

SESTRAN
NET KEYS RISKS
28-May-15

Business Unit	Risk Category	Risk	Risk Owner	Business Objective	Risk Detail	Gross Impact	Gross Likeli	Gross Rating	Gross Score	Net Impact	Net Likeli	Net Rating	Net Score	Conclusion	Actions	Controls
200 - Strategy/Regional Transport Strategy	03 - Strategic Risk	0181 - Lack of local authority alignment.	Alastair Short	006 - Economy	Lack of local authority alignment to the regional transport strategy may lead to inconsistent actions within the local authority leading to non-delivery of the regional priorities.	Ma	Pr	H	16	Ma	Pr	H	16	Treat		<ul style="list-style-type: none"> 01 - Regional Transport Strategy communicated to all local authorities. 02 - Strategy Liaison Group 03 - Chief Officers Liaison Group 04 - Sustainable Transport Liaison Group 05 - Bus Liaison Group 06 - Rail Liaison Group 07 - Programme Liaison Group 08 - Align SOAs with Regional Transport Strategy 09 - Review of RTS underway
130 - Office Management/Finance	05 - Financial Risk	0188 - Money may not be available to fund plans and activities.	Iain Shaw	004 - Support Office Finance	SEstran may not have sufficient cash to fund operational requirements, investment opportunities or to meet contingency requirements.	C	HP	H	25	Ma	Po	M	12	Treat	01067 - Identify other sources of funding	<ul style="list-style-type: none"> 01 - Board policies set priorities for funding. 02 - Partner Authorities Funding 17 - EU Funding □ 18 - Scottish Government Funding 19 - Partnership with Private Sector in EU projects □ Bus Investment Fund (2014/15 only)

400 - Programme Management/Programme	10 - Specific Operational risk	0215 - Scheme Specific Risk Registers	Jim Grieve	019 - Ensure delivery of projects within agreed programme timeframe	As new projects and initiatives are started their scheme specific risk registers fail to be added.	Ma	HP	H	20	Mo	Pr	M	12	Tolerate		01 - Conditions of Contract 02 - Projects Management 38 - reminder sent out to all risk managers
411 - Project Management/RTPI	05 - Financial Risk	0327 - Project not supported by all SEStran authorities	Jim Grieve	051 - Provide reliable real-time information to passengers		Ma	Pr	H	20	Mo	Pr	M	12	Treat	01070 - Apply for additional EU funding 01071 - Bus Improvement Fund Bids & Keep LAs informed	03 - Emphasise benefits to each partner authority 13 - EU funding for some areas <input type="checkbox"/> 14 - Formal, signed Operator Agreements
130 - Office Management/Finance	09 - External Risk	0216 - The organisation may be unprepared for changes in the economy.	Alex Macaulay	004 - Support Office Finance	Changes in the economy and currency fluctuations may affect project costs and delivery.	M	P	H	16	M	P	M	12	Tolerate	01082 - Attract EU funding for projects. 01083 - Charge core staff and overhead costs to EU funded projects. 01084 - Attract private sector funding for projects 01085 - Demonstrate added value to Board	01 - Regular review of project costs, delivery and viability 08 - Individual Project Risk Registers <input type="checkbox"/> 09 - Maximise use of fixed lump sum contracts 10 - Prudent Budget with contingency allowances 11 - Conditions of contract <input type="checkbox"/>

130 - Office Management/Finance	05 - Financial Risk	0193 - Inaccurate, incomplete or delayed financial information may lead to poor decisions.	Iain Shaw	004 - Support Office Finance	Information provided or presented by the finance function may not be of sufficient quality to support decisions.	Ma	Pr	H	16	Ma	Po	M	12	Treat	01068 - Contingency plannings	01 - Qualified and experienced staff are recruited and adequate training provided for accounting employees. 02 - Treasurer involved at an early stage in discussions of strategic and operational planning. 03 - Where reporting involves spreadsheets, tools used are documented, tested and protected from unauthorised changes.
400 - Programme Management/Programme	06 - Reputational Risk	0292 - Delayed delivery of projects	Jim Grieve	031 - Deliver revenue programme on budget	Delayed delivery of projects leading to undermining of credibility with partners, government, media and general public	Ma	Pr	H	16	Ma	Po	M	12	Treat	01069 - Ensure consultant understanding of briefs	28 - project monitoring, mangement & control 29 - Project meetings 30 - Contractual requirement for programme 31 - Production of realistic programme with commitment by all parties
411 - Project Management/RTPI	10 - Specific Operational risk	0335 - Data quality	Jim Grieve	051 - Provide reliable real-time information to passengers		Ma	Pr	H	16	Ma	Po	M	12	Treat	01040 - Data quality checks	10 - Data quality controls

200 - Strategy/Regional Transport Strategy	03 - Strategic Risk	0261 - Issues adopting sustainable travel measures	Lisa Freeman	006 - Economy	Potential issues adopting sustainable travel measures <input type="checkbox"/> Walking – Possible issues with security on footways (poor lighting, individuals may feel vulnerable and exposed to possible attacks), poorly maintained pathways <input type="checkbox"/> Cycling - Possible issues with potential for accidents on cycle routes, potential conflict with other oncoming traffic, cycling on the road without adequate training, potential lack of cycle parking so bikes are subject to vandalism/theft.	Ma	Pr	H	16	Mo	Pr	M	12	Tolerate		08 - Encourage maintenance of footways - cycle routes 09 - Provision of adequate cycle training and Parking
220 - Strategy/Sustainable Travel	03 - Strategic Risk	0248 - Incorrect information on public transport map	Lisa Freeman	013 - Promote sustainable transport across the region	Incorrect information on public transport map	Ma	Pr	H	16	Mo	Pr	M	12	Tolerate		28 - Checking / Proof reading by selected staff members and Local Authority Specialists
400 - Programme Management/Programme	05 - Financial Risk	0287 - Money may not be available to fund plans and activities.	Iain Shaw	031 - Deliver revenue programme on budget	SEStran may not have sufficient cash to fund operational requirements, investment opportunities or to meet contingency requirements.	C	Po	H	15	Mo	Pr	M	12	Tolerate		10 - Board policies set priorities for funding. 11 - Partner Authorities Funding 12 - Cash flow forecasts prepared and made available frequently. 13 - Annual Business plan 14 - Scottish Government Funding 36 - application for European funding (BIF, CHUMS, NWeRide & MOBI)

423 - Project Management/Response to External Consultations	03 - Strategic Risk	0374 - Inadequate project appraisal	Alastair Short		Proposed regional interventions have been inadequately analysed and appraised leading to a financial exposure of the RTP	M	P	M	12	M	P	M	12	Tolerate		01 - Comprehensive brief 02 - Risk analysis 03 - Competent advisor 04 - All significant contracts are referred for Board approval.
400 - Programme Management/Programme	06 - Reputational Risk	0293 - Quality of advice and research	Alex Macaulay	031 - Deliver revenue programme on budget	Poor quality products will result in lack of credibility for SEStran as a strong influencing body.	M	P	M	12	M	P	M	12	Tolerate		32 - Quality Assurance 33 - Internal peer review 34 - External Audit
300 - Communications/Media Response	06 - Reputational Risk	0227 - Negative or inaccurate media coverage	Andrew Dougal	022 - Make SEStran a household name in SE Scotland	Negative or inaccurate media coverage leading to misrepresentation of SEStran position	Ma	Po	M	12	Mo	Pr	M	12	Tolerate		08 - Good relationships with media 09 - quick response to negative or inaccurate coverage 10 - Proactive Placement of copy 11 - Availability of Spokesperson 12 - Agreed broad media positions □
400 - Programme Management/Programme	09 - External Risk	0384 - Poor communications with EU project partners	Jim Grieve		Breakdown in communication could lead to wrong expectation of progress and delivery	M	P	M	12	M	P	M	12	Treat	01100 - Progress Meetings	41 - Clear communications protocol with partners 42 - Regular progress reports 43 - Regular Board reports and Partnership Meetings
400 - Programme Management/Programme	10 - Specific Operational risk	0294 - Scheme Specific Risk Registers	Jim Grieve	031 - Deliver revenue programme on budget	As new projects and initiatives are started their scheme specific risk registers will be added.	M	P	M	12	M	P	M	12	Tolerate		35 - Constant Pestering

Risk Register Scoring and Rating Charts

Appx 2

Risk Rating Chart

Impact

Catastrophic (C)	5	10	15	20	25
Major (Ma)	4	8	12	16	20
Moderate (Mo)	3	6	9	12	15
Minor (Mi)	2	4	6	8	10
Insignificant	1	2	3	4	5
<i>Likelihood</i>	Remote (R)	Unlikely (U)	Possible (Po)	Probable (Pr)	Highly Probable

Impact

Descriptor	Score	Health & Safety Impact	Impact on Service and Reputation	Financial Impact
Insignificant	1	No Injury or No Apparent Injury	No Impact on Service or Reputation, Complaint Unlikely, Litigation Risk Remote	Loss/costs up to £5000
Minor	2	Minor Injury (First Aid on Site)	Slight Impact on Service and/or Reputation. Complaint Possible. Litigation Possible.	Loss/costs between £5000 and £50,000
Moderate	3	Reportable Injury	Some Service Disruption. Potential for Adverse Publicity, avoidable with careful handling. Complaint Expected. Litigation Probable	Loss/costs between £50,000 and £500,000
Major	4	Major Injury (reportable) or Permanent Incapacity	Service Disrupted. Adverse Publicity not avoidable (local media). Complaint Expected. Litigation Expected.	Loss/costs between £500,000 and £5,000,000
Catastrophic	5	Death	Service Interrupted for Significant Time. Adverse publicity not avoidable (national media interest). Major Litigation Expected. Resignation of Senior Management/Director's	Theft/loss over £5,000,000

Likelihood

Descriptor	Score	Example
Remote	1	May only occur in exceptional circumstances
Unlikely	2	Expected to occur in a few circumstances
Possible	3	Expected to occur in a some circumstances
Probable	4	Expected to occur in many circumstances
Highly Probable	5	Expected to occur frequently and in most circumstances