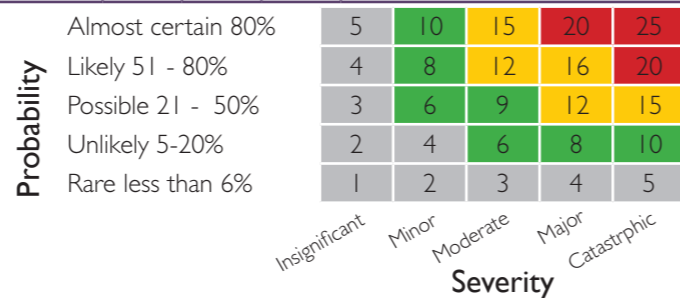


RISK RANKING	RISK REF.	RISKS	RESIDUAL RISK RATING			COMMENTS AND ADDITIONAL MITIGATION MEASURES	CURRENT RESIDUAL RISK RATING			CHANGE IN RISK RATING	LEAD OFFICER	RISK OWNERSHIP
			October 2010				November 2013					
			P	S	O		P	S	O			
1	S1	Economic depression/recession.	5	4	20	Reserves currently held at minimum £2m. Traffic volume appears to be improving. Continue to monitor risk.	5	4	20	→	General Manager	Business Manager
2	S3	Failure of key supplier/contractor/business support provider.	3	5	15	Mitigation/control measures ongoing.	3	5	15	→	General Manager	General Manager
3	S4	Change in legislation or policy affecting finances or operations.	2	5	10	Monitor central Government policy and legislation. Regular stakeholder liaison and networking with other operators.	3	5	15	↗	General Manager	Business Manager
4	S5	Major/widespread fraudulent activity.	3	4	12	Mitigation/control measures ongoing.	3	4	12	→	General Manager	Business Manager
5	S6	Sustained industrial/union action.	3	4	12	National economic situation may affect Unions. Continue to monitor risk.	3	4	12	→	General Manager	Operations/ Ferry Managers
6	S7	Epidemic, nuclear incident or other restriction of travel.	3	4	12	Participation in Short Sermon emergency exercise. Mitigation control measures ongoing.	3	4	12	→	General Manager	Operations/ Ferry Managers
7	S2	Integration/failure of key finance/accounting systems.	0	0	0	New risk added in April 2012. Regular communication with Cornwall Council to report problems and resolutions. Continue to monitor situation.	2	5	10	→	General Manager	Business Manager
8	S8	Total or partial long term loss of bridge or ferries through major structural failure, impact, accident or fire.	2	5	10	Mitigation measures ongoing.	2	5	10	→	General Manager	Engineering/Ferry Manager
9	S9	Terrorist attack, violent extremism, civil disorder disrupts service delivery.	2	5	10	Mitigation measures ongoing.	2	5	10	→	General Manager	Operations/ Ferry Managers
10	S13	Key personnel not available.	3	3	9	Ferry service/reliability heavily reliant in some areas on specialist in depth knowledge/experience. Currently reviewing operational requirements and resilience.	3	3	9	→	General Manager	Business Manager
11	S12	Failure of key partnerships affecting financing or operations.	0	0	0	New risk added in April 2012. Regular communication with key stakeholders. Reorganisation of Highways Agency has introduced some additional risk. Continue to monitor risk.	2	4	8	→	General Manager	General Manager
12	S10	Total or major information, communication, technology failure including critical CCTV.	3	3	9	Mitigation measures ongoing. Improved resilience following systems/server upgrades in 2012.	2	3	6	↘	General Manager	ICT Manager
13	S11	Impact of transport initiatives.	2	3	6	Mitigation measures ongoing.	2	3	6	→	General Manager	Engineering Manager
14	S14	Traffic demand exceeds capacity.	2	2	4	Tamar crossings study undertaken. Short term measures being implemented.	1	2	2	↘	General Manager	General 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



Risk must be addressed as highest priority 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