
- the overall process for identifying, assessing and managing risk;
  - the requirements and responsibilities of members and officers;
  - arrangements for monitoring and reporting risk.
- 8.7 One of the key objectives of the strategy is to identify, assess, record and manage those risks that threaten the delivery of key strategic organisational objectives or goals. Therefore, the Tamar Bridge and Torpoint Ferry Joint Committee maintains risk registers to record, review and monitor strategic and operational risks. The organisation recognises that Risk Management is not about creating a totally risk free environment but more about preparing a disciplined approach to managing uncertainty and being prepared to take mitigating action. The risk registers are regularly monitored and reviewed and, when used effectively, act as an early warning for any movement in risk.
- 8.8 The ultimate measure of effective Risk Management is that the Joint Committee has the resilience to deliver its key strategic objectives by providing safe, reliable and efficient crossings now and into the future.
- 8.9 The strategic risk register of key risks is attached as Appendix 2.



# 9 LONG TERM PLANS

- 9.1 Plans for the longer term must sustain the mission to provide safe, reliable and efficient crossings of the river Tamar.
- 9.2 These plans are influenced by the Local Transport Plans of the Joint Authorities through close liaison with their respective transportation teams.
- 9.3 To a large extent, major maintenance of the facilities occurs in cycles and we must ensure that the physical and financial resources are available for major tasks such as resurfacing and repainting the Bridge and undertaking refits of the Ferries. These maintenance cycles may span Business Plan cycles.
- 9.4 Changes in traffic demand, user expectations, legislation and other factors may stimulate changes in the way the undertaking operates and may require improvements to facilities. The undertaking must therefore continue to look ahead to maintain a clear strategy for the future.
- 9.5 Planning well ahead preserves the level of service, reduces operational risks, maintains funding options, informs future income requirements and helps minimise disruption for the travelling public. Therefore while this Business Plan spans four years, plans beyond that period must also be considered.
- 9.6 In accordance with good asset management practice, any projects proposed for potential future investment are tested by undertaking feasibility studies to investigate options and to confirm their viability before higher costs are committed.
- 9.7 The current long term planning has been set to incorporate forecast replacement of the Torpoint ferries between 2025 and 2030. Our detailed financial forecast model extends to 2025 and incorporates foreseeable expenditure on operations, maintenance and capital investment.
- 9.8 The Business Plan for 2011-2015 has been developed within the context of this longer term plan.

# 10 PLANS FOR 2011-2015

## Maintenance

- 10.1 We will continue to maintain the facilities in order that the planned life of the assets are achieved or exceeded. Maintenance of the two facilities will continue to reflect current best practice and meet all regulatory requirements.

## Operation

- 10.2 The undertaking will be operated to minimise disruption to the service whilst at the same time ensuring efficient use of resources.
- 10.3 The service we provide will be monitored to ensure that:
- current demand is met;
  - user disruption is minimised;
  - customer feedback is noted and queries and complaints promptly answered;
  - timely planning is undertaken to meet anticipated future demands.

## Improvement

- 10.4 Capital projects already approved for completion before 2015 include:
- the installation of illuminated lane studs on the Bridge to improve safety and traffic management;
  - stage I resurfacing of the Bridge to enhance safety and preserve the life of the structure;

- additional storage space at Torpoint Ferry to improve handling of bulky spares and materials;
- installation of safer and more comprehensive access arrangements within the Bridge structure;
- major repainting programme for the Bridge thereby preserving its service life;
- reinstatement of a footpath at the Saltash end of the Bridge;
- replacement of the main joint on the Bridge;
- replacement of the Bridge's structural monitoring system;
- completion of replacement of ferry gantry chain tunnels;
- improvements to access arrangements to the bridge plaza canopy;
- replacement of the Ferry's Devonport control system.

- 10.5 Rendel Park in Torpoint was de-contaminated by a remedial project funded by the Joint Committee, and the Committee aims to review and determine the future use of the site within 2011.

- 10.6 Feasibility studies will be undertaken in 2011 to review the need for improvement or replacement of the offices and other facilities at both crossings.

- 10.7 Further enhancement of services will also be pursued, particularly in the development of electronic commerce and improved communications. The latter will include the establishment of periodic customer satisfaction surveys.

# II PRIORITIES

## Priorities for 2011-2015

- II.1 Delivery of our mission is achieved through the **operation, maintenance and improvement** of the Tamar Bridge and Torpoint Ferry crossings. Our priorities during the period of this Business Plan reflect these three key delivery elements.
- II.2 The undertaking will ensure that it is delivering an appropriate service to users through close monitoring of demand and customer feedback, and through its awareness of industry best practice achieved by participation in industry workshops and local, regional and national forums.

## Operations Priorities

- maximise the safety of users and staff and reduce risk to both groups through ongoing risk assessment, education, involvement and communication;
- ensure that the crossings remain efficient through continuous review of individual elements of our service, budgetary control and use of robust processes;
- ensure that the service provision meets reasonable customer service expectations;
- promote the use of electronic tolling to minimise congestion and improve the predictability of journey times;
- ensure that performance standards meet or exceed industry standards;
- ensure that staff terms and conditions and human resources policies remain appropriate for the organisation.

## Maintenance Priorities

- ensure that maintenance programmes for the assets are designed to meet contemporary best practice standards, are in compliance with all relevant statutory requirements and are delivered in accordance with programmes;
- to minimise disruption to users wherever possible by scheduling maintenance tasks for periods outside peak use, and by incorporating appropriate incentive mechanisms in supply contracts.

## Improvement Priorities

- install illuminated lane studs on the Bridge to improve safety and traffic management;
- complete partial (Stage 1) resurfacing of the Bridge to improve safety and preserve the life of the structure;
- undertake major Bridge repainting programme;
- construct additional storage space at Torpoint Ferry to improve handling of bulky spares;
- install safer and more comprehensive access arrangements within the Bridge structure;
- improve communications with users of our facilities including an improved website ([www.tamarcrossings.org.uk](http://www.tamarcrossings.org.uk)) and extend the use of online services;
- provide the infrastructure which allows us to improve monitoring of journey times and improve the measurement of our performance;
- review current operational, office and public reception facilities at both crossings and undertake the necessary actions to ensure that the facilities are appropriate to meet requirements into the future;
- strengthen our focus on environmental issues and work towards registration to ISO 14001 appropriate to the location, crossing the Tamar Estuary, a European designated Special Area of Conservation (SAC).

# 12 FINANCIAL RESOURCES

- 12.1 Toll revenues represented 95% of Joint Committee income in 2009-10. The remaining 5% consisted of rentals, wayleaves and a contribution from the Highways Agency to cover the costs incurred in managing traffic using the Saltash Tunnel.
- 12.2 Income received through tolls and other sources funds the operation, maintenance and improvement of the two crossings and can also be used to reimburse transport initiatives that benefit either of the two crossings. There are no grants or contributions from other sources (eg Council Tax) and by law the crossings cannot provide a revenue stream for the Joint Authorities or other organisations.

## Anticipated Income 2011 to 2015

- 12.3 Toll income is determined by:
- the toll charging structure;
  - the volume of traffic using the crossings;
  - the proportion of users choosing our pre-payment discount scheme (TamarTag) and the level of discount offered;
  - the extent of free concession crossings offered to buses, emergency services, disabled drivers and others.
- 12.4 This means that changes in the general economic situation, fuel price variations and the availability of public transport will directly and indirectly affect our income.
- 12.5 Toll charges are authorised and limited by a Toll Order issued by the Secretary of State for Transport. The order sets out the maximum charges that can be made for certain classes of vehicles. In order to revise tolls, a statutory process must be followed involving a formal application to the Secretary of State for Transport setting out a business case that supports the need for a revision.
- 12.6 The Joint Committee offers a discount to users who set up a pre-paid electronic payment account.
- 12.7 While longer term national forecasts predict traffic to grow and, because there is such uncertainty about many of the factors that will influence travel behaviour and therefore traffic demand, we

have not assumed any increase in the annual volume of traffic using the two crossings during the period covered by this Business Plan. For financial year 2011/12 the forecast for traffic has been set at 2% below the anticipated 2010/11 traffic volume to account for identified trends.

12.8 Income forecasts assume that from April 2014 cash tolls for cars will rise by 10 pence and pre-paid tolls for cars by 5 pence. Tolls for larger vehicles are also assumed to rise by similar percentages from that date.

12.9 Income forecasts are as follows

Financial Year	Tamar Bridge Toll Income	Torpoint Ferry Toll Income	Interest Recieved	Other Income	Total Income
2011/12	£8.56m	£1.17m	£0.01m	£0.44m	£10.19m
2012/13	£8.56m	£1.17m	£0.03m	£0.45m	£10.21m
2013/14	£8.56m	£1.17m	£0.03m	£0.46m	£10.22m
2014/15	£9.12m	£1.25m	£0.03m	£0.46m	£10.85m

## Expenditure plans 2011-2015

12.10 Expenditure is in the form of revenue expenditure funded directly from income or reserves, and capital expenditure which may also be funded directly from income or reserves, but is largely funded by borrowing. Where significant investment is needed to improve the facilities or to significantly extend service life, we generally borrow to smooth peaks in expenditure and in order that those benefiting in the future will contribute towards the associated cost. The full cost of this capital expenditure is represented in accounts through the annual payment of interest on the associated loan and on the element of the loan that is repaid during the course of each financial year.

12.11 Expenditure plans for each financial year are recommended by the Joint Committee to each Council in the late Autumn of the preceding year. Generally formal approval is only in place for revenue expenditure for the current or immediately forthcoming financial year, while expenditure forecasts for subsequent years are noted and will be subject to approval in due course. However for contracts delivering beyond the routine budget approval timescales, approval for expenditure may be approved on an ad hoc basis.

12.12 Our approved capital project plans for the period 2011-2015 are shown in the table below

Project Description	Financial Year(s) in which Project will take place	Estimated Expenditure
Provision of additional walkways to improve access to Bridge structure	2011/12	£300,000
Replacement of Bridge weigh-in-motion system	2011/12	£150,000
Replacement and upgrade of bridge cable handstrands	2011/12	£500,000
Installation of illuminated road studs on Bridge carriageway	2011/12	£600,000
Provide storage building on Devonport side of Torpoint crossings	2011/12	£75,000
Bridge resurfacing (Stage 1)	2011/12	£600,000
Reinstate footpath 24 (Saltash)	2011/12	£210,000
Toll plaza canopy access improvement	2011/12	£40,000
Replacement traffic control system (Devonport)	2012/13	£26,000
Replacement paint system (Bridge)	2011/12-2013/14	£4,800,000
Replacement Bridge Structure monitoring system	2014/15	£100,000

12.13 The forecast expenditure for the four years covered by this Business Plan is as follows:

Financial Year	Tamar Bridge Operations	Torpoint Ferry Operations	Corporate Costs	Debt Servicing*	Total Expenditure
2011/12	£2.47m	£4.78m	£0.56m	£1.80m	£9.60m
2012/13	£2.83m	£4.80m	£0.49m	£1.98m	£10.09m
2013/14	£3.18m	£4.89m	£0.58m	£2.53m	£11.18m
2014/15	£3.11m	£5.01m	£0.51m	£2.66m	£11.29m

\*Debt servicing forecasts for 2012/13 onwards include provision of £380,000 per annum to fund possible bridge office development (estimated at £4.6m), but this project will be subject to approval of a satisfactory business case.

## Efficiency and Value for Money

- 12.14 Competitive tendering is the default approach for external procurement of goods and services to achieve best value from the supply market.
- 12.15 Review of internal costs is also undertaken to ensure best value delivery of the overall service, to avoid duplication and to eliminate waste.
- 12.16 Key performance indicators are used to ensure that we are meeting or exceeding our general service obligations and any specific planned levels of service.
- 12.17 Term contracts or multiple year contracts are adopted to realise economies of scale and reduce overall tendering costs. Durations of these contracts are moderated to allow periodic review, renewed market competition and innovation in delivery.
- 12.18 An independent efficiency review of the undertaking will be carried out during the second year of this Business Plan.



## Funding

12.19 The major source of funding for the undertaking is through tolls charged at both crossings. Tolls at both crossings were increased by 50% in March 2010 following a public inquiry.

12.20 Current projections of reserves are set out below. These projections confirm indications noted at the inquiry that we will need to seek a further increase in tolls in 2013/14 for implementation in April 2014.

	2011/12	2012/13	2013/14	2014/15
Reserves held at end of year	£2,385,000	£2,503,000	£1,540,000	£1,102,000

12.21 This will ensure that the finance is available to meet the costs of maintenance, operation and improvement of the crossings. The Joint Committee has agreed to pursue smaller but more frequent increases in tolls to meet forecast income requirements. This approach is in line with the preference indicated in the response to public consultation undertaken in 2009.



# I3 DELIVERY ACTIONS

I3.1 In order to progress the undertaking's priorities, key actions are required during the period of the Business Plan as outlined below:

Our Priorities	Key Actions	Timeline/milestones
Maximise the safety of users and staff and reduce risk to both groups through ongoing risk assessment, education, involvement and communication	Compliance with all relevant legislation Continued development of policies Improve staff and public "buy-in" through education and communication	Ongoing
	Review of accidents, incidents and near misses to ensure that lessons are learned and future risk reduced	Ongoing
	Health and Safety Officer to undertake a full review of the Health and Safety management system for the organisation, and initiate action plans in identified key areas	By end of calendar year 2011
Ensure that the crossings remain cost-effective through continuous review of individual elements of our service, budgetary control and use of robust processes	Continuous review of service levels	Ongoing
	Control of internal costs, reviewing processes as necessary	Monthly review of expenditure
	Ensuring that appropriate specifications are used when procuring goods and services to maximise competition and ensuring value for money	Procurement exercises requiring review of current practice, means of delivery and opportunities to obtain better value.
Ensure that there is sufficient knowledge of our service to ensure that provision meets reasonable customer service requirements	Perform external efficiency review	Financial year 2012/13
	Maintain dialogue with users through our comments and complaints procedures.	Ongoing but also introduce segmented customer surveys
Promote the use of electronic tolling to minimise congestion and improve the predictability of journey times	Ensure that service conditions are communicated in a timely manner through appropriate channels	Ongoing with annual reviews
	Ensuring that the schemes remain attractive to the user groups targeted (TamarTag, Mobility Smart Card) and that there is sufficient awareness of the schemes	Ongoing

Our Priorities	Key Actions	Timeline/milestones
	Monitoring journey times	Installation of new technology by the end of calendar year 2011
Ensure that performance meets or exceeds industry standards	Networking with other organisations within the industry Benchmarking against comparable organisations	Annual quantitative and qualitative benchmarking exercises
Ensure that staff terms and conditions and human resources (HR) policies remain appropriate for the organisation	HR meetings Maintenance and routine review of relevant statistics	Monthly/Quarterly/ Annually
Ensure that maintenance programmes for the assets are designed to meet contemporary best practice standards, comply with all relevant statutory requirements and are delivered in accordance with programmes	Ensure that specifications meet contemporary standards and that programmes comply with current legislation Networking with other organisations with similar requirements Incorporate technological developments and innovations into programmes where they offer a net benefit for users	Ongoing Ongoing Ongoing
Wherever possible schedule maintenance tasks for periods outside peak use, to minimise disruption to users	Ensure that scheduling requirements form a key part of contracts Influence delivery wherever possible through bonus and/or penalty clauses. Ensure that routine surveys contain elements which assist monitoring of usage patterns which can be fed back into maintenance scheduling	Ongoing weekly review of service availability Ad hoc Annually
Improve communications with users of our facilities including an improved website	Publish an increased range of statistics online Provide online application routes for services and payments	2011 onward Delivery 2012
Extend the use of online services	Research and, where appropriate, deliver additional technology services (eg SMS/ Twitter traffic updates)	Research project 2011 with delivery during 2012
Review current operational, office and public reception facilities at both crossings to ensure that the facilities are appropriate to meet requirements into the future	Review overall requirements to meet operational, staff and user demands for next 20 years	Complete review and provide options by September 2011

Our Priorities	Key Actions	Timeline/milestones
Strengthen our focus on environmental issues and work towards registration to ISO 14001 appropriate to the location, crossing the Tamar Estuary, a European designated Special Area of Conservation (SAC)	Gain ISO 14001  Increase recycling by 25%  Reduce energy use by 10%  Investigate options for offsetting carbon footprint of the internal organisation caused by the use of the facilities  Maintain participation in relevant multi-agency forums including those offering reduced carbon transportation	During financial year 2013  By end of financial year 2014/15  By end of 2014/15  Report to be finalised by June 2012  Ongoing
Install illuminated lane studs on the Bridge to improve safety and traffic management	Continue partnered procurement process with Highways Agency  Coordinate with resurfacing works	Summer 2011
Complete partial (Stage 1) resurfacing of the Bridge to improve safety and preserve the life of the structure	Undertake procurement process  Undertake works	April 2011  May/June 2011
Install safer and more comprehensive access arrangements within the Bridge structure	Undertake procurement process for contracts  Undertake works	May 2011  2011-2014
Undertake major bridge repainting programme to preserve the life of the structure	Undertake procurement process for contracts  Undertake works	2011  2012-15
Construct additional storage space at Torpoint Ferry to improve handling of bulky spares	Gain planning approval and complete build	2011

# I 4 PERFORMANCE MANAGEMENT

## Key Performance Indicators (KPIs)

I4.1 We use key performance indicators to measure our general performance and success in achieving priorities for 2011-2015 and these KPIs are set out in the tables below.

**Table 1: Safe Services**

Description	KPI	Target	Why this is important?
Accidents involving members of the public	Number of accidents	Reduction year on year	Public safety is paramount
Reportable incidents and accidents involving employees	Number of reportable and other incidents and accidents involving employees at both crossings	Minimise number of accidents	Need to mitigate risk to the lowest practicable level to avoid further accidents
Training hours	Total hours in health and safety training per annum	Training sessions per employee	Appropriate training ensures a safe environment for employees and public alike
Reduction Lost time – employees	Hours lost due to accidents per 100,000 hours worked	Reduction	Provides a measure of the safety of the work environment. Reduces costs associated with absence or reduced capability following accident

**Table 2: Reliable Services**

Description	KPI	Target	Why this is important?
Bridge lane availability	Peak time lane availability	>99.5%	Measures success of traffic management and reliability of infrastructure. Ensuring that lanes are open is key to ensuring that journeys are predictable and reduces the risk of accidents
	Off peak lane availability	>98.5%	
Bridge toll booth availability	% of scheduled booth hours achieved	>99%	In addition to helping to ensure that journey times are predictable, the measure assists assessment of the performance of the contractor providing the toll collection service and provides a measure of the reliability of the technologies used at the plaza

14.2 The technology required to measure journey times reliably is not yet in place. It is anticipated that the necessary equipment will be installed during 2011/12 and that the updated plan for 2012/13 will include appropriate performance measures for the items shaded blue in the table below.

Description	KPI	Target	Why this is important?
Bridge journey times	Average journey time through the tidal flow system.	To be confirmed	Measures success of traffic management and reliability of infrastructure.
	Peak traffic journey times through the tidal flow system	To be confirmed	Predictable journey times are essential for customers to plan the best mode of transport
Availability of scheduled ferry crossings	% of scheduled crossings achieved	>99%	Measures success of ferry management and reliability of infrastructure. Predictable service is essential for customers to plan the best mode of transport
Ferry waiting/ journey times	Average journey time from entry of waiting area to exit off ferry	To be confirmed	Measures success of ferry management and reliability of infrastructure.
	Peak journey time from entry of waiting area to exit off ferry	To be confirmed	Predictable journey times are essential for customers to plan the best mode of transport

**Table 3: Efficient Services**

Description	KPI	Target	Why this is important?
Expenditure	Variance against budgets	Monthly review within 10% of profiled spend End of year within approved annual budget	Cost control, financial management, efficiency
Tag Usage	Overall usage Peak usage	≈60% ≈80%	Maintains plaza capacity Reduces uncertainty of income level
Complaints	Number	10% less than previous year	Indicator of customer satisfaction
	Response time	95% of complaints responded to within 10 working days	Those making complaints remain aware that their comments are valued and investigations are prioritised  Presents correct image of a responsive organisation
Payment within 30 days of invoice date	% of invoices paid within 30 days	>95%	Payment within terms assists the relationship with suppliers and improves validity of financial monitoring process
Energy use	Like for like energy use	Reduction of 10% from 2011 base by 2015	Our carbon footprint is reduced and costs associated with energy use controlled
Recycling of waste	% of waste recycled	increase by 25% from a 2011 base by 2015	Our impact on the environment is reduced
Staff sickness absence	Days absence per employee per annum	2011/12 average of <8 days 2014/15 average of <7 days	Reflects a healthy workforce and sound HR practices



## Monitoring Indicators

- I4.3 In addition to the key indicators that measure the organisation's performance, other indicators can provide information on aspects of service delivery but which are, by varying degrees, outside the control of the organisation.
- I4.4 The indicators shown in the table below will be monitored. Annual reviews will report the actions that will be taken in the course of the year that are likely to impact on these areas.

Description	Indicator	Why this is important to service users	Why this is partly or wholly outside our control
Road Traffic Collisions (RTCs) occurring within Joint Committee controlled highway	Number of RTCs within TamarBridge/ Saltash Tunnel tidal flow system  Number of RTCs within Torpoint Ferry traffic control area	Road users deserve and require a safe environment RTCs impact on service delivery, requiring at least partial closure of roadways	Many RTCs are mainly due to driver error
Incidents of recorded anti-social behaviour on Joint Committee property	Reported incidents at each crossing	Users and neighbours expect a safe and secure environment	Threatening, anti-social or illegal behaviour is the responsibility of the those performing the act(s)

## Performance Review

- I4.5 Bi-monthly management meetings take place to review progress in relation to performance indicators and other issues. Progress on key delivery actions forms part of the staff appraisal and performance review process. The General Manager reports contemporary information regarding performance indicators to Joint Committee meetings.
- I4.6 A summary of past year performance will form part of the Annual Report and Accounts presented to the Joint Committee at its autumn meetings. Details of specific annual action plans to meet the Business Plan goals will be presented to the Committee at its spring meetings.

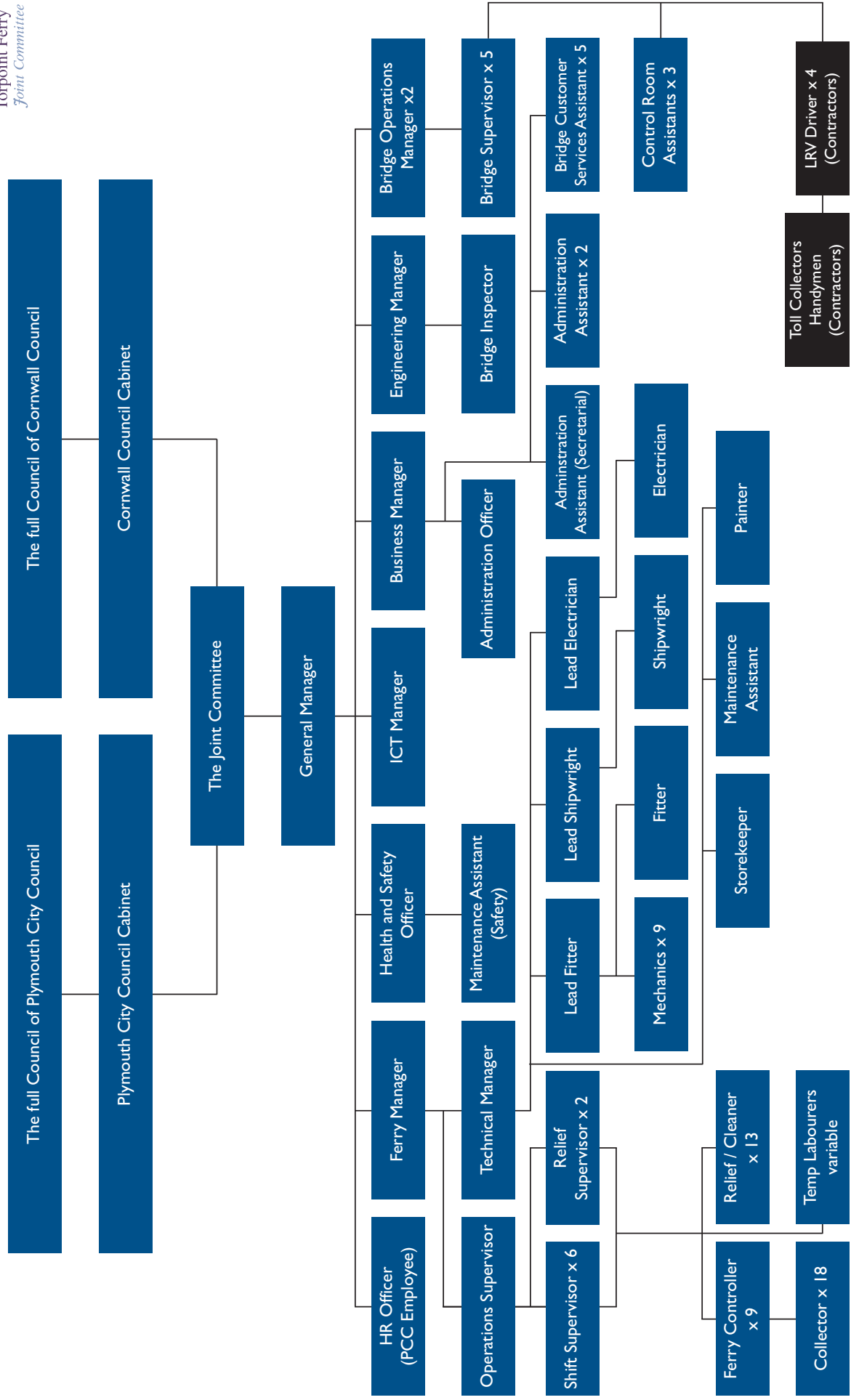
## Public Information

- I4.7 Reports presented at Tamar Bridge and Torpoint Ferry Joint Committee meetings and minutes of these meetings are made available on our website, and the undertaking complies with the Freedom of Information Act.

# I 5 APPENDICES

- 1 Organisation chart
- 2 Risk Register
- 3 Contacts and Web Links

# ORGANISATION CHART



Structure as at December 2010

# RISK REGISTER

Risk Ref	Risk Description	Consequence	RAW				Risk Ownership	Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating				Probability	Severity	Residual Risk Rating
1	Economic depression/recession	Prolonged period of reduced revenue /income. Unable to meet financial commitments, capital programme or revenue spending requirements. Impact on cashflow	5	5	25		General Manager Business Manager	Current financial model based on 0% traffic growth. Current target financial reserves maintained at minimum circa £1,000,000. Reserve level to be reviewed together with trigger levels for toll revision. Annual review of budgets, spending, financial model and forecast for toll revision application. Toll Order allows for the current concession/discount to be removed or amended	5	4	20
Key Objectives Impacted: <b>SAFE, EFFICIENT</b>											
Categories: <b>Financial, Commercial</b>											
	Options for additional/replacement control procedures							Cost/Resources	Probability	Severity	Potential Residual Risk Rating

# RISK REGISTER

## TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER

October 1, 2010

Risk Ref	Risk Description	Consequence	RAW				Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating	Risk Ownership		Probability	Severity	Residual Risk Rating
2	Failure of key supplier/contractor	Impact on service provision. Failure to maintain key infrastructure or equipment or provision of services. Failure to meet capital programme or revenue spending	3	5	15	Engineering Manager ICT Manager Operations Managers Ferry Manager Business Manager	Comply with Cornwall PAS to ensure future contracts/services are procured correctly with relevant due diligence and financial checks carried out. Ensure appropriate contractual provisions	3	5	15
Key Objectives Impacted: <b>SAFE, RELIABLE</b> <b>Categories: Financial, Commercial, Operational</b>										
		Options for additional/replacement control procedures					Cost/Resources	Probability	Severity	Potential Residual Risk Rating

# RISK REGISTER

## TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER

October 1, 2010

Risk Ref	Risk Description	Consequence	RAW				Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating	Risk Ownership		Probability	Severity	Residual Risk Rating
3	Fraudulent activity	Misappropriation of Joint Committee resources including physical or financial, loss of income/revenue or other resources, loss of public confidence	4	4	16	Business Manager ICT Manager Operations Managers Ferry Manager	Compliance with financial regulations, Standing Order, robust accounting procedures, internal checks and division of duties. Regular Auditing, security and technology, Employee Code of Conduct	3	4	12
Key Objectives Impacted: <b>SAFE, RELIABLE</b>										
Categories: <b>Financial, Commercial, Operational</b>										
Options for additional/replacement control procedures										

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER	October 1, 2010
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Risk Ref	Risk Description	Consequence	RAW			Risk Ownership	Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating			Probability	Severity	Residual Risk Rating
4	Industrial/union action	Failure to provide services, loss of income, damage to reputations, loss of public confidence, litigation, breach of law	4	4	16	Business Manager Operations Managers Ferry Manager HR Advisor	Open dialogue and communications with Union. Good relationships and engaged shop stewards. Cross training of staff	3	4	12
Key Objectives Impacted: <b>RELIABLE, EFFICIENT</b> <b>Categories: Financial, Operational</b>										
	Options for additional/replacement control procedures									

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER										October 1, 2010			
Risk Ref	Risk Description	Consequence	RAW			Risk Ownership	Existing Mitigation/Control	RESIDUAL					
			Probability	Severity	Risk Rating			Probability	Severity	Residual Risk Rating			
5	Epidemic, nuclear incident or restriction of movement	Failure to provide services, impact on availability of service, loss of income/revenue, adverse publicity, loss of public confidence	3	4	12	Operations Managers Engineering Manager Ferry Manager	Good Stakeholder communication – Emergency services, MoD, Local Authorities, Highways Agency. Appropriate Business Continuity Plan (tested)	3	4	12			
Key Objectives Impacted: <b>SAFE, RELIABLE</b>										Categories: <b>Financial, Operational</b>			
Options for additional/replacement control procedures										Cost/Resources	Probability	Severity	Potential Residual Risk Rating



# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER	October 1, 2010
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Risk Ref	Risk Description	Consequence	RAW			Risk Ownership	Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating			Probability	Severity	Residual Risk Rating
6	Total or partial loss of bridge, ferry or ferries through major structural failure, impact, accident or fire	Failure to provide services, impact on availability of service, significant loss of income/revenue, significant adverse publicity, total loss of public confidence	2	5	10	Engineering Manager Operations Managers Ferry Manager	Robust inspection regimes, security measures and robust operational and communication procedures. Emergency procedures and exercises	2	5	10
Key Objectives Impacted: <b>SAFE, RELIABLE, EFFICIENT</b>										
Categories: <b>Financial, Operational, Physical</b>										
Options for additional/replacement control procedures										
							Cost/Resources	Probability	Severity	Potential Residual Risk Rating

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER								October 1, 2010		
Risk Ref	Risk Description	Consequence	RAW			Risk Ownership	Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating			Probability	Severity	Residual Risk Rating
7	Terrorist attack, violent extremism, civil disorder	Unable to provide services, impact on availability of service, loss/damage of key infrastructure, significant loss of income/revenue, significant adverse publicity, total loss of public confidence	3	5	15	Operations Managers Ferry Manager Engineering Manager	Stakeholder liaison, good communication with D&CC, comprehensive security measures and robust operational procedures. Counter terrorism Security Report. Emergency procedures and exercises.	2	5	10
Key Objectives Impacted: <b>SAFE, RELIABLE</b>						Categories: <b>Financial, Operational, Physical</b>				
Options for additional/replacement control procedures						Cost/Resources		Probability	Severity	Potential Residual Risk Rating

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER	October 1, 2010
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Risk Ref	Risk Description	Consequence	RAW				RESIDUAL			
			Probability	Severity	Risk Rating	Risk Ownership	Existing Mitigation/Control	Probability	Severity	Residual Risk Rating
8	Change in legislation or policy	Loss of revenue/income, unable to deliver service or maintain key assets or infrastructure	3	5	15	General Manager Business Manager	Robust legal status, financial reserves, Network of relationships with operators and working groups, liaison with DfT. Maintain contemporary knowledge.	2	5	10
Key Objectives Impacted: <b>RELIABLE, EFFICIENT</b> <b>Categories: IT, Financial</b>										
	Options for additional/replacement control procedures									
							Cost/Resources	Probability	Severity	Potential Residual Risk Rating

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER										October 1, 2010		
Risk Ref	Risk Description	Consequence	RAW				Risk Ownership	Existing Mitigation/Control	RESIDUAL			
			Probability	Severity	Risk Rating				Probability	Severity	Residual Risk Rating	
9	Significant ICT failure	Disruption to business continuity. Unable to provide services, impact on availability of services, loss of income/revenue, loss of public confidence and damage to reputation	4	5	20		IT Manager	Robust systems, back up servers, appropriate levels of redundancy, back up ISDN line and internal fibre optic lines, separation of service providers, robust service/maintenance contracts. Business continuity plan (tested)	3	3	9	
Key Objectives Impacted: RELIABLE, EFFICIENT							Categories: IT, Financial, Operational					
	Options for additional/replacement control procedures						Cost/Resources		Probability	Severity	Potential Residual Risk Rating	

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER	October 1, 2010
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Risk Ref	Risk Description	Consequence	RAW				RESIDUAL			
			Probability	Severity	Risk Rating	Risk Ownership	Existing Mitigation/Control	Probability	Severity	Residual Risk Rating
10	Availability of key personnel	Disruption to business continuity. Unable to provide services, impact on availability of services, loss of income/revenue, loss of public confidence and damage to reputation	3	5	15	General Manager Business Manager Operations Managers Ferry Manager HR Advisor	Adequate staffing levels, cross training, task sharing, competitive remuneration, and leave management. Historic low staff turnover. Job evaluation and benchmarking	3	3	9
Key Objectives Impacted: <b>SAFE, RELIABLE, EFFICIENT</b> Categories: <b>Financial, Operational</b>										
	Options for additional/replacement control procedures									
							Cost/Resources	Probability	Severity	Potential Residual Risk Rating

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER										October 1, 2010	
Risk Ref	Risk Description	Consequence	RAW				Risk Ownership	Existing Mitigation/Control	RESIDUAL		
			Probability	Severity	Risk Rating				Probability	Severity	Residual Risk Rating
11	Impact of transport initiatives	Reduced/loss of income/revenue, unable to meet capital spending or revenue requirements. Impact on operations.	3	4	12		General Manager Business Manager Operations Managers Ferry Manager	Liaison with Plymouth City Council and other Stakeholders, financial contribution to feasibility or other investigation work. Financial monitoring	2	3	6
Key Objectives Impacted: <b>RELIABLE, EFFICIENT</b>											
Categories: <b>Financial, Operational</b>											
Options for additional/replacement control procedures											

# RISK REGISTER

TAMAR BRIDGE & TORPOINT FERRY JOINT COMMITTEE STRATEGIC RISK REGISTER	October 1, 2010
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Risk Ref	Risk Description	Consequence	RAW				RESIDUAL			
			Probability	Severity	Risk Rating	Risk Ownership	Existing Mitigation/Control	Probability	Severity	Residual Risk Rating
12	Traffic levels increasing beyond current service levels/capacity	Increased congestion, increased journey times. Increased income/revenue. Impact on operations. Loss of public confidence and damage to reputation. Increase environmental impact.	3	4	12	General Manager Business Manager Operations Managers Ferry Manager	Quarterly monitoring and reporting of traffic levels. Liaison with key Stakeholders such as the Joint Authorities, HA, Dft and other operators. Annual review of Business Plan and key strategic goals. Review risks annually and identify emergent threats/opportunities. Appropriate levels of investment for development/improvement of crossings	2	2	4
Key Objectives Impacted: <b>RELIABLE, EFFICIENT</b> Categories: <b>Financial, Operational</b>										
	Options for additional/replacement control procedures						Cost/Resources	Probability	Severity	Potential Residual Risk Rating

# TAMAR BRIDGE AND TORPOINT FERRY STRATEGIC RISK REGISTER

## Six monthly review summary October 2010

RISK REF	RISKS IDENTIFIED	RESIDUAL RISK RATING			RESIDUAL RISK RATING			RESIDUAL RISK RATING			RESIDUAL RISK RATING			CURRENT RESIDUAL RISK RATING			CHANGE IN RISK RATING	COMMENTS UPDATED TO REFLECT CURRENT STATUS	LEAD OFFICER	RISK OWNERSHIP
		Apr-09			Oct-09			Apr-10			Oct-10			Oct-10						
		P	S	O	P	S	O	P	S	O	P	S	O	P	S	O				
1	Economic depression/recession	2	2	4	3	3	9	5	4	20	5	4	20	5	4	20	→	General economic downturn resulting in reduced traffic levels, ergo reduced revenue/income for a significant or prolonged period. Toll revision awarded in March 2010. Financial model revised from 0% traffic growth to negative -2% cash toll income to reflect current traffic growth/figures. Current target financial reserves maintained at minimum circa £1,000,000 but to be reviewed.	General Manager	Business Manager
2	Failure of key supplier/contractor	2	3	6	2	3	6	3	5	15	3	5	15	3	5	15	→	General economic situation has potential to lead to failure of key suppliers or contractors. Cornwall PAS will ensure future contracts are procured correctly with relevant due diligence and financial checks carried out.	General Manager	General Manager
3	Fraudulent activity	4	4	16	4	4	16	3	4	12	3	4	12	3	4	12	→	Mitigation/control measures on-going. No changes to report.	General Manager	Business Manager
4	Industrial/union action	4	4	16	4	4	16	3	4	12	3	4	12	3	4	12	→	National economic situation is a major factor to consider. Continue to monitor risk.	General Manager	Operations/ Ferry Managers
5	Epidemic, nuclear incident or restriction of travel	3	4	12	3	4	12	3	4	12	3	4	12	3	4	12	→	Mitigation/control measure on-going. No changes to report.	General Manager	Operations/ Ferry Managers
6	Total or partial loss of bridge, ferry or ferries through major structural failure, impact, accident or fire	2	5	10	2	5	10	2	5	10	2	5	10	2	5	10	→	Mitigation/control measures on-going. No changes to report.	General Manager	Engineering/ Ferry Manager
7	Terrorist attack, violent extremism, civil disorder	3	5	15	3	5	15	2	5	10	2	5	10	2	5	10	→	Mitigation/control measures on-going. No changes to report.	General Manager	Operations/ Ferry Managers
8	Change in legislation or policy	3	5	15	3	5	15	2	5	10	2	5	10	2	5	10	→	Change in Government and on-going economic situation may influence policy or legislation. Continue to monitor risk.	General Manager	Business Manager
9	Significant information, communication, technology failure	4	5	20	4	5	20	3	3	9	3	3	9	3	3	9	→	Upgrade to systems - replicated servers now in operation, one pair at each office location. New website server installed reducing reliance on CC.	General Manager	ICT Manager
10	Availability of key personnel	3	5	15	3	5	15	2	3	6	3	3	6	3	3	6	→	Recent long term sicknesses and consequently risk has been reviewed and amended to reflect increased probability.	General Manager	Business Manager
11	Impact of transport initiatives	3	4	12	3	4	12	3	2	6	2	3	6	2	3	6	→		General Manager	Engineering Manager
12	Traffic levels increasing beyond current service levels/capacity	0	0	0	0	0	0	0	0	0	0	2	4	2	2	4	→	New risk added on 13/12/2010.	General Manager	Business Manager

\* P = Probability Rating (1 = Low, 5 = High)  
 \* S = Severity Rating (1 = Low, 5 = High)  
 \* O = Outcome P\*S  
 Maximum Score 5 x 5 = 25

### PROBABILITY

Almost Certain >80%	5	10	15	20	25
Likely 51-80%	4	8	12	16	20
Possible 21-50%	3	6	9	12	15
Unlikely 6-20%	2	4	6	8	10
Rare <6%	1	2	3	4	5

### RISK RANKINGS

Insignificant	Minor	Moderate	Major	Catastrophic
1	2	3	4	5

### RISK APPETITE

Risk must be managed urgently with appropriate mitigation measures	High Risk	20-25
Risk must be managed in the short to medium term and monitored	Medium Risk	12-16
Risk considered acceptable but should be monitored for change	Low Risk	6-10
It may be appropriate for the risk to be removed from the risk register	Tolerable Risk	1-5



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