

Date: 17 December 2014

Item: Strategic Risk Management Update – Quarter 2

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to update the Committee on the status of TfL's Non Project Strategic Risks and proposed mitigations at the end of Quarter 2 (Q2), through discussion of the Strategic Risk Register (SRR).
- 1.2 A further paper will be considered in Part 2 of the agenda considering TfL's Quantified Strategic Risk Schedule (QSRS).
- 1.3 As outlined in previous meetings, the Strategic Risk Management Panel (SMRP) has been set up to develop and implement a pan TfL strategic risk framework for the management of risks and better support decision-making. The Chief Finance Officer and Business Area Directors have agreed an approach to ensure continuous improvement of current strategic risk reporting. This will also be considered in Part 2 of the agenda.

2 Recommendation

- 2.1 **The Committee is asked to note this paper.**

3 Background

- 3.1 TfL currently captures strategic risk through the SSR and the QSRS.
 - (a) The objective of the SRR is to capture the key risks that could impact the delivery of TfL's strategic objectives through the thematic aggregation of the strategic Business Area level risks.
 - (b) The TfL QSRS is a schedule that quantifies, where possible, the risks included in the SRR. It also captures project contingency and any opportunities that could materialise.
 - (c) Details of how risks contained within the SRR and QSRS are measured and reported can be found within Appendices 1 and 2 respectively.

4 Changes to Risk Management

- 4.1 As explained at Q1, the need for change has arisen due to an inconsistent approach to management of project and non-project risk. Project risk is mature and well embedded within the organisation but non-project risk would benefit from being more embedded into the decision making process.

- 4.2 Adopting change will result in better informed decisions, reduced likelihood of risk, support for delivery of scorecard objectives, assurance to stakeholders, continuous improvement and directly feed into Integrated Assurance Planning.
- 4.3 In order to support the change of approach to risk, changes were made to the SRR during Q1 in order for it to be an effective management tool. The Audit and Assurance Committee reviewed this new register on 8 October 2014.
- 4.4 During Q2 all business areas were asked to review the risks identified through the SRR and quantify them in financial terms. This is a relatively immature process in comparison to the qualitative SRR and, due to various factors (for example resource constraints, maturity of modelling etc.) all business areas are at different stages of progression in quantifying, in financial terms, their strategic risks.
- 4.5 The assumptions used are newly developed and will continue to evolve over the coming quarters as we continue to progress this work.
- 4.6 The next two sections of this paper update on the Q2 SRR and TfL Quantified Strategic Risk Schedule (QSRS) respectively.

5 Q2 Strategic Risk Register Update

- 5.1 During Q2 2014/15, the risks that feed into the SRR were assessed as part of the Business Areas quarterly forecast reviews.
- 5.2 There has been no change to Current Risk Status during Q2 and as such the risk trend remains static on all risks. Summary as follows:

CURRENT RISK STATUS

TFL01	Maintaining a long term strategic, balanced plan
TFL02	People Risk (inc. Pensions, IR)
TFL03	Delivery of capital investment portfolio
TFL04	Technology Risk
TFL05	Disruption to quality of service - operational and customer
TFL06	Targeting continued improvements (set by external stakeholders)
TFL07	One-off serious incidents

	Q1	Q2
TFL01	H	H
TFL02	M	M
TFL03	H	H
TFL04	M	M
TFL05	H	H
TFL06	M	M
TFL07	M	M

- 5.3 There have been various changes during Q2 to help mitigate these risks, for example previous outstanding actions are now complete and clarity has been given on due dates that were previously "To be confirmed".
- 5.4 Two risks in particular have seen significant changes as follows:

TFL01: Maintaining a long term strategic, balanced plan

- 5.5 Two new controls have been added to help mitigate the risk around delivering Commercial Development income – the portfolio is diverse and under development. New controls include the following; both have been reviewed in September and will continue to be reviewed every quarter:
 - (a) Use of specialist skills in Property Development. A resource strategy to recruit property development experts as secondees has been launched and three

have come on board to date. This activity is to ensure business plan delivery is not jeopardised in the short term.

- (b) Implementation of a bottom-up business plan process to develop Commercial Development's financial plans. Cognizant of the risks inherent in a portfolio of such diverse revenue streams, the progress and delivery of this plan will be closely monitored.

5.6 A new action has also been implemented to help mitigate TFL01 risk relating to maintaining a balanced plan:

- (a) In order to effectively support a bottom-up business plan process in Commercial Development the business needs the right people, processes, tools and systems hierarchy in place. As such there is an action to implement this new hierarchy – this will be on-going and will be reviewed regularly until the desired outcome is achieved.

TFL02: People Risk (Inc. Pensions – Industrial Relations)

5.7 To alleviate the risk of industrial action, it was identified in Q1 that the Industrial Relations Strategy should be reviewed. During Q2 it was agreed that this review should be completed by October 2014 and a three-five year implementation plan should be developed to the same timescale. Rail and Underground has endorsed the strategy and this is now being socialised with Specialist Services and Surface Transport. The implementation plan is still under construction. This is expected to be completed by March 2015.

5.8 To ensure TfL provides the best service to its customers, HR must deliver the objectives of TfL's People Strategy, which include knowledge retention, employment of scarce resources, development of staff and staff retention, particularly as the UK economy recovers. Two staff development programmes have been identified both of which now have target dates as follows:

- (a) Directors – Cass Executive Education module 1 – March 2015

- (b) Senior Managers – TfL Senior Management Programme 2 – October 2015

5.9 The SRR can be found in Appendix 1.

List of appendices to this report:

Appendix 1: Q2 TfL Strategic Risk Register

List of Background Papers:

None

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Transport for London - Strategic Risk Register

TFL01 : Maintaining a long term strategic, balanced plan			Owner: Steve Allen	Assessed	Quarter 2
Strategic objective : Value			Key risk indicator : Adverse variances or cash shortfalls arising through financial reporting and analysis and business planning	Trend	↔
Description: Lower funding sources or higher than planned costs which creates cash flow problems resulting in an unbalanced Business Plan. This may be due to Government Grant reduction, shortfall in Commercial Development and other secondary income sources or a shortfall in the savings and efficiency target.					
Current Risk Status High score from potential impact on TfL's Business Plan and overall financial value			KPI impact to be quantified in Q2	Financial impact to be quantified in Q2	Target Risk Status Medium target as a result of closely monitored operational and financial activity
Key Controls			Owner	Review Date / Status	Key Actions
Influence and negotiate with DfT and Mayor's Office to continue favourable funding position and identify activities to mitigate any possible shortfalls.			Steve Allen	Sept 2014	On-going contingency planning to develop scenario and alternatives to generate feasible solutions.
TfL Business Planning Process			Steve Allen Andrew Pollins Patrick Doig	Sept 2014	2014 Business Planning round is underway - Leadership Team to work together to create a balanced plan.
Quarterly forecast and review process to ensure the business plan remains balanced over the long term and take corrective action if necessary.			Steve Allen Andrew Pollins Patrick Doig	Sept 2014	Undertake quarterly forecast meetings with the business areas to review and challenge forecasts.
Management contingency and risk allowance for major projects, informed by Quarterly Risk Assessments (QRA) and quarterly risk reviews.			Steve Allen Andrew Pollins Patrick Doig	Sept 2014	Ensure 2050 plan highlights relevant planning projects to facilitate agreement and funding
Robust management of the Northern Line Extension (NLE) programme to ensure that costs are controlled and driven down.			Steve Allen	Sept 2014	Monitor progress towards the NLE Transport and Works Act Order report and procurement.
Use of specialist skills in Property Development; resource strategy to recruit property development experts as secondees has been launched (three on boarded to date)			Graeme Craig	Sept 2014	Deliver required resource, specialist support, contracting arrangements, funding and governance required to deliver Comm Dev Business Plan, via Project Skyline
Bottom-up business plan process to develop Comm Dev plan. Cognizant of risks inherent in diverse portfolio, progress and delivery of this plan will be closely monitored			Graeme Craig	Sept 2014	Implementation of the people, processes, tools and systems hierarchy to be put and place and further developed.
Flexibility with regards to sites offered on the market, thereby optimising the Over Station development returns in the future.			Steve Allen	Sept 2014	Identify and agree savings initiatives with the Leadership Team and ensure inclusion within the Business Plan.
Material allocation of investments into safe areas such as UK Government securities to reduce risk. Continued monitoring of interest rate risk and investment strategy			Simon Kilonback	Sept 2014	Execution of new derivatives in place to mitigate possible interest rate increase.
Comments: The imminence of 2015 general election and 2016 mayor election, creates increased political uncertainty and therefore policy direction and funding risks. This is considered throughout the business planning process and captured in the above risk.					

Transport for London - Strategic Risk Register

TFL02 : People Risk (Inc. Pensions - Industrial Relations)			Owner: Tricia Riley	Assessed	Quarter 2
Strategic objective: Failure to deliver the people strategy			Key risk indicator : Attendance, Staff turnover, Employee Survey, No. of strikes, financial reporting on pension fund	Trend	↔
Description: Failure to deliver TfL People Strategy (knowledge retention, timely access to scarce resources, staff development and retention) and/ or increased number of strikes resulting in unsuccessful delivery of projects, operational and change programmes, poor service, loss of revenue and loss of reputation. Failure to deliver New Savings Programme targets (through pay and pension savings) and risk of future TfL Pension Fund deficit from market conditions resulting in higher than planned costs.					
Current Risk Status		KPI impact to be quantified in Q2	Financial impact to be quantified in Q2	Target Risk Status	
Risk of Industrial action is high while all other risks relating to People are medium				Target risk of medium on IR while all other People risk element targeted to be Low or Very Low resulting in an overall target of Low	
Key Controls	Owner	Review Date / Status	Key Actions	Owner	Due Date / Status
Compliance with TfL employment policies.	Tricia Riley	July 2014 Aug 2014 Sept 2014	Development of Strategic Resourcing strategy to enable TfL to have a framework to plan adequate resources for future and make provision to acquire these resources proactively.	Tricia Riley	March 2015
Development of People Management System to ensure information is consistent, simple to understand and easy to find to assist staff and managers in relation to HR issues.	Tricia Riley	Sept 2014	As part of the Integrated Planning Workstream develop an IT pilot solution to assist in improving the accuracy of workforce planning.	Tricia Riley	Sept 2014
External benchmarking to monitor performance against appropriate organisations to identify opportunities for improvement e.g. salary benchmarking	Steven Field	Annual	Implement new Performance Management System to help managers manage the performance of their staff (e.g. guidance on performance management and TfL behaviours etc)	Tricia Riley	January 2015
Company Council & Consultations Groups for TfL and Trade Unions to discuss matters of mutual interest.	Tricia Riley	Sept 2014	Implement Managing Essentials programme to ensure managers have the skills applicable to their role (e.g. key policy documents, work instructions, training manuals etc)	Tricia Riley	September 2019
Regular reports from franchise/concession operators on the status of relationship with Trade Unions, ballots and pay negotiations.	Tricia Riley	July 2014 Aug 2014 Sept 2014	Review of Industrial Relations Strategy and development of a 3-5 year plan	Tricia Riley	Oct 2014
Maintain links with other external organisations to monitor industry trends and developments impacting industrial relations	Tricia Riley	Sept 2014	Enhance the Organisational Change Capability Programme to give managers the support they need to deliver key changes	Tricia Riley	March 2015
Well diversified Trustee strategy which is set after taking advice from the Actuary and Investment Adviser and reviewed following each triennial valuation. Regular communication between Trustee/Actuary.	Stephen Field	Ongoing	Deliver staff development programmes: Directors - Cass Executive Education modules ¹ Senior Managers - TfL Senior Management Programme ²	Tricia Riley	March 2015 ¹ Oct 2014 ²
Fully diversified portfolio of return seeking assets, including alternate asset classes which is actively monitored and reviewed on a regular basis.	Stephen Field	Ongoing	Ensure that TfL has a well diversified investment strategy across all portfolios to minimise risk.	Stephen Field	Ongoing
Financial Management Plan (FMP) (reviewed by the Principal Employer) to enable the Trustee to monitor the ongoing funding position.	Stephen Field	Quarterly and ad-hoc as required	Trustees agree a prudent funding target with the Principal Employer (known as technical provisions) following receipt of advice from the Actuary.	Stephen Field	Ongoing
Comments: The TfL People Strategy, which is based upon the four pillars of recruit, manage, reward and develop, seeks to ensure TfL has the right skills, capabilities and behaviours at the right cost to deliver the business priorities. It is also recognised that there are people challenges in delivering "Fit for the Future Stations" and "Pay for Performance" proposals.					

Transport for London - Strategic Risk Register

TFL03 : Delivery of capital investment portfolio			Owner: Nick Fairholme / David Waboso		Assessed	Quarter 2
Strategic objective: Failure to deliver the TfL Capital Investment Programme			Key risk indicator : Project milestones not being achieved		Trend	↔
Description: Projects and programmes may not be delivered on time, budget or deliver expected benefits. This could lead to acceleration costs, target benefits being delayed and risking on going capital funding for DfT milestones.						
Current Risk Status High score due to potential impact on Project Milestones, to poor design, construction & manufacture, inadequate project management and assurance arrangements			KPI impact to be quantified in Q2	Financial impact to be quantified in Q2	Target Risk Status Improved processes and project controls as well as increased staff capability with improved handover process	
Key Controls Financial and project forecasting including the assessment of likely underspend and project risk.			Owner David Waboso/Nick Fairholme	Review Date / Status Sept 2014	Key Actions An annual review of business workforce planning in line with the investment programme, will be undertaken, focussing on next 12-18 months period. Provide an outline view over the medium to long term.	
Review of Project dashboards and milestones; progress of projects reviewed to identify any potential slippage or risk to delivery.			Nick Fairholme	July 2014 Aug 2014 Sept 2014	A PPD Planning Improvement Initiative has been initiated. Also investigate establishing a single shared resource register for use by delivery portfolios.	
Thorough director review of projects and milestones including programme boards, Surface board and R&U board.			Leon Daniels/Mike Brown	Sept 2014	The Gate 1 - 3 process improvement review has identified key actions to address including Finance Business Controller to investigate options for reducing governance timescales for early project feasibility spend.	
Deployment of competent staff: engineers, assurance staff, project & programme staff and support staff.			Programme Directors	As required	The Investment Programme Plan Project and an Exception Report to be taken to Surfact Board highlighting all instances of slippage. In addition a process improvement plan to be developed.	
Independent oversight of the investment programme by the PMO including peer and external stage gate reviews			David Waboso	July 2014 Aug 2014 Sept 2014	Develop and rollout consistent project controls, process clarification and project management systems e.g. cost management, resource scheduling through the Delivery Capability Improvement Programme.	
Automative Train Control retender, enhanced governance and support through the establishment of a steering with senior involvement.			David Waboso	Weekly	Assess staff capability and establish competency and resource needs. Develop and implement improvement programme.	
					Implement the Commercial Capability Programme 14/15 ¹ & the Sponsorship Capability Improvement Programme ²	
					Enhance peer review and stage gate process.	
					Deliver recommendation on delivery improvements centred on one-team working through the Integrated Improvement Programme.	
Comments:						

Transport for London - Strategic Risk Register

TFL04 : Technology Risk			Owner: Shashi Verma/ Steve Allen	Assessed	Quarter 2
Strategic objective: Loss or disruption of key technology services			Key risk indicator : MD Scorecard targets and Director updates, Significant breach of SLA, Financial forecasts	Trend	↔
Description: Significant loss of information/ key IM services including the ticketing system that support the business and/or network operations due to a cyber security incident or system failure/ outages. If the collection system (including contactless cards) fails temporarily, this may result in reputational damage to TfL and the loss of confidence in the integrity of the fare collection system.					
Current Risk Status			Target Risk Status		
Risks to Future Ticketing and a cyber security incident are high. The risk to ticketing system failure is medium despite the potential impact on TfL's Business Plan.			Risk driver- Key controls in place and maintained		
KPI impact to be quantified in Q2			KPI impact to be quantified in Q2		
Financial impact to be quantified in Q2			Financial impact to be quantified in Q2		
Key Controls	Owner	Review Date / Status	Key Actions	Owner	Due Date / Status
Ensure that all contractor equipment does not use live keys so that changes made do not inadvertently transfer to the live system.	Shashi Verma	Sept 2014	Dedicate a commercial work stream negotiating an amended agreement whilst incorporating a trial period.	Shashi Verma	Complete
Ensure that any base data change delivered to the TfL ticketing system is tested and assured by TfL representatives before approval for implementation.	Shashi Verma	Sept 2014	Work Jointly with Association of Train Operating Companies and individual Train Operating Companies on operational readiness planning to remove barriers to launch in 2014.	Shashi Verma	Complete
Manage integration testing of all changes to the live system through the Test Assurance. Assurance on the performance of TfL ticketing systems through reviews of contractors.	Shashi Verma	Sept 2014	Review options for initial allocation of revenue inspection devices to prioritise 'open' systems (where access is not protected by a gate line) if final production is delayed.	Shashi Verma	Complete
Robust change management procedures to mitigate risk of uncontrolled change.	Shashi Verma	Sept 2014	Create and agree upon an Internal controls function within IM to maintain the Information Security Controls Framework	Steve Townsend	Sept 2014
Ensure that all bulk hot list changes have release plans to be assured and approved by TfL.	Shashi Verma	Sept 2014	Desktop Futures Project - Supportability of the legacy platform.	Steve Townsend	June 2016
Quarterly rolling Future Ticketing Project (FTP) forecasts & FTP Programme overview meeting with Finance and Project teams.	Shashi Verma	Sept 2014	Develop the proposal for the extension of the Security gap analysis pan TfL.	Steve Townsend	Complete
Maintain and monitor regular Backups and Restores of appropriate IM systems and carry out restore tests.	Steve Townsend	Sept 2014	Support the legacy platform through the Desktop Futures Project.	Steve Townsend	Complete
Implement and maintain a dual Data Centre Strategy.	Steve Townsend	Sept 2014			
Continue to develop and implement remediation plans from the security gap analysis.	Steve Townsend	Sept 2014			
Comments:					

Transport for London - Strategic Risk Register

TFL05 : Disruption to quality of service			Owner: Alan Bristow/ Mike Weston/ Phil Hufton/ Sarah Atkins	Assessed	Quarter 2
Strategic objective: Reliability of service and roads, high quality bus network, customer service, increasing capacity			Key risk indicator :Various KPIs including: TLRN CSS,TLRN Journey time reliability, Bus excess wait time, Scheduled Services Operated	Trend	↔
Description: Increased congestion on TfL's network (across all modes of transports) impacts overall reliability and customer satisfaction. Causes include disruption to operational and investment programmes as well as reallocation of road space between uses and interchange with the TfL Rail Network.					
Current Risk Status Significant impact on various KPIs e.g TLRN & bus CSS & TLRN Journey time reliability. Moderate impact: inappropriate R&U operating standards and processes.			KPI impact to be quantified in Q2 Financial impact to be quantified in Q2	Target Risk Status Roll out of various programmes to improve disruption and to identify problems. Also to improve integration and accuracy.	
Key Controls		Owner	Review Date / Status	Key Actions	
Existing Bus priority measures and programme and Bus routes reliability measures.		Ben Plowden/ Mike Weston	Sept 2014	A £200m bus priority programme is to be submitted to TfL Board in December. This will propose measures around pinch points and high-quality priority corridors to maintain bus network reliability.	
Journey time reliability (JTR) disruption due to planned events will be reduced through schemes impact assessment as well as improved scheduling of works.		Alan Bristow	Sept 2014	Implement the Pathway programme Stage B which starts in July (a feasibility study) to define the Surface Intelligent Transport Systems programme in detail ahead of delivery.	
The Tunnels and Structures programme has been added into the road space assessment as a hot-spot assessment involving work with Planned Interventions and Utilities.		Dana Skelley	Sept 2014	JTR Action Plan: 10 Critical worst performing London Congestion Analysis Projects in each area are being targeted by Outcome Delivery (OD) Corridor Teams. The results are reviewed periodically.	
Early warning of supplier failure ¹ as well as provision of standard terms of contract to protect Intellectual property rights, change of control, termination rights and performance. ²		Phil Hufton	Daily ¹ Periodic ²	Expand the functionality and improve scheme co-ordination through utilisation of the Planning to Operations Surface Playbook.	
Supplier selection processes to support procurement agents in assessing the market and selecting suppliers. There should also be regular performance reviews of key suppliers.		Sarah Atkins/Gary Bain	July 2014 Aug 2014 Sept 2014	Implement the Commercial Capability Programme, ensure there is supply chain management ⁷ , supplier relationship management ⁸ , and new collaboration tools available to Commercial teams. ⁹	
Audit of controls and the management system ³ and asset integration controls within a whole life asset management approach and business contingency & resilience planning. ⁴		C.Walker/K.Dunning/P. Hufton	As agreed ³ Periodic ⁴	Deliver the Predict and Prevent ¹⁰ , Integrated Improvement ¹¹ . Delivery of Access Transformation ¹² and Reliability and Safety Programmes. ¹²	
Produce three year plan, development of a 12 month rolling resource scheduling plan ⁵ and a BMR review of activity against the agreed plan. ⁶		Phil Hufton	Annual ⁵ Periodic ⁶	Deliver the Fit for the Future Stations to simplify the model at stations so that staff are more visible and able to respond to customers needs quickly.	
LUCC operates 24/7 ensuring a response is available for all incidents on the R&U network.		Phil Hufton	July 2014 Aug 2014 Sept 2014		
Comments: 					

Transport for London - Strategic Risk Register

TFL06: Targeting Continued Improvement			Owner: Ben Plowden	Assessed	Quarter 2
Strategic objective: Improved environment, more & safer cycling, reduced casualties			Key risk indicator :TLRN Cycling index, Nox emission from bus fleet, KSI London-wide	Trend	↔
Description: Inability to meet targets set by external stakeholders resulting in loss of reputation and/or fines. Target include: Mayor's target for "more and safer cycling" and reduced casualties as well as EU air quality targets.					
Current Risk Status Medium risk due to impact on KPIs: e.g TFL Road Network (TLRN) Cycling index, cycle hire numbers, NOx emission from buses, killed or seriously injured (KSI) London Wide etc.			KPI impact to be quantified in Q2	Financial impact to be quantified in Q2	Target Risk Status Addressing target through Central London cycle grid, Quiet ways, Road Safety Action Plan and delivery of more efficient buses.
Key Controls			Owner	Review Date / Status	Key Actions
Encourage cycling through: raising awareness of safety & ease and encouragement through cycling events e.g borough and work place cycle training, cycle parking, Ride London, Tour de France.			David Rowe/Ben Plowden	Sept 2014	Implement key infrastructure e.g Central London Grid and Quiet ways commences in 2014. First Grid schemes have commenced.
Ongoing engagement with Defra, DfT, Society of Motor Manufactures and Traders (SMMT), Taxi Industry (zero emission Taxi) and Office Low Emission Vehicles to address agenda.			Ben Plowden	Sept 2014	Present a strategy paper regarding a London-wide monitoring plan. This will outline proposals to improve our monitoring capabilities across London to ensure accurate tracking of growth in cycling.
Research into electric vehicles potential usage in commercial fleets to inform / prompt private sector investment in charging infrastructure.			Ben Plowden	Sept 2014	To retrofit a further 400 buses with Selective Catalytic Reduction (SCR) and replace Euro 3 buses with Euro 6 vehicles by 2015 (stage 2). More than 900 buses have already been fitted with NOx reduction
Engage with car clubs and car share industries.			Ben Plowden	Sept 2014	Deliver 2 more electric buses (already 6) and generate investment in new charging points. EU funding has also been secured for wireless induction charging infrastructure and hybrid buses.
Implement the Road Safety Plan working with the boroughs.			Ben Plowden	Sept 2014	Develop specific action plans outlining interventions for the most vulnerable road users (pedestrians, cyclists, and motorcyclists) which account for over 80% of all killed and seriously injured casualties.
Continue political and officer engagement to raise the profile of road safety with the boroughs, and urge them to prioritise effective investment through the LIPs.			Ben Plowden	Sept 2014	Prepare a programme of engagement workshops (working with Centre of Excellence) and approval paper. This will ensure maximum compliance to WRRR requirements across TfL contracts.
Continue using external and internal governance framework to ensure the road safety portfolio is on-track, balanced, and delivered with the support of key partners.			Ben Plowden	Sept 2014	
Construction Logistics and Cycle Safety and Work Related Road Risk (WRRR) projects being in place.			Ben Plowden	Sept 2014	
Comments:					

Transport for London - Strategic Risk Register

TFL07: Major / Catastrophic Incident			Owner: Dana Skelley/Mike Weston/Jill Collis	Assessed	Quarter 2
Strategic objective: Quality bus network and reliable roads, reliability and safety, customer service			Key risk indicator : UK Threat level, Category I defects made safe within 24 hrs, emergency call-out within 1 hour, planned assurance	Trend	↔
Description: Lack of resilience to a major external event such as a terrorist incident which impacts on the integrity of infrastructure and/or ability to provide a core service. This could have a long term impact on public confidence in using the network and lead to reduction in revenue. Major incident or accident that results in fatalities or multiple serious injuries to the travelling public, staff and damage to TfL assets.					
Current Risk Status			Target Risk Status		
Risk drivers - Medium impact due to potential adverse effects on KPIs including safety, security. There are health, safety and environment incidents due to asset failure or an external event.			Addressing target through Central London cycle grid, Quiet ways, Road Safety Action Plan and delivery of more efficient buses.		
KPI impact to be quantified in Q2			KPI impact to be quantified in Q2		
Financial impact to be quantified in Q2			Financial impact to be quantified in Q2		
Key Controls	Owner	Review Date / Status	Key Actions	Owner	Due Date / Status
London Buses has put contingency plans in place for a range of anticipated incident scenarios as part of business as usual planning for disruption. Annual and regular review and exercising of plans.	Mike Weston	Sept 2014	The developing of training courses for Bronze (Operational) and Silver (Tactical) Incident Managers. Gold (Strategic) Incident managers have attended Gold Commanders Summits.	Mike Weston	Dec 2014
Manage arising disruption with business as usual practices and contingency arrangements.	Mike Weston	Sept 2014	The creation of the new Roads and Transport Policing Command was approved by the Metropolitan Police Service Management Board. Implementation due Dec 2014	Steve Burton	Dec 2014
Work with the Metropolitan Police Services (MPS) to ensure that all of TfL's priorities and service requirements are met.	Steve Burton	Sept 2014	Renew assets such as Major Bridge and Tunnel Works and work with London Boroughs and other partners.	Dana Skelley	Dec 2014
Audit of Client inspection procedures will be conducted under PAS 55 scope specification (Optimal management of physical assets).	Dana Skelley	Sept 2014	Undertake external audit of structures inspection regime and focus on structures below good 'criteria'.	Dana Skelley	Dec 2014
Ensure Safety is integrated into all business processes and avoid complacency.	Mike Weston	Sept 2014	Develop a Procedural Blueprint that will align with outcome of strategic review of capacity to identify areas of deficiency and outline timelines, responsibilities, etc.	Mike Weston	Dec 2014
Training programme to up skill managers and enable an up to date risk assessment of operational assets. Health & Safety Standards - robust health safety procedures have been implemented to mitigate this risk.	Mike Weston	Sept 2014	Produce prioritised action plan based on the findings of the Safety Management System maturity assessment.	Jill Collis	June 2016
Annual Health, Safety and Environment (HSE) management system review and the production of Line Asset Network Plan.	J.Collis/G.Powell/P.Hufton	Annual	Develop and deliver a programme of interventions to enhance HSE capability and improve performance of smaller suppliers.	Jill Collis	Feb 2015
Audit of safety performance controls & safety management system.	Clive Walker	Agreed Schedule			
Intelligence and liaison with police and security services to determine security risk assessment.	Phil Hufton	April 2014 May 2014 June 2014			
Comments:					