

Risk No.	Risk Type	Description	Probability Score (1-4)	Probability Description	Impact Score (1-4)	Impact Description	Risk Score	Risk Rating	Controls required/cost
1	Legal / Procurement	Bus services are not procured in time for planned start of services.	1	Torbay has in-house expertise and a standard contract available.	3	Delay to start of scheme.	3	low	Complete procurement year preceding planned start of scheme using in-house resources.
2	Legal / Procurement	Smart card system procurement delay.	2	External support required for technical support.	3	Delay to start of scheme.	6	medium	Begin procurement early to allow for possible delays.
3	Political	Change in composition of council.	1	There is cross party support.	2	Delay for mediation.	2	low	Ensure cross party support continues.
4	Financial	Unforeseen increase in project costs.	1	Bid is scalable.	4	Delay resolving finances.	4	low	Budget can be adjusted across package of measures.
5	Technical	Unforeseen delays for smart card system.	2	Technological issues.	2	Delay to resolve technical issue.	4	low	Begin procurement early. Scheme will continue post LSTF funding year.
6	Partnership issues	Multiple operators (4+) involved.	1	Positive experience of real time information. Established procurement board.	3	Delay to scheme.	4	low	Ensure continuing good relationship with delivery partners.