

# Appendix 3: Risk report Q4 (January 2017 – March 2017)

## Corporate : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/ commentary	Type of Risk
Michael Lawther (City Solicitor and Deputy Chief Executive)	Disclosure of sensitive data both accidental and malicious			Fines from ICO or legal action taken against the Authority and individual staff members	Clear policies and procedures; staff training and awareness; some (limited) preventative technical solutions	Legal action, reputational damage, risk of harm, financial loss
	Modern records - suitability of location - susceptibility to damp and flooding			Loss of information	Remedial works completed to reduce risk of flooding	Legal action, reputational damage, financial loss
Michael Lawther (City Solicitor and Deputy Chief Executive)	Archiving of data - no clear policy or procedure for destruction of information			At risk of breaching DPA and fines to the authority	Officer appointed to further develop policy and guidance	Legal action, reputational damage, risk of harm, financial loss
Chris Ward (Director of Finance and IS)	Superconnected Wi-Fi provision is funded by DCMS - limited period			Government funding provision runs out for the earliest sites in December 2017, with others dropping off through 2018 and 2019. Service is of strategic importance and offers opportunity for network consolidation and commercial advantage	Budget implications being assessed, Firm business cases to be produced to demonstrate why links should remain and how funding will be secured.	Failure to achieve objectives, reputational damage
Chris Ward (Director of Finance and IS)	Fraud risks			Loss of resource		Reputational damage, financial loss
Michael Lawther (City Solicitor and Deputy Chief Executive)	Decision-making: The Constitution has not been reviewed/formally updated for a number of years.			Decisions are not secure	Working group updating the constitution	Legal risk, financial loss, reputational damage, failure to achieve objectives
Rachael Dalby, Director of Regulatory Services and Community Safety	Business continuity - ensuring services have in place effective business continuity plans			Failure to recover business after a significant disruption event	As per the new Business Continuity Standard ISO22301 new Directorate Business Continuity Plans are being produced to reflect the necessary changes. Each directorate to complete their plan by Summer 2016. The plans will be tested within a year of completion, and with a three-yearly cycle of desktop exercises.	Risk of harm, failure to achieve objectives, environmental damage, legal risk, financial loss, reputational damage
Michael Lawther (City Solicitor and Deputy Chief Executive)	New ways of working : Our desire to explore more innovative and commercial ways of working requires a flexible and agile approach, but also a clear framework for governing arrangements.			Lost opportunities if framework not sufficiently responsive	Ensure arrangements for traded services and arms-length organisations are fit for purpose	Failure to achieve objectives, reputational damage, legal risk
Chris Ward (Director of Finance and IS)	Not achieving savings targets authority wide			Failure to achieve targets impacts on future years budgets	Current forecast of service overspends will reduce reserves and require additional cuts in those or other services in future years to stay within budget unless remedial action identified	Failure to achieve objectives
Stephen Baily, Director fo Culture and City Development	Avaiability of suitable cemetary space			Failure to deliver statutory responsibilities in respect of burials	Cemetaries lack capacity to deal with changing community needs e.g. different religions, reduction in demand for traditional burials, increase in other cultural burials, insufficient space/layout to accommodate	Legal risk; reputational damage
Rachael Dalby, Director of Regulatory Services and Community Safety	Ensuring 3 yearly Golden Fox test successfully completed			Failure to reach standard	Successfully tested in October 2016	Personal injury if non-compliant

## Children's Services : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/ commentary	Type of Risk
Alison Jeffery (Director of Children's Services)	Savings pressures leading to increased workloads for social care staff			Increased risk around quality of social work practice	Ongoing monitoring as part of quarterly reporting . This risk has begun to materialise. A potential investment strategy is being reviewed to bring down caseloads.	Personal injury to child;
Alison Jeffery (Director of Children's Services)	Savings pressures leading to increased workloads for social care staff			Reduced attractiveness of PCC as an employer		financial loss to authority; failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Reduced LA investment in specialist domestic services may increase numbers of children exposed to this			May increase severity of harm (last 3 Serious Case reviews have featured domestic abuse, 70% protection plans feature domestic abuse and 50% children removed into LA care have experienced domestic abuse).	Linked to Stronger Futures Programme for developing effective early help services for the city. The inclusion of DA services within Children and Families should help to ensure impact,	Personal injury
Alison Jeffery (Director of Children's Services)	Refocusing staff time on more vulnerable families increases rather than decreases demand on statutory social care as more need is uncovered			Increased demand and pressure on resources	Linked to Stronger Futures Programme for developing effective early help services for the city . This is a key risk to monitor as targeted early help expands in 2017/2018.	financial loss to authority; failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Failure to make successful claims under Troubled Families Programme			Reduced income available to the authority for investment in services	The increase in attachments creates the foundation for more claims; a strategy for maximising claims is being developed.	financial loss to authority; failure to achieve objectives; reputational damage
Alison Jeffery (Director of Children's Services)	Future of children's IT system - linked to Adult Social Care system			System becomes unaffordable and ineffective as user base reduces (ASC withdrawal) - local and national risk	Decisions have been taken and funding allocated for a new system. Implementation will be a key project for 17/18	Financial loss; failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Process of academisation for schools distracts schools from improving teaching and learning			Deterioration in outcomes for children	The LA is working closely with the Regional Schools Commissioner to ensure that LA maintained schools have access to good information about the process and details of strong MATs that have capacity for growth and a good track record. The LA is also working closely with MATs operating in the area and ensuring that academisation of local schools is done in a considered but robust way.	Failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Process of academisation of schools leads to a reduced traded service income for PCC (across a range of traded services, not just those in education)			Reduced income for PCC	Traded Services income from schools and academies has held up reasonably well , but some services are being affected. Following consultation in Q3, the Governor Services traded services offer has closed as from 1 <sup>st</sup> April 2017. A small traded service will continue with The Key. A Directory of Support has been sent to all schools and some bespoke traded services provision from the council is being planned.	Financial loss

## Children's Services : Quarterly risk report (2)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/ commentary	Type of Risk
Alison Jeffery (Director of Children's Services)	Building programmes are not completed in time			Risk of insufficient school places	Plans are in place and works are underway to ensure there are sufficient school places at primary, secondary and special. Robust project management will minimise risks associated with non-completion, but unforeseen factors could impact on levels of sufficiency. Capacity at primary is very limited, and there is little scope to divert children to other school places if building programmes are delayed. At secondary, there is capacity at present and building works are focussed on ensuring capacity from 2019/20.	Failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Savings cut into delivery of statutory responsibilities (school admissions, transport, school attendance casework)			Risk of poor experience for children and families	Impact assessments of all savings carried out to ensure that impacts for vulnerable groups mitigated and authority is still fulfilling statutory responsibilities	Failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Savings cut into delivery of statutory responsibilities (school admissions, transport, school attendance casework)			Risk of challenge on basis of non-compliance leading to penalties/poorer inspection outcomes		Failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Savings cut into delivery of statutory responsibilities (school admissions, transport, school attendance casework)			Reputational damage		Failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Inspection outcomes (social care, SEND, education) are poor or exhibit downward trend			Reputational damage, leading to challenges in recruitment	Implementation of the LASI Action Plan is on track (through the Portsmouth Education Partnership)	Reputational damage; failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Inspection outcomes (social care, SEND, education) are poor or exhibit downward trend			Risk of intervention/ direction and potential costs to situation recovery	Close management of preparation for future SEND inspection; clear response to findings of previous inspections to ensure improvement	Reputational damage; failure to achieve objectives
Alison Jeffery (Director of Children's Services)	Parents and the community do not understand or support savings choices around universal services and we do not fully engage potential volunteers/promote effective community capacity building			Failure to reduce costs and continue to deliver effective universal service provision	There is active liaison at local level with parents and the community around children's centres provision; recruitment of volunteers continues .	Reputational damage; failure to achieve objectives

## Adults' Services : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/ commentary	Type of Risk
Innes Richens, Director of Adults Services	Achieving constancy of purpose				Management resource in ASC has contracted over the past 12 months. Managing a systems thinking approach to the work to enable practitioners to achieve only value work for the service user will conflict with the current command and control/target focussed approach in PCC.	Failure to achieve objectives?
Innes Richens, Director of Adults Services	As above			Moving to a systems thinking approach requires establishing 'constancy of purpose' and creating the right conditions for staff to work in a systems thinking way. A key element of this will be the ongoing evolution of ASC relationship with support services. At present, the structure of PCC's support services is highly centralised and required to prioritise between competing demands from frontline services (IT project management, commissioning capacity, training capacity, communications, etc). In moving to the new approach, ASC will begin to place different demands upon support services as it gains a clearer understanding of what it requires to deliver purpose and meet customer demand. There is a risk, therefore, that support services as currently conceived, will not have the resources or flexibility to support ASC in the short term. Similarly, the work is likely to be constrained in some respects by the council's policy framework. In any intervention, corporate policies will almost certainly be identified as system conditions - causes of waste, failure, and sub-optimal service provision. Because policy frameworks apply corporately and interventions are conducted locally, this will inevitably and repeatedly create conflicts between each intervention and the owners of corporate policies.	Corporate Systems Thinking board chaired by the Leader of the Council has agreed for an intervention to be carried out with support services.	Failure to achieve objectives?
Innes Richens, Director of Adults Services	Integration between health and social care			The "blueprint" for health & social care in Portsmouth sees a future service provided to minimise unnecessary contact for the service user and the service by ensuring ever closer working between community health and adult social care services. The intervention in OPPD means that changes to the work process are only brought about by learning or changes in primary legislation. This is likely to conflict with a system partner, (NHS community health care) which has not adopted the same principles.	ASC and Solent NHS Trust have agreed to an integrated working model, rather than focus on an integrated organisation at this stage. Integrated working will impact on the end service user, whereas an integrated organisation serves organisational purposes. BCF Director, Solent and ASC officers are working to realise this in areas of referral and recording initially.	Failure to achieve objectives?

## Adults' Services : Quarterly risk report (2)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/ commentary	Type of Risk
Innes Richens, Director of Adults Services	Client Record System	High	Significant	No shared system between ASC, Solent and CCG.	TPP have still not responded regarding physical transfer of the encrypted disc. The Functional Specification and appointment cannot be progressed until the above is resolved. A suitable candidate for the project manager role has been interviewed and a provisional offer made subject to successful references.	
Innes Richens, Director of Adults Services	Care resources in Portsmouth	High	Significant	Both the homes in special measures and the acute hospital under pressure to discharge as soon as patients no longer have an acute need to remain is impacting on resources available within the community.	Through increases in National Living Wage and other pressures, we are seeing rapidly increasing costs - particularly from the newer build in the city. Attempts to address this are being made through working with providers on cost, block purchasing and other schemes.	

## Public Health : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
DPH	Insufficient focus on system prevention and early intervention in system-wide plans			Failure to reduce demand on services	Working with partners to ensure the Portsmouth Health and Care Programme is sufficiently focused on prevention and early intervention	Failure to achieve objectives
DPH	Failure to continue to deliver PH priorities during the implementation of the service wide restructure			Failure to deliver PH priorities	Working with HR to implement changes to team structure, roles and appropriate processes prior to 3 Jan 17 when new structure is implemented.	Failure to achieve objectives
DPH	Reduction in funding in services, including for vulnerable people eg. drug and alcohol services, oral health, healthy child programme			Population outcomes decline	Managed through service redesign, retender of services and performance management of providers	Failure to achieve objectives

# Property : Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk



## Transport, Environment and Business Support : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Alan Cufley (Director of Transport, Environment and Business Support)	Lack of investment - failure to secure capital for major infrastructure projects	2	3	Inability to carry out required capital schemes to improve city infrastructure; loss of expertise	There are a number of major capital schemes underway, including Eastern Road Water Bridge and the major coastal defence schemes that the Infrastructure team are able to support. A strategy for better marketing of the team both internally and externally is to be developed in conjunction with the wider PCC marketing strategy.	Failure to achieve objectives
Alan Cufley (Director of Transport, Environment and Business Support)	Lack of consensus to enable strategies to be implemented in full e.g. active travel and sustainable transport	1	3	Incomplete implementation leading to failure to realise intended benefits	Reviewing the Local Transport Plan and working closely with Portfolio holder.	Failure to achieve objectives; reputational damage
Alan Cufley (Director of Transport, Environment and Business Support)	Insufficient staff capacity due to reduced capital and revenue funding and pay constraints	2	3	Difficult to attract suitably qualified people to deliver schemes and services	The team structure for the directorate provides a core of experienced staff supported by flexible resources with specialist skills to provide value for money. The HR service are assisting the Parking Service in recruiting suitably skilled people to posts that continue to be difficult to fill. The successful funding bid for active travel and sustainable transport initiatives will mean that resources can be recruited to deliver them this year.	Failure to achieve objectives
Alan Cufley (Director of Transport, Environment and Business Support)	Lack of revenue funding to maintain current levels of service, including road safety, passenger assistance and tendered bus services	2	4	Necessary reduction in service levels	We will continue to bid for internal and external funding to support critical work programmes that address travel and transport issues in the city.	Failure to achieve objectives
Alan Cufley (Director of Transport, Environment and Business Support)	Failure to generate sufficient income from contracts and services in order to sustain Employment, Learning and Skills (ELS) programmes	2	3	Reduction in delivery capacity	The resource strategy for the directorate is to maintain a core team and recruit resources to match the needs of projects and contracts. This is paired with maintaining excellent standards to secure full payment of all income due; and ensure good working relationships and a positive reputation to secure access to future contracts and funding streams.	Financial risk; failure to achieve objectives

## Culture and City Development : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Stephen Baily (Director of Culture and City Development)	Reduction in budgets	M	M	Reduced services and resilience	Forecast outturn for 2016/07 currently indicates an overspend of £70k but the service is working on remedial action to stay within budget by 31 March 2017. Plans are being formulated to deliver required 2017/18 savings, including boosting the volunteer programme	Failure to meet objectives
Stephen Baily (Director of Culture and City Development)	Reduction in budgets	M	M	Deterioration of buildings and assets		
Stephen Baily (Director of Culture and City Development)	Safety and security of buildings and assets (including collections)	M	H	Damage to buildings or collections; risk to building users if non-compliant (fire, legionella etc)	Operational plans and training of staff; actions in place following extreme weather	Personal injury, environmental, legal
Stephen Baily (Director of Culture and City Development)	Fraud risks associated with cash handling	M	M	Loss to the authority	Staff training and operational checks in place	Financial loss, reputational damage
Stephen Baily (Director of Culture and City Development)	Difficulty in meeting expectations of local residents and members	M	M			
Stephen Baily (Director of Culture and City Development)	Market conditions negatively impact on regeneration and city growth schemes, projects and developments	M	M	Failure to deliver regeneration of the city	Implementation of key strategic plans, such as the Local Plan; raising the profile of affordable housing in shaping the future of Portsmouth; promotion of the city as an investment destination	Failure to achieve objectives; environmental damage
Stephen Baily (Director of Culture and City Development)	Securing and managing new partnerships for sustainable delivery of public services, for example, with third sector providers, including independent cultural organisations	M	M	Failure to secure value for money in partnership arrangements and deliver objectives	Reprocurement of contracts and ongoing review of trust arrangements	Failure to achieve objectives

## Community and communications : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Louise Wilders (Director of community and communications)	Requirement to deliver substantially the same portfolio of services whilst reducing costs by more than 10% each year	High	Med	Increased service times, increase in error rate, reputational damage	Reviewing opportunities of partnership working and new income streams . Channel shift implementation	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Ability to implement change - level of corporate buy-in and understanding of channel shift	Med	High	wasted opportunity to achieve on-going corporate savings Poor customer service outcomes	Channel shift moving to BAU and digitisation programme. More services are requesting support.	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Heavy exposure to national political dynamic around welfare reforms and local taxation	High	High	Abandonment of existing plans, changes in scope and responsibility, new initiatives (eg. property revaluation)	Managing resources to meet needs but impacts on budgets of some changes a concern particularly valuation impact on NNDR	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Heavy exposure to national political dynamic around electoral issues	High	High	New initiatives eg. voting age changes, boundary reviews, changes to electoral registration, electoral timetables	Managing resources to meet needs	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Risk to achieving required savings because of ability to implement change - level of corporate buy-in to channel shift	Med	High	Failure to deliver within budget	Channel shift moving to BAU and digitalisation programme. More services requesting support	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Risk to achieving required savings because of hold on transformational work whilst systems intervention takes place	Low		Failure to deliver within budget	Agreement reached	
Louise Wilders (Director of community and communications)	No clear plan from DWP for migration to Universal Credit	High	Low	Risks to successful implementation leading to poor outcomes for population	Horizon scanning national policy developments	DWP run programme

## HR, Legal and Performance : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Jon Bell (Director of HR, Legal and Performance)	Reduced capacity	H	M	Risk to maintaining areas of business activity	Directorate has successfully delivered year on year savings and reduced in size accordingly. Additional income has been identified to maintain sufficient critical mass to meet organisation's needs. Key areas such as Child Protection Team (Legal) protected	Failure to achieve objectives
Jon Bell (Director of HR, Legal and Performance)	Recruitment and retention of key staff as economy continues to grow	M	M	Loss of/difficulty in attracting sufficient skills and expertise	Some recruitment and retention issues being experienced within directorate and across wider organisation in certain specific areas - processes for market supplement payments (MOPs) have been reviewed and improved, and improvements are being made to recruitment/staff sourcing arrangements for particular roles. Also, workforce planning/succession support is being provided to managers in affected areas.	Failure to achieve objectives
Jon Bell (Director of HR, Legal and Performance)	Reduced effectiveness of governance	M	H	Increased exposure to the organisation of risk arising from poor governance	Key governance controls in areas such as Internal Audit being maintained. Performance management being strengthened as directed by GAS Committee. Capacity of managers across the organisation to maintain effective governance controls is still a concern.	Failure to achieve objectives
Jon Bell (Director of HR, Legal and Performance)	Increased dependency on external income	M	M	Volatility/lack of security of service	Schools income continuing to decline due to academisation programme. Increased income from new temporary agency and new local authority partnerships.	Failure to achieve objectives

## Finance and Information Services : Quarterly risk report (1)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Chris Ward (Director of Finance and IS)	Requirement to provide significant share of the Council's savings target	M	H	Reduction in service delivery e.g. income collection, provision of advice and management information for effective decision-making by budget holders.	Service aims to identify new income opportunities and efficiencies to meet savings targets to avoid reducing staffing to levels which compromise service delivery	Failure to achieve objectives and deliver expected service
Chris Ward (Director of Finance and IS)	Maintaining financial resilience arising from staff reductions	M	M	Reduction in service delivery and financial control	Finance reduced number of teams from 5 to 4 to improve general resilience although this includes the reduction of one Finance Manager post. Also ongoing review of business processes to ensure efficient service delivery.	Failure to achieve objectives
Chris Ward (Director of Finance and IS)	Financial collapse of an investment counterparty where the council has invested significant sums	L	H	Financial loss	No current indication that this is likely - credit rating of counterparties is kept under constant review.	Financial loss
Chris Ward (Director of Finance and IS)	Ability to restore financial and other systems post 'event'	L	H	Impact on trading services/external clients as well as PCC	A full disaster recovery exercise of the Council's enterprise resource planning system has not been tested in the recent past. The robustness of the current plan cannot therefore be fully ascertained.	Financial loss
Chris Ward (Director of Finance and IS)	Pay levels - unable to compete in the financial market to attract, recruit and retain appropriately skilled staff	M	M	Increased costs to PCC on consultants, agency staff and recruitment campaigns	Development of in-house trainee programme for finance	Failure to achieve objectives
Chris Ward (Director of Finance and IS)	Bringing forward closing of accounts deadline by four weeks - new statutory deadline from 2017/18	M	M	Reduction in time to complete accurate statutory reports Adverse Audit report	2015/16 accounts closure programme reduced by two weeks - plan to reduce 2016/17 by a further two weeks	Failure to achieve objectives
Chris Ward (Director of Finance and IS)	Inability to meet customers expectations re new technology that is in general use by other organisations or day-to-day personal use	M	H	Inefficient ways of working across PCC and partners	With the IT Strategy, Category Plan , IT restructure and Digital City Strategy either complete or underway likelihood is now downgraded from H to M	Failure to achieve objectives
Chris Ward (Director of Finance and IS)	Project delivery - ongoing review since June has identified there is a need to have better governance over the IOCT change demand/projects of the council	M	M	Risk of insufficient resource to address business need	Temporary project resource is being recruited to manage this demand in the short-term whilst a new project governance strategy is put forward within the new IS strategy and a move to more agile development and other methods of project delivery (hub and spoke model) are investigated.	Failure to achieve objectives

## Finance and Information services : Quarterly risk report (2)

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Chris Ward (Director of Finance and IS)	Roadmaps, contract pipeline and NPD - insufficient project prioritisation, supplier relationship management and contract management	L	M	Risk that parts of the IT infrastructure become obsolete (eg ITSM and Traffic Management Centre).	The introduction of a Category Management approach and a development of the business partner role will mitigate these risks	Failure to achieve objectives
Chris Ward (Director of Finance and IS)	Changes from central government - ongoing risk of changes to either PSN or service department data requirements	L	H	Changes required to systems	Category management will mitigate this and increase our visibility and implementation times.	Failure to achieve objectives
Chris Ward (Director of Finance and IS)	Cyber attack - other local authorities have received ransomware attacks: end user alert-based system at the moment leaves PCC vulnerable because a "zero day attack" could evade our current defences.	M	H	Potential multiple impacts - high likelihood and high impact	Business case is being worked on to purchase a SIEM (security information and event management software). They provide real time analysis of security alerts generated by network hardware and applications which will enable PCC to faster identify, contain and protect its systems	Financial loss; personal injury; reputational damage
Chris Ward (Director of Finance and IS)	Single points of failure in ICT infrastructure and systems access	L	H	Key information unavailable - impacts on frontline and critical activity	New Data Centre facility; contracted and tested recovery service; best practice design; resilience options always considered subject to cost. Recovery capability is limited in scope and time taken to recover key functions, with no provision for external email or telephony. Project to identify options to improve current position is currently underway.	Failure to achieve objectives

## Port : Major risks and mitigation

### What are the main risks in the coming year?

Risk owner	Risk Area	Risk likelihood	Risk impact	Potential outcomes	Mitigation/commentary	Type of Risk
Mike Sellers (Port Director)	Revenue	2	5	Loss of ferry operator.	Port Users Meeting, Operator / management meetings, Strategy meetings (pricing), Min. guarantees, long term agreements, meet customer requirements.	Financial risk. Failure to achieve objectives.
Mike Sellers (Port Director)	Revenue	4	3	Lack of funding to successfully maintain and develop port.	Strategic planning, strong relationship with Members, good communication.	Financial risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Revenue	2	5	Section 75 debt payable following an employment-cessation event.	Planning, mitigation options utilised.	Financial risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Maritime	2	5	Maritime incident such as fire, collision or grounding or blocking of the harbour.	Port Marine Safety Code and Annual Audit.	Maritime risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Maritime	2	5	Terrorist alert on a vessel approaching the Port.	Liaison by Harbour Master with Queens Harbour Master and Police. Involvement with Port Facilities Security Officer.	Maritime risk. Failure to achieve objectives.
Mike Sellers (Port Director)	Port Operations	5	2	Brexit. Reduced and slower throughput in the Port. Potential increased requirements for trader provider facilities.	Awareness of Brexit plans. Good communication and liaison with Border Force, and other groups including The BPA, UK Chamber of Shipping and Customs agency in MMD.	Port Operations risk. Failure to achieve objectives.
Kalvin Baugh (Ferry Port Manager)	Port Operations	3	4	Security alert within the port.	Port Security Plan.	Port Operations risk. Failure to achieve objectives.
Kalvin Baugh (Ferry Port Manager)	Port Operations	2	5	Environmental incident within the Port resulting in pollution.	Emergency Plan and Environmental Impact Assessment	Port Operations risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Port Operations	2	5	Serious health and safety incident within the Port affecting staff, port users or the general public.	Health and Safety procedures and Risk Assessments.	Port Operations risk. Failure to achieve objectives.