

# Risks By Category

## (Score >= 0)

EEP17/8/30

### Legend

Likelihood	Estimation	Consequence of Impact
Very likely to occur within 1 year. or more than 80% chance of occurrence	Very High (5)	Financial impact on CIL likely to exceed €5M Major impact on CIL strategic plans and delivery of operational services Major political and stakeholder concern Very low defensibility of realisation of risk Reinstatement to pre-risk condition extremely difficult requiring considerable resources and possible additional sanction from UK DfT/Rol DoT
Likely to occur every 1 to 2 years. or 50% to 80% chance of occurrence	High (4)	Financial impact on CIL likely to be in the region of €1.5M to €5M Significant impact on CIL strategic plans and delivery of operational services Significant political and stakeholder concern Low defensibility of realisation of risk Reinstatement to pre-risk condition difficult requiring commitment of a high level of resources.
Possibility of occurrence in 10 year period. or 20% to 50% chance of occurrence	Medium (3)	Financial impact on CIL likely to be in region of €300K to €1.5M. Moderate impact on CIL strategic plans and delivery of operational services Moderate stakeholder impact/concern Some defensibility of realisation of risk probable Reinstatement to pre-risk condition possible with the commitment of a moderate level of resources.
Unlikely to occur in a 10 year period. or 10% to 20% chance of occurrence	Low (2)	Financial impact on CIL likely to be in the region of €50K to €300K Low impact on CIL strategic plans and delivery of operational services Low stakeholder impact/concern Defensibility of realisation of risk likely Reinstatement to pre-risk condition likely to be achieved with the minimum commitment of resources.
Highly unlikely to occur in a 20 year period. or less than 10% chance of occurrence	Very Low (1)	Financial impact on CIL likely to be below €50K Very low impact on CIL strategic plans and delivery of operational services Little (if any) stakeholder concern/impact Excellent prospect of defensibility of realisation of risk Reinstatement to pre-risk condition very likely to be achieved.

ID	Category	Risk Details	Consequences	Likelihood (Prior)	Impact (Prior)	Response	Control	Action	Likelihood (Post)	Impact (Post)	Responsible	Comment
<b>Category External</b>												
2	External	Helicopter Contract Failure	Offshore transport problems	Medium →	Medium →	Treat	Performance Bond Contingency plan	Monitor	Low →	Medium →	O'Higgins K	Ongoing
3	External	Stress of weather	AtoN property destruction	Low →	Medium →	Tolerate	Quality build	None	Low →	Medium →	Doyle S	Ongoing
4	External	War/Terrorism	System failures Fuel Shortages Manpower safety Financial losses	Medium ↑	High →	Treat	Standby systems Partial insurance Fuel Reserves Non fossil fuel systems	Monitor	Medium ↑	Medium ↓	Ruttle S HOD's	Ongoing
5	External	Political uncertainty re future of Service	Negative impact on existing Board/Staff Operate as independent GLA	High →	Very High →	Treat	Maintain integrated GLA services Atkins Review Reduction in staff/costs JSB participation	Promote benefits of integrated GLAs Inform employees as appropriate Implement Atkins Implement VER Review Light Dues System	Medium →	High ↓	Ruttle S Board	Ongoing
6	External	Third Party -Display of false AtoNs (lights and radio)	Potential accidents	Low →	Medium →	Treat	Inspections Coastal intelligence Insurance Liaison with LLA	Maintain vigilance	Very Low →	Medium →	O'Higgins K	Ongoing
7	External	Fuel shortages	Loss of vital equipment Loss of AtoN service/ship/ transport Staff unable to travel	Low →	High →	Treat	Maintain fuel stocks Solarisation	Continue to reduce fuel requirements	Very Low →	Medium →	Doyle S O'Higgins K	Ongoing
8	External	Loss of key supplier	Inability to have continuity of operation Degradation of key equipment	High →	Medium →	Treat	Stock of items Identification of alternative suppliers GLA back up	Monitor	Medium →	Low ↓	Doyle S Dyas M	Ongoing

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9	External	Power strike	Loss of service Failure to meet IALA standards Loss of reputation	Medium →	High →	Treat	Backup systems	Monitor Test Recovery Plan Back up performance	Low →	Medium →	Doyle S	Ongoing
10	External	Revenue officers strike	Loss of light dues income Loss of reputation Cash flow problems	High →	Medium →	Treat	Borrowing powers Reserves ALDIS System TH Backup Use back up from Brokers/ Agents in the event of strike	Monitor	High →	Low ↓	Dyas M	Ongoing
11	External	Bank strike	Loss of cash flow Inability to pay staff/pensioners/creditors	Medium →	Medium →	Treat	External bank accounts Cash reserves Alternate banking Internet banking GLF back up	Monitor	Medium ↑	Low ↓	Dyas M	Ongoing
12	External	Postal Strike	Communications and Delivery difficulties	Medium →	Medium →	Treat	Email Couriers Fax CIL Transport	Contingency plan	Low →	Medium →	Dyas M	Ongoing
13	External	Transport strike	Attendance and Delivery difficulties	Medium →	Medium →	Treat	Stocks of items CIL transport Remote working	Alternative transport	Medium →	Low →	HOD's	Ongoing
14	External	Loss of investment income	Reduced resources Staff cutbacks Reduced pension payments Financial problems for GLF	Medium →	High →	Treat	Prudent reserves policy Fixed income reserves Borrowing powers Light Dues Rates Investment Managers	Review investment strategy Annual LFC Meeting Monitor investment managers	Medium →	Medium →	Dyas M	Ongoing
15	External	Major wide-scale disruption of whatever cause which affects access to AtoN	Inability to access AtoN to rectify faults or carry out maintenance.	Low →	High →	Treat	Adequate standby systems RCMS	Implement equipment redundancy and RCMS policy	Low →	Medium →	Doyle S	Ongoing

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16	External	Act of God	AtoN casualty/life endangered. Project delays Additional cost	Very Low →	Very High →	Tolerate	Backup facilities Correct spares availability Radio Nav. Warnings	Incident Recovery Plan	Very Low →	High →	Doyle S O'Higgins K	Ongoing
17	External	Major pension claims on GLF	Financial Problems for GLF	High →	High →	Treat	Letter of comfort from Government Adjust light dues rates Borrowing powers New Legislation	Pensions Committee	Medium →	High →	Ruttle S Dyas M	Ongoing
18	External	Failure to agree National Agreement	IR unrest Local bargaining Loss of reputation	Very High ↑	High →	Treat	Maintain close contact with third parties	Consultation process with employee representatives	Very High ↑	High →	Dyas M	Ongoing
19	External	Significant reduction in Sanction due to Government policies	Loss of staff Cutbacks Curtailment of activities	Very High →	Very High →	Treat	Recruitment Embargo VER Outsourcing Reduced activities Light Dues System	Review of Corporate Plan Reduction of expenditure Light Dues System Review	Very High →	High →	Ruttle S	03 2012
20	External	Loss of income due to change of light dues system/framework	Reduced cash flow Loss of reputation Legal claims	Medium →	Very High →	Treat	Borrowing powers Government assurances Reserves Retain GLA unified system Accurate forecast Light Dues Committee	Government funding/borrowing Reduction of expenditure	Medium →	Very High →	Dyas M	Ongoing
21	External	DfT consents for establishment of new AtoN not approved	New AtoN not deployed	Very Low →	Medium →	Tolerate	None	Appeal as necessary	Very Low →	Medium →	Doyle S	Ongoing
22	External	Reliance on single manufacturer or supplier	Cost increases. Risk of impropriety. Maintenance difficulties.	High →	Medium →	Treat	Regular review Tenders Alternative fallback GLA standardisation	Increase GLA standardisation	Medium →	Low ↓	Doyle S	Ongoing

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23	External	Protected structures. Designation by Planning Authorities	Cost increases Limitations on future uses Reduced valuations	Very High →	Medium →	Treat	Oppose designation	Respond to notifications from Planning Authorities	High →	Medium →	Doyle S	Ongoing
25	External	GNSS failure, jamming or spoofing	Risk to safe navigation AIS position failure Loss of AtoN Synchronisation	Medium →	Very High →	Treat	DGPS eLoran business case Fallback to short range AtoN RAIM	Promote inclusion of eLoran in ERNP Review eLoran coverage Promote mulimodal eLoran	Medium →	Medium →	Ruttle S	03 2012
46	External	ICT Security Attack	Loss of Business Continuity Loss of Confidential Information Data Corruption File Sytem Corruption Loss of Reputation DoS	High →	Very High →	Treat	ICT Security Policy Comprehensive H/W Maintenance Contracts User Awareness Program Managed Firewalls Anti Virus Threat Protection (nTier) Data Backup Internet Content Management Mail Content Management DR Plan	Perform Daily / Weekly / Monthly System Monitoring Maintain ICT Security Policy Maintain ICT DR / BC Plan Maintain Firewall Rule Set & Change Controls Update Anti Virus Definitions Perform Server Vulnerability Patching & Maintenance	Low →	High →	Burke J	Ongoing
95	External	Reduced Irish Exchequer Funding to GLF	Threat to intergated GLA Pressure to reduce costs Pressure to increase income Inter Governmental disharmony GLA disharmony RoI GLA	Very High →	Very High →	Treat	Cost reduction Reduced activity Atkins Review VER Outsourcing Transfer of AtoN to L A	Review Corporate Plan Implement Atkins Recommendations Implement new management structure	Very High →	High ↓	Dyas M	03 2012

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96	External	Breakup of GLAs integrated services	No inter GLA co-operation Increased costs New funding regime Increased RoI DoT control	Medium ↑	Very High →	Treat	Highlight integrated benefits Re- assurance from DfT/DoT Atkins Review JSB	Promote benefits of integrated services Implementation of Atkins recommendations	Low →	Very High →	Ruttle S HOD's	Ongoing

## Category Financial

1	Financial	Dock Strike	Inadequate income from light dues	Low →	Medium →	Treat	Reserves Borrowing powers	Monitor	Low →	Medium →	Ruttle S	Ongoing
26	Financial	Theft of assets	Loss of assets Financial loss Loss of reputation	Medium →	Low →	Treat	Internal controls Audits Security Measures Asset register Code of Conduct and Fraud Policy Recourse to litigation Insurance	Monitor	Low →	Low →	Dyas M	Monitor
27	Financial	Serious under/overspends against budget/projects	Loss of reputation Additional financial controls/ external regulatory Loss of confidence	Medium →	Medium →	Treat	Budgetary control Variance analysis Management reporting Internal Audit Monthly DfT reporting	Monitor	Low →	Medium →	Ruttle S Dyas M	Ongoing
28	Financial	Failure to renew insurances	Loss of cover/exposure to risk Potential financial risk	Low →	High →	Treat	Internal controls Brokers Legal & Insurance Manager	Review policies annually	Very Low →	High →	Dyas M	02 2012
29	Financial	Failure to invoice for services	Loss of revenue Loss of reputation	Medium →	Low →	Treat	Billing System Internal controls Internal audits Budgetary Controls	Monitor	Low →	Low →	Dyas M	Ongoing

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30	Financial	Major creditor system problems/failures	Unpaid creditors Loss of reputation Cessation of supply of goods/ services	Low ↓	Medium →	Treat	System backups Internal controls Internal audits Systems audit 3rd Party Maintenance Agreements	Monitor	Low →	Medium →	Dyas M	Ongoing
31	Financial	Bank account fraud	Loss of cash resources Loss of reputation	Medium →	Medium →	Treat	Bank reconciliations Financial controls Audits Low level of cash Code of Conduct and Fraud Policy	None	Low →	Medium →	Dyas M	Ongoing
32	Financial	Major payroll system errors	Incorrect payments to staff/pensioners Loss of reputation Industrial unrest Claims	Low ↓	High →	Treat	Systems backup Training Internal controls Systems audit Quality Staff	Monitor	Very Low ↓	High →	Dyas M	Ongoing
87	Financial	Procurement Card Fraud	Financial Loss Loss of Reputation	Medium →	Low →	Treat	Internal Controls Fraud Policy Audits Management Reports Limits set on transactions	Monitor	Low →	Low →	Dyas M	Ongoing

## Category Health & Safety

33	Health & Safety	Fire, explosion, flood, vandalism or any disaster at a CIL property	Danger of loss of life Loss of services and records Loss of reputation Employee traumatisation	Medium →	Very High →	Treat	Business Continuity Plan. EAP Safety Management System Insurance cover Equipment maintenance	Periodic exercise and review of Business Continuity Plan Continuous audits of SMS	Low →	Very High →	HOD's	Ongoing
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34	Health & Safety	Leakage/spillage of oil/chemicals	Damage to environment Prosecution Financial loss Project delays Damage to plant, property or equipment Loss of reputation Personal Injury	High →	High →	Treat	Training Business Continuity Plan Spill emergency plan Management control Environmental inspections Hazard reporting Emergency plan Containment methods Maintenance Insurance	Periodic exercise and review of Business Continuity Plan. Spill emergency plan Implement best practice handling procedures and containment policies. Consider ISO14000 implementation	Low →	High →	O'Higgins K Doyle S	03 2012
35	Health & Safety	Breach of Health, Safety and Welfare Regulations	Danger of loss of life, higher accident and sickness rates. Increase in work related stress Legal action Pollution of the environment Loss of reputation	Medium →	High →	Treat	SMS Clear definition of responsibilities Insurance cover Business Continuity Plan Safety training Maintenance routines Employee assistance programme	Implement SMS Update safety procedures and work practices	Low →	High →	Ruttle S HOD's	03 2012
<b>Category Human Resource</b>												
36	Human Resources	Loss of key employees/Recruitment Embargo	Lack of required skills Loss of essential services Failure to carry out statutory functions Failure to achieve performance targets Increased Workload Employee disquiet and stress	High →	High →	Treat	Succession planning, training and development programme through performance management and development system Temporary staff Review work practices and activities	Monitor PMDS Exit interviews Handover procedures Outsource Redeploy/retrain Redistribute workload	High ↑	Medium ↓	Dyas M HOD's	03 2012



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37	Human Resources	Withdrawal of labour following industrial dispute	Curtailment of Service operations Threat of Service shutdown Loss of reputation	Very High →	High →	Treat	Employee communications Ensure functioning IR policies and agreements Maintain good lines of communications with employee bodies and conciliation bodies Contingency planning for AtoN	Contingency planning Strict enforcement of disputes procedure	High →	High →	Dyas M HOD's	Ongoing
38	Human Resources	Failure to comply with employment legislation with regard to: Contracts of employment, hours of work, equality, discipline, grievance, bullying/harassment, sexual harassment, redundancy and data protection	Threat of legal action. Referral to third party Loss of reputation Low employee morale	Low →	Medium →	Treat	Compliance Officer. Communicate and enforce Service policy.	Regularly review procedures. Monitor legislation / regulations	Very Low →	Medium →	Dyas M HOD's	Ongoing
39	Human Resources	Failure to gain agreement to new Conditions of Employment/ Working Agreements	Industrial unrest Withdrawal of labour / work to rule	Very High →	High →	Treat	ER strategy. Realistic, proactive initiatives. Continue to operate existing agreements.	Consultation and communications with employee groups. Proactive approach Referral to third parties	High →	High →	Dyas M	Ongoing

## Category ICT

45	ICT	Server Failure	Loss of Business Continuity Loss of Confidential Information Data Corruption File Sytem Corruption	Low →	High →	Treat	Server Virtualisation Comprehensive H/W Maintenance Contracts Hardware Redundancy (RAID 5) Backup Policy. Disaster Recovery Plan	Monitor	Very Low →	High →	Burke J	Ongoing
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47	ICT	Theft or loss of ICT data/assets	Loss of Service Assets/Data Replacement Cost Licensing Infringements Personal data in public domain Reputation	Medium →	High →	Treat	ICT Security Policy Maintain H/W S/W Register Access Control Systems Utilise Audit S/W Laptop Encryption CCTV SIRO/IAO's Monitor alarm system	Monitor	Low →	Medium →	Burke J	Ongoing
48	ICT	Abuse/misuse of internet Abuse/misuse of e-mail	Bring CIL into disrepute	Medium →	High →	Treat	ICT Policy E-mail disclaimer Content filtering Monitor usage Employee Awareness	Monitor	Low →	High →	Burke J HOD's	Ongoing
49	ICT	Data security and integrity	Prosecution Defamation of character Poor decision making Loss of reputation	High →	High →	Treat	ICT Policy Appropriate user privileges Audit trails Employee Monitoring Employee Awareness Encryption SIRO/IAO's	Monitor	Low →	Medium →	Burke J	Ongoing
50	ICT	Fire/Flood damage to Data Centres	Loss of equipment Loss of data Disruption to delivery of IT services Business Continuity	High →	Very High →	Treat	Fire suppression system Back up data centre Off-site backups ICT Policy Disaster Recovery and Business Continuity Plan Server Virtualisation Monitor alarm system	Monitor Maintain building security contracts	Low →	High →	Burke J Doyle S	Ongoing

ID	Category	Risk Details	Consequences	Likelihood (Prior)	Impact (Prior)	Response	Control	Action	Likelihood (Post)	Impact (Post)	Responsible	Comment
51	ICT	Systems (software failure)	Loss/corruption of data Service disruption Inability to carry out critical functions	Medium →	High →	Treat	Virtualisation Regular systems 'health check' Maintenance and support agreements Backups/restores ICT Policy DR Plan SAN's Archiving solution	Monitor archiving solution	Very Low →	High →	Burke J	Ongoing
52	ICT	Backup failure	Loss of data Service disruption	Medium →	High →	Treat	Daily backup cycle (full backup nightly) Random restores Insurance Ghost Backups Vranger Backups SAN's Archiving solution	Archiving solution	Very Low →	High →	Burke J	Ongoing
53	ICT	Non-performance of contractors Poor quality product Late delivery/poor service	Project delay Additional cost Legal action	Medium →	Medium →	Treat	Maintenance contracts Project planning	Monitor	Low →	Medium →	Burke J	Ongoing
54	ICT	Communications blackout Service Provider Collapse	Failure to communicate (voice or data)	Low →	Very High →	Treat	Alternative suppliers	Monitor	Very Low →	High →	Burke J	Ongoing
<b>Category Operations</b>												
55	Operations	Collapse of major hardware /software vendor	Hardware/software compatibility Migration of data to other systems Business continuity	Low →	Medium →	Treat	Server Virtualisation Use reputable well established companies	Monitor	Very Low ↓	Medium →	Burke J	Ongoing

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57	Operations	Hazard marked but out of service (casualty)	Potential marine accident	Medium →	High →	Treat	Comply with IALA availability recommendations Monitoring Standby Systems Radio nav. warnings Insurance	Effective maintenance Maintain lowest practicable MTTR	Low →	Medium →	Doyle S	Ongoing
58	Operations	Floating AtoN out of position	Potential accidents	Medium →	High →	Treat	Maintain high standard of moorings design & maintenance Monitor component wear trends Position monitoring AIS monitoring Insurance	Review monitoring and mooring design Radio Nav. Warnings Increase AtoN position monitoring	Low →	High →	O'Higgins K Doyle S	Ongoing
59	Operations	Local Lighthouse and other Authorities hazards not correctly marked or AtoN missing etc	Potential accidents	Medium →	Medium →	Treat	Programme of Local Inspection and Audit Insurance ATON system	Inspection Intervention	Low →	Medium →	O'Higgins K	Ongoing
60	Operations	No radio nav. warning	Potential accidents	Low →	Very High →	Treat	The procedures for AtoN service and issue of RNWs	Monitor	Low →	Very High →	O'Higgins K	Ongoing
61	Operations	AtoN not available	Potential accidents	Medium →	Medium →	Treat	IALA Standards Standby Systems Monitoring Radio nav. warning Insurance	Effective maintenance	Low →	Medium →	Doyle S	Ongoing
62	Operations	Non/poor performance of extraneous contract	Loss of reputation Litigation and financial loss Loss of business potential	Low →	Medium →	Treat	Internal controls Performance Standards Insurance	Review and Monitor	Low →	Medium →	O'Higgins K Doyle S	Ongoing

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63	Operations	Failure of AtoN AtoN exhibit incorrect characteristics	Potential Marine Accident	Medium →	High →	Treat	Training Monitoring Quality Assurance procedures Planning Preventative maintenance Insurance	Effect repairs Improve technical solutions Radio Navigation Warnings Notice to Mariners	Low →	High →	Doyle S	Ongoing
64	Operations	SAR helicopter crash at CIL helibases	Injury Death Consequential loss	Low →	Very High →	Treat	Heli Ops Manual Training procedures Insurance Business Continuity Plan	Continuous review process. Independent safety audit regime Review operation with Helicopter Contractors	Very Low →	Very High →	O'Higgins K	Ongoing
65	Operations	Inadequate provision of general AtoNs	Potential accidents Consequential loss	Low →	High →	Treat	Procedures Continuous nav. reviews IMS lighthouse inspections JNRP AIS Traffic intelligence analysis Navigational Risk Assessment.	Continuous review of AtoNs	Very Low →	High →	O'Higgins K	Ongoing
66	Operations	Boating accidents	Injury Death Claims	Medium →	Very High →	Treat	Training/Procedures ISM Code Local boats policy Insurance Business Continuity Plan	Continuous review	Low →	Very High →	O'Higgins K	Ongoing
67	Operations	Personal accidents Falls at helipad Tail rotor injuries Underslinging	Injury Death Claims	Medium →	Very High →	Treat	Training/Awareness Insurance Business Continuity Plan Incident Reporting	Helicopter manual Workshops and training	Low →	Very High →	O'Higgins K	Ongoing

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68	Operations	Personal accident – (including third party) Falls, gangway, ladders, masts	Injury Death Claims	High →	Very High →	Treat	Training/Procedures Insurance Business Continuity Plan Safety Inspections Safety Systems Safety Management System Incident Reporting	Training Risk Assessments	Medium →	Very High →	Ruttle S HOD's	Ongoing
69	Operations	Ship grounding, sinking, fire, collision, oil pollution including third party incident	Injury Death Claims Loss of ship facility	Medium →	Very High →	Treat	Training procedures ISM Code Internal Ship Audits Business Continuity Plan Sister GLA Ship Cover Insurance	Monitor controls	Low →	Very High →	O'Higgins K	Ongoing
70	Operations	Contract helicopter crash	Injury Death	Low →	Very High →	Treat	Training procedures Helicopter manual Business Continuity Plan Independent Audit by Aviation Consultant Use modern helicopter Validate insurance	Ongoing review of procedures	Very Low →	Very High →	O'Higgins K	Ongoing
71	Operations	Non-compliance with legislation (building regs./safety regs. etc.)	Prosecution Loss of reputation Cost of correction Time delays to projects	Medium →	High →	Treat	Current procedures Design specification Risk assessment Construction regs./CDM Insurance Statutory records Training	Monitor Review procedures	Low →	High →	Doyle S	Ongoing
72	Operations	Design fault Lack of management control Non-adherence to specification Lack of quality control	Risk of accidents Project delay/added cost Reputation Asset impairment Lack of standardisation	Medium →	High →	Treat	Project specification Design review Insurance Risk assessment	Monitor	Low →	High →	Doyle S	Ongoing

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73	Operations	Failure of monitor centre staff to react in correct fashion leading to a casualty	Potential Marine Accident	Medium →	Very High →	Treat	Continuous review and training Business Continuity Plan Insurance	Monitor TSO performance Develop new AIS monitoring procedures	Low →	Very High →	Doyle S O'Higgins K	03 2012
75	Operations	Monitor Centre: Total failure of monitor centre	Lack of monitoring Loss of control	Medium →	Medium →	Treat	TH OPC SLA Training Standby procedures Back ups Business Continuity Plan	Periodic exercise and review of Business Continuity Plan Draw up RCMS SLA	Very Low →	Medium →	Doyle S	03 2012
76	Operations	Failure to carry out annual Board inspection of CIL AtoN	Fall in CIL standards Failure of AtoN Ineffective maintenance No Board level contact with LLAs	Low →	High →	Treat	Planning Preventative maintenance Working Inspection Audit Procedure	Programme inspections	Very Low →	Medium →	Doyle S O'Higgins K	Ongoing
77	Operations	Stores/parts/materials not available	AtoN not repaired Ship unable to sail Loss of productivity	Medium →	High →	Treat	Spares levels Inventory control	Monitor	Low →	High →	Doyle S	Ongoing
78	Operations	Non-performance of contractors Poor quality product Late delivery Poor service	Project delay Additional cost Legal action	Medium →	Medium →	Treat	Specification Management control Insurance	Dismiss Contractor or Improve contract terms and supervision	Low →	Medium →	Doyle S	Ongoing
86	Operations	Accident To ILV Granuaile when on charter work	Injury Death Claim for non performance Non performance of statutory duties	Medium →	Very High →	Treat	Training Procedures ISM Codes/Audits Emergency Plans Sister GLA Cover Insurance Interface Procedures	Monitor Controls Risk assessments	Low →	High →	O'Higgins K	Ongoing

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88	Operations	CIL DL Building facilities unsatisfactory	Reduced efficiency Morale low	Medium →	Medium →	Treat	Work with Design Team Quality assurance Maintenance procedures Maintenance contracts	Regular reviews Complete snagging	Low →	Low →	HOD's Doyle S	12 2011
91	Operations	Inappropriate Commercial Activities	Risk exposure Ultra vires Loss of reputation	Low →	Medium →	Treat	Review risks for each contract	Monitor	Very Low →	Medium →	O'Higgins K Dyas M	Ongoing
92	Operations	Commercial Activities (Ship only)	Non payment Lost Income through loss of contract Inability to carry out statutory functions Damage to ship's equipment during contract work	Medium →	High →	Treat	Supplytime Charter Party agreement. Advance deposits Risk assessments prior to commencement of contract Well maintained equipment Stakeholders approval	Monitor	Medium →	High →	O'Higgins K	Ongoing
98	Operations	Lack of independent power supply for Data Centres	Loss of data Service disruption Business continuity	Low →	Medium →	Treat	Invoke Business Continuity Plan	Test plan for emergency supply to Administration building.	Low →	Very Low →	Doyle S	03 2012
99	Operations	Loss of 24/7 Monitoring	Reduced AtoN availability Reduced AtoN monitoring Potential marine accident IR issues	High →	High →	Treat	Alternative local monitoring arrangements TH OPC SLA Systems redundancy	Update Monitoring Strategy Set up TH OPC SLA	Medium ↓	Low →	Doyle S	08 2011

## Category Strategic



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79	Strategic	Flawed Corporate Plan	Inadequate AtoNs Poor administration Ministerial sanction/dismissal Loss of reputation	Low →	Medium →	Treat	Board DFT DoT LAC Corporate Governance review Annual Risk review JSB	Review Corporate planning process	Very Low →	Medium →	Board Ruttle S	11 2011
80	Strategic	Coastal erosion	AtoN destruction	Medium ↑	High →	Treat	Defences	Eng. Inspections	Low ↑	High →	Doyle S	Ongoing
81	Strategic	Outdated/bad engineering policies	Uneconomic AtoN system Unreliable AtoN system/marine accidents Environmental pollution	Low →	High →	Treat	GLA and R & R Nav IALA standards Training	GLA Committees CIL reps at IALA R & R Nav plan	Very Low →	High →	Doyle S	Ongoing
82	Strategic	Failure to comply with key legislative requirements	Legal action Government sanction Board held responsible Loss of reputation Financial loss	Low →	Medium →	Treat	Assigned management responsibilities/duties Regulations/procedures/ Audit	Monitor legislation	Very Low →	Medium →	Ruttle S HOD's	Ongoing
83	Strategic	Failure to mark a dangerous wreck or to mark incorrectly	Loss of life Financial loss Sea pollution Loss of reputation Legal action	Medium →	Very High →	Treat	Maintain coastal intelligence Procedures RNWs Business Continuity Plan Close liaison with MSO and IRCG/MCA Insurance AIS AtoN	Surveys Deploy emergency wreck marking buoy Deploy virtual AIS AtoNs	Low →	Very High →	O'Higgins K Doyle S	Ongoing
84	Strategic	Failure to mark a potentially dangerous hazard	Loss of life Financial loss Sea pollution Creation of a wreck situation Loss of reputation	Medium →	Very High →	Treat	Insurance cover Review hazards/risks User group consultation Business Continuity Plan 5 yearly AtoN review JNRP	Implement AtoN review review RNWs	Low →	Very High →	O'Higgins K	Ongoing

ID	Category	Risk Details	Consequences	Likelihood (Prior)	Impact (Prior)	Response	Control	Action	Likelihood (Post)	Impact (Post)	Responsible	Comment
85	Strategic	Failure to adopt technology change	Poor level of service Obsolete technology Maintenance difficulties Additional costs	Low →	High →	Treat	Regular review Forward planning IALA R & R Nav Vendor developments	Liaise with R & R Nav Forward plan Liaise with vendors	Very Low →	Medium →	Doyle S	Ongoing
90	Strategic	Incorrect implementation of eNavigation	Loss of user confidence Inappropriate investment Incorrect service provision	High →	Medium →	Treat	R&R Nav IALA GLA Committees IMO policy	Participate in eNav policy groups Implement IMO policy Promote resilient PNT	Low →	Low →	Ruttle S	Ongoing
*100	Strategic	Unsatisfactory implementation of new Management Structure	Uneconomic AtoN provision Failure to meet CIL obligations Loss of reputation	Medium ↑	High ↑	Treat	Implementation Plan Board IR Procedures Work handover process	Ensure realistic work assignments Consultation and communications with employees	Low ↑	High ↑	Ruttle S	03 2012