

DRAFT London TravelWatch Strategic Risk

No.	Risk	Category	Pre Mitigations			Mitigation Actions	Post Mitigations			
			Likelihood	Severity	Rating		Likelihood	Severity	Rating	DOT
1	Potential to lose GLA funding – resulting in a loss of staff, inability to deliver statutory duties and therefore not being able to deliver workplan objectives (also reputational risk), potential abolition of organisation.	Existential	5	5	25	Stakeholder engagement, continued discussion, understanding the objectives, constant communication, stakeholder liaison, leading and influencing, finding appropriate touch points, annual review, building on relationships, Board to meet Transport Committee, evidencing successes, survey stakeholders, communicating successes, showing PR coverage, demonstrating value for money, impact through complaint handling, attracting allies				0
2	Becoming irrelevant: Not using the information/research we have to the best of our ability – continuing to be seen as useful and effecting positive change, having an understanding of how technology is changing transport	Stakeholders	3	5	15	Relevant to users as well as stakeholders: Active comms, media opportunities, direct quotes, media strategy, digital engagement, being actively aware of real-time issues, 24/7 media operations, all staff's responsibility, Omnibus Survey - building digital community, reaching out to other organisations (universities, new tech companies), getting users views of the future and their priorities, understanding and adapting to the future transport landscape, policy positions about what is best for passengers, challenge from TF on national perspective, using research more, need to have more of a presence, strengthen voice with TfL, using evidence based decision making for policies				0
3	Risk to independence: 1. Working with Transport Focus 2. Working with Transport for London 3. Working with third parties	Independence	3	3	9	Transport Focus: Agree to disagree, how do we show we are not one organisation? Media opportunity to show what we disagree on? Shared facilities means lack of independence. TfL: Have the ability to criticise TfL publicly (without damaging relationship), have we shown independence? 3rd parties: contracts with third parties to ensure independence, have strict contractual rules, risk of losing perspective and prioritisation of work				0
4	Lack of prioritisation in project delivery, the need to ensure all work is resourced correctly, with agreed timelines and objectives – who decides the priorities? Are they aligned with our sponsors?	Business Development	2	4	8	Business plan approved by the Board, all projects flow from this, report against objectives, limited scope to stray from objectives, project approval templates being developed, create accountability for projects and work, appraisals process up and running, clearer on individual objectives and accountabilities, align business plan on GLA objectives, use project process to approve third party work, joined-up working, better flow of information on team responsibilities, possible use of time recording systems				0
5	Inability to deliver value for money for the GLA.	Financial	2	4	8	Producing evidence of impact, media opportunities etc.				0
6	Staff welfare – mental health of staff, ability to continue or complete work due to stress, lack of contingency plans for staff and current work	Any Other	3	4	12	Staff wellbeing plan, employee assistance programme, flexible working policy, menopause policy, more policies being created, constant MT discussions, constant reassessing of arrangements, open communication with staff, temperature check, constantly be aware of and assess environment - contingency risk - possible lack of knowledge and experience due to sickness, use partnership from TfL (also opportunity for training and development)				0

7	Inability to deliver the cost saving plan	Financial	2	5	10					0
8	Potential change to the political landscape in London - reversing of devolution, abolition of Assembly	Existential	2	3	6					
9	Digital: not having an understanding of the platforms used to communicate – e.g. social media	Independence	1	3	3					0
10	Statutory duties – may fail to deliver these due to loss of resource, statutory responsibilities not clear, changes may be made in due course (currently being discussed)	Existential	2	5	10					0
11	Risk to independence when working with third-party partnerships	Reputation	1	2	2					0
12	Changes to other organisation's staff (and our own) and the need to maintain and develop relationships with key stakeholders	Any Other	2	3	6					0
13	Transport Focus – aligning with TfL, having the ability to separate systems, ensuring the Board is confident these systems are secure, outsourcing risk of technology to TfL – are they adequately mitigating this risk	Technology	1	1	1					0
14	Covid – 19 – not having the ability to travel ourselves may negatively affect the way in which we can represent the traveling public, a car led recovery may negatively affect the 'green agenda'	Environmental	1	3	3					0
15	Casework: our complaints handling does not effect positive change among the industry, function may be taken from the organisation, or be given to Ombudsman	Reputation	2	3	6					0
16	Recruitment: the ability to recruit the right people – inducting them into the culture of the organisation during remote working	Any Other	1	3	3					0

Likelihood	
1	Rare
2	Unlikely
3	Possible
4	Likely
5	Almost Certain

Severity	
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic

Overall Risk Rating	
1-4	Very Low
5-8	Low
9-12	Medium
13-16	High
17-25	Very High

London TravelWatch Strategic Opportunities

No.	Opportunity	Category	Pre considerations				Post considerations				
			Resource?	Urgen	Impact	Rating	Time period	Considerations	Urgen	Importan	Rating
1	Thought leaders: To be seen as the leaders in the debate about future transport – how passengers want to travel, options for future travel	Business Development	4	4	16					0	
2	Digital: Engage with more people through Webinars and online forums, using new platforms to stay current and relevant to passengers	Business Development	4	4	16					0	
3	Greater engagement with the London Assembly – understanding their objectives and how we can be useful, how our objectives are aligned with theirs	Stakeholders	5	5	25					0	
4	Working in partnership with other organisations – projects/campaigns/workstreams (time bound and objective limited)	Stakeholders	3	3	9					0	
5	Transport Focus: shared services – IT, potential shared office accommodation, casework, Omnibus work, best practice, skills, lessons learnt	Stakeholders	3	3	9					0	
6	Third party funding – actively pursuing	Financial	5	4	20					0	
7	Environmental: Exploring what future 'green' transport options there will be – focusing on the consumer, understanding what the London Assembly's priorities are/targets	Environmental	2	3	6					0	
8	Complaint handling: amplify the work we do through complaints, positively effect change among the industry, show best practice in regard to complaint handling	Stakeholders	2	4	8					0	
9	Take on some of the current Transport for London responsibilities	Business Development	1	2	2					0	
10	Commercial: Identifying work by other organisations who may be contributing to the way the transport industry will be in the future – universities, IBM, Bosh	Stakeholders	2	2	4					0	
11	Working remotely: ability to be agile in meeting planning, improve work/life balance and able to have further reach to stakeholders	Any Other	3	2	6					0	
12	Board: Recruitment opportunities – chance to engage with GLA, and recruit with inclusivity and diversity in mind	Any Other	1	3	3					0	
13	GLA – guaranteed formal funding	Financial	2	3	6					0	

Urgency	
1	Very Low
2	Low
3	Moderate
4	Very High
5	Extremely High

Light Quick
 Medium Medium
 High Long

Impact	
1	Very Low
2	Low
3	Moderate
4	Very High
5	Extremely High

Overall Opportunity Rating	
1-4	Very Low
5-8	Low
9-12	Medium
13-16	High
17 - 25	Very High