

# A430 LLANTHONY ROAD RISK REGISTER

21st June 2017 - Produced by Rae Suemul  
 22nd June 2017 - Reviewed and revised following meeting with Sally Coates, Chris Riley and Rae Suemul  
 07th July 2017 - Reviewed and revised by Rob Barnes & Natalie Ewing  
 17th July 2017 - Updated by Rae Suemul  
 02nd Aug 2017 - Updated by Haydn Collier & Rae Suemul  
 04th Sept 2017 - Updated by Rae Suemul

## Gloucester South West Bypass (Llanthony Road) Widening

New Ref	Date Added	Risk Description	IR Likelihood	IR Impact	IR Risk Score	Current controls in place	RR Likelihood	RR Impact	RR Risk Score	Direction of Travel	Risk Owner	Date Reviewed	Timescale	Latest Period Comments	Consequences	Min Event	Min Cost (£1000)	Expected Event	Expected Cost (£1000)	Max Event	Max Cost (£1000)	Risk Status
<b>1. Strategic/Political/Policy</b>																						
A1.1	21/06/2017	Scheme clashes with other projects in the vicinity leading to delays due to network occupancy e.g. Housing developments	2	4	8	Staff involved from GCC and Amey are also part of the Major Projects Board, which review all schemes, and so early highlighting of issues is planned. Provisional roadspace booking in place.	1	4	4	Remains the same ↔	Rae Suemul	17/07/2017	Medium	Ongoing monitoring of plans for local developments including the football ground, hotel and Abbey	Excessive congestion, reputational damage. Delays to scheme	No change, conflicts resolved	0	Minor amendments to scheme	15	Abortive construction works requiring further cons works	50	Open
A1.2	21/06/2017	Local GCC Member(s), councillors or public oppose scheme, or alter scheme design/dilute benefits	3	4	12	GCC and Amey PM have consulted with members to review feasibility plans. Comments considered and implemented where possible. Comms plan is in place	2	4	8	Decreased ↓	Chris Riley	17/07/2017	Short	GCC PM to maintain regular contact. Local member has not indicated lack of support. Cabinet approval (01st Feb 17) to underwrite LEP funds in interim, commence design and commence land purchase.	Reputational damage, delays and costs due to scheme changes or scheme cancelled	No changes required to scheme	0	Minor changes to scheme design	10	Delay of 2 months and more significant changes to design	50	Open
<b>2. Economic/financial/management</b>																						
A2.1	21/06/2017	The capital costs of the scheme increase as a result of factors uncovered at preparatory surveys and detailed design stages. Eg. Possible asbestos in existing buildings	5	4	20	The scheme estimates utilises historic estimates from GCC AMPS team. Surveys to be arranged by AMPS team asap and scheme costs to be reviewed again prior to final FBC submission.	5	3	15	Remains the same ↔	Rae Suemul	22/06/2017	Medium	Regular meetings with John Kulasek team chaired by RaeS. Scheme cost estimate to be updated for final FBC submission based on preliminary design drawings.	GCC has to find additional funding to cover cost overruns.	No changes required to scheme	0	Covered by specific risks elsewhere in these assessments	190	Unassessed risks realised	1000	Open
A2.2	21/06/2017	The tender prices received from the contractors exceed the available budget to demolish buildings and or to construct the highways scheme.	3	4	12	The scheme cost estimate will be regularly reviewed, as detailed design drawings are completed, to ensure adequate allowances for contingencies and risk. Procurement strategy to be developed and agreed.	3	4	12	Remains the same ↔	Chris Riley	22/06/2017	Medium	Design ongoing, cost estimate updated prior to final FBC submission and after completion of detailed design (post FBC approval).	GCC would have to find additional funding to cover cost overruns.	Tender price within budget/risk allowance	0	Contractor's price is negotiated to acceptable level	190	Contractor's price to existing design exceeds reported value	1000	Open
A2.3	21/06/2017	LEP failure to reimburse scheme development costs (i.e. if scheme does not achieve approval of Full Business Case the costs incurred prior to this would be GCC's liability).	3	4	12	Develop robust Full Business Case to secure funds. Cabinet approval (01st Feb 17) to underwrite LEP funds in interim and commence land purchase.	2	4	8	Remains the same ↔	Chris Riley	17/07/2017	Medium	early liason with LEP regarding FBC content. LEP money will not be issued to GCC until the FBC has been approved. Earliest funds release is 2018/19.	Scheme cancellation or GCC have to find additional funding	No issues	0	No issues	0	LEP do not reimburse costs	500	Open
A2.4	22/06/2017	Current land valuation proves insufficient.	3	4	12	Early enagement of AMPS team to commence negotiations and arrange surveys of properties.	3	4	12	Remains the same ↔	Chris Riley	17/07/2017	Short	AMPS team have contacted property owners and commenced negotiations.	Requirement for additional funds	Funds sufficient	0	Funds sufficient	0	Additional funds required	500	Open
<b>3. Statutory Process/Legal/Land acquisition</b>																						
A3.1	21/06/2017	Requirement to CPO land required for widening and working space purposes.	4	3	12	Early engagement with property owners; this was been delayed by 2017 election Purdah period. RaeS chairing regular meetings with AMPs team. Full extent of land required is to be verified by design team and structural engineers.	3	3	9	Remains the same ↔	Chris Riley/John Kulasek	17/07/2017	Medium	Contact has been made (by RaeS and JohnK) with owner of City Business Centre and he is fully co-operative. JohnK in contact with other property owners.	delay to scheme, reputational damage	No need for CPO	0	TBC	0	6 months delay & legal costs	200	Open
A3.2	21/06/2017	Planning permission is refused due to contradiction with planning policy.	2	3	6	Planning permission to be dealt by AMPS team.	2	3	6	Remains the same ↔	Chris Riley/John Kulasek	17/07/2017	Medium	AMPS team to lead on planning issues.	delay to scheme, reputational damage	Smoth process	0	Smoth process	0	6 months delay & legal costs	100	Open
A3.3	21/06/2017	Judicial review of processes evoked. Eg. Questions over S106 agreements	3	4	12	Robust consultation strategy ongoing. Ensure correct procedures being followed.	3	4	12	Remains the same ↔	Chris Riley	17/07/2017	Medium		delay to scheme, reputational damage	No JR	0	No JR	0	6 months delay & legal costs	150	Open
A3.4	21/06/2017	Requirement for additional 3rd party land purchase identified as a result of change of design at detailed design stages.	3	5	15	Review of scheme design against highway boundary plans. Identify worst case scenario when design optioneering.	2	5	10	Decreased ↓	Rae Suemul	17/07/2017	Medium	Review of scheme design against highway boundary plans. Take on board commenst from Road Safety Audit and Public Shares.	Delay to scheme, additional costs	No land required	0	Any changes within highway boundary	20	6 months delay & legal costs	250	Open

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A3.5	18/07/2017	Exact details and cost of required utility diversions are currently not finalised. Cost of diversions could be higher than expected.	4	5	20	Initial C3 preliminary cost estimates received from utility companies. Further discussion and review taken place with utility companies. Utility costs included within scheme budget and risk allocation. Following FBC approval undertake trial pits where necessary and obtain C4 costs estimates to identify exact costs.	3	5	15	Remains the same ↔	Rae Suemul / Lee Masters	18/07/2017	Medium		Delay to scheme, additional costs.  Additional funding required from GCC or scheme de-scoped.	No additional diversions	0	Minor additional diversions	40	Major additional diversions	500	Open
A3.6	04/09/2017	Failure to secure Listed Building consent for works adjacent to the Priory Wall	4	4	16	The proposed works will not directly affect the wall. The scheme improves current situation by widening the footway and moving the carriage way further away from the wall.  Meetings have been held with Historic England and have been positive with suggested mitigation regarding re-locating existing lighting columns.	2	4	8	Decreased ↓	Rae Suemul / Lee Masters		Long	GCC Conservation officer has been consulted and Listed Building consent may not be necessary for the proposed works.  Further discussions to be held.	Delay to scheme, additional costs.  Additional funding required from GCC or scheme de-scoped.	No requirement for Listed Building consent	0	Building Consent requirements included within detailed design	0	Listed Building Consent conditions impact on proposed works and/or methodology.	50	Open

#### 4. Design/technical/preparatory works

A4.1	21/06/2017	Exact details of stats locations and required diversions are not known. Trial pits may be required in advance to provide utility companies info in order to calc an accurate cost for diversion works.	4	3	12	Obtain C3 stats estimates.  Following FBC approval obtain C4 estimates and undertake trial pits where deemed necessary	4	3	12	Remains the same ↔	Rae Suemul/Lee Masters	17/07/2017	Medium	C3 estimates requested from utility companies	Additional diversion costs	No additional diversions	0	Minor additional diversions	40	Major additional diversions	150	Open
A4.2	21/06/2017	Design changes as a result of stakeholder engagement or other schemes / developments.	3	4	12	Liaison with GCC strategic planning team.	3	4	12	Remains the same ↔	Chris Riley/Rae Suemul	17/07/2017	Medium		Late changes to design. Reputational damage. Abortive works.	No changes	0	Minor amendments	5	Junction redesign	25	Open
A4.3	21/06/2017	Unfavourable Road Safety Audit response causes design changes	3	3	9	RSA Stage 1 undertaken and comments will be addressed.	2	3	6	Decreased ↓	Haydn Collier/Lee Masters	17/07/2017	Medium	RSA 1 received 17th July 17 and comment mirrored those from Public shares.	Amendments required to design. Delays / additional costs	No changes	0	Minor amendments	15	Major design changes necessary / 3 month delay	100	Open
A4.4	21/06/2017	Delays incurred during detailed design.	3	3	9	Early programming of surveys (cores, environmental, ground investigations etc). Detailed design programme developed.	3	3	9	Remains the same ↔	Rae Suemul	17/07/2017	Medium	Detailed design programme developed.	Delays to start of construction and additional design costs	No Delay	0	1 month delay	20	3 month delay	50	Open
A4.5	22/06/2017	Change to GCC Highways service provider in 2019	3	4	12	GCC PM working closely with current provider and will provide continuity	3	3	9	Decreased ↓	Chris Riley	17/07/2017	Long		Disruption to progress whilst new Service provider takes over.	No Delay	0	2 month delay	0	4 months delay	50	Open
A4.6	07/07/2017	Building Demolition feasibility options exceed the budget allocated.	3	5	15	Structural engineer report to provide advice on property demolition to allow for the widening of the road.	3	4	12	Decreased ↓	Rob Barnes	17/07/2017	Medium	Structural surveyor has requested internal dimensional survey to verify which supporting members will be affected.	The whole busines unit may need to be demolished.	No Delay	0	Partial demolition	48	Whole Unit to be demolished	300	Open
A4.7	18/07/2017	Unfavourable Road Safety Audit response causes design changes	3	3	9	RSA Stage 1 requested prior to final FBC submission.	2	3	6	Remains the same ↔	Lee Masters	18/07/2017	Medium	RSA 1 comments received on 17th July 17 and will be addressed as part of detailed design.	RSA 1 coments will be addressed as part of detailed design.	No changes	0	Minor amendments	10	Major design changes necessary / 3 month delay	100	Open

#### 5. Environmental

A5.1	21/06/2017	Environmental investigations reveal the presence of protected and / or invasive species on the site since the initial survey, leading to changes in design and additional mitigation.	3	3	9	Environmental desk top assessment. The current cost estimate makes an allowance for risks to cover the potential for additional environmental mitigation measures - covering drainage, ecology, archaeology, air quality, noise, landscape etc.	3	3	9	Remains the same ↔	Helen North & GCC AMPs team	17/07/2017	Medium	Environmental requirements have been assessed within the FBC.	Additional scheme costs	None	0	minor delay to programme	10	Minor delay to scheme programme and additional measures	75	Open
A5.2	21/06/2017	Works delayed for bird nesting season.	3	3	9	If programme aligns with bird nesting season; conduct all site clearance works prior to the nesting . Or ensure an Ecologist inspects all trees and hedgerows prior to removal	2	3	6	Remains the same ↔	Rae Suemul	17/07/2017	Medium	Review progamme and manage tree/hedgerow removal based on that programme	Trees need to be removed during nesting season need to be inspected by ecologist prior to removal thereby incurring additional cost	Does not occur	0	Does not occur	0	Trees not removed prior to nesting season need inspecting	20	Open
A5.3	21/06/2017	Requirement for noise protection measures identified. (For Buidings or Roads Contracts)	3	3	9	Desktop noise based assessment completed. Costs for possible mitigations allowed for in costed risk register	3	3	9	Remains the same ↔	Helen North & GCC AMPs team	17/07/2017	Medium	Desk top assessment within FBC.	Additional cost and delays to scheme.	Not required	0	Some minor work required	20	Major works necessary	50	Open
A5.4	21/06/2017	Part One Claims - claims arising from noise, pollution 12 months after the scheme opening.	2	3	6	Desktop based noise assessment completed. Review requirement for further noise and AQ assessments undertaken post scheme opening (1 year).	2	3	6	Remains the same ↔	Helen North	17/07/2017	Medium		Some possible claims	No claims	0	Some minor claims	10	Some minor claims	50	Operational

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A5.5	07/07/2017	Archeology findings impacted by works.	4	4	16	Confirm Archeology interest and design works to suit. Appoint a consultant to carry out survey and advise.	3	4	12	Decreased ↓	Rob Barnes	17/07/2017	Medium	GCC archeologist, Charles Parry has advised the risk is low, on the site at Llanthony Road. Even though property is opposite a major archeological point of interest.	If Archeology is found on the site. This could have an impact on budget and programme.	No delay	0	Site cleared on archeological findings	20	Major archeological findings	300	Open
A5.6	07/07/2017	Land contamination	5	3	15	Land contamination survey to identify materials and propose mitigation measures.	2	3	6	Remains the same ↔	Rob Barnes	17/07/2017	Medium	Land contamination survey to be undertaken	If land contamination is found, this will have an impact on the future development of the site.	No Delay	0	Minor changes	1	2 month delay	5	Open
A5.7	02/08/2017	Bat's in Buildings.	3	4	12	Initial survey considers the building to have <u>low</u> potential for bat roosting. This will require a further single dusk emergence or dawn re-entry survey with four surveyors (covering each aspect of the building) to be completed between May and September during the year in which the demolition works are to commence.	2	3	6	Decreased ↓	Rob Barnes	02/08/2017	Medium	Presence of bats remains a risk to the scheme. Further surveys are to be programmed to suit the proposed demolition dates; which are not yet confirmed.	If bats are found; they will need to be relocated prior to works commencing.  Carrying out these bat surveys to far ahead of the works would require them to be done again.	No Delay	0	No Delay	0	2 month delay	5	Open
<b>6. Stakeholder Management/Consultation</b>																						
A6.1	21/06/2017	Ineffective share event and/or comms strategy.	3	3	9	Ensure early consultation with stakeholders. Developed a communication plan to engage with the public and key stakeholders.	2	3	6	Remains the same ↔	Rae Suemul	17/07/2017	Medium	Comms team involvement at early stage. Purdah having impact on consultations.  Public Share events on 5th & 11th July 2017. Good support for scheme.	Increased resource to deal with public	Does not occur	0	Existing resource adequate	0	High cost for extra additional staff resource for complaints	10	Open
A6.2	21/06/2017	Local stakeholders do not support the scheme	3	3	9	Ongoing engagement with business owners and other stakeholders. Consultation was restricted by 2017 elections Purdah period. Public share events in July 2017 were successful.	2	3	6	Decreased ↓	Chris Riley	17/07/2017	Short	GCC AMPS team to setup meetings with businesses following purdah.	Reputational damage	No changes required to scheme	0	Minor changes included within scheme	10	Delay and redesign in order to gain support	150	Open
<b>7. Procurement</b>																						
A7.1	22/06/2017	Buildings works requiring very different skill sets from Highways works. Increasing the risk of poor performance.	4	4	16	Separate contracts to be prepared for Building works and Highways works.	1	2	2	Decreased ↓	Rae Suemul	17/07/2017	Medium	Amey are meeting with GCC AMPS team to ensure co-ordination of interface between the two contracts	Delay, reputational damage if better alternatives are proposed.	No interface issues	0	Minor interface issues	15	Significant impact from one contract to the next	100	Open
A7.2	07/07/2017	Delays in appointing a main Building Contractor for the demolition works. Reduced procurement lead time.	1	3	3	Appoint a GCC framework contractor as a Direct allocation, managed on a rotation basis.	1	1	1	Decreased ↓	Rob Barnes	18/07/2017	Medium	Existing framework will be renewed July 2019	If the framework is not renewed. Procurement process could increase by 3-4 months.	Does not occur	0	4 month delay	5	additional procurement costs.	30	Open
<b>8. Construction</b>																						
A8.1	21/06/2017	Scheme is not started in the timescales expected by LEP, 2022 deadline.	3	4	12	LEP updated on current programme in line with LEP budget availability. Regular programme reviews with Major Projects Board and with the LEP.	1	4	4	Decreased ↓	Rae Suemul	18/07/2017	Medium	Cabinet approval (01st Feb 17) to underwrite LEP funds in interim has allowed commencement of surveys, detailed design and land purchase.	Delay of LEP spend. Delay of construction of other projects, reputational damage.	Delivered in line with current timescale	0	Delivered in line with current timescale	0	6 month delay	500	Open
A8.2	21/06/2017	Excessive construction noise leading to complaints.	3	3	9	Determine works to be carried out at night. Look at alternative proposals and do work during daytime. Liaison with residents.	3	3	9	Remains the same ↔	Rae Suemul	18/07/2017	Medium	FBC assessment of noise effects will be reflected in detailed design.	Change in construction methodology. Complaints and negative publicity.	Not Significant	0	Not significant	0	Road Closure	10	Open
A8.3	21/06/2017	Excessive traffic delays on Glos SW Bypass.	3	4	12	Traffic management proposal to be developed.	3	4	12	Remains the same ↔	Rae Suemul	18/07/2017	Medium	Traffic management proposal to be developed.	Significant traffic delays, negative publicity	Traffic delays acceptable	0	Minor expected delays at peak times	0	Significant delays leads to change of traffic management	50	Open
<b>9. Operations &amp; Maintenance</b>																						
A9.1	22/06/2017	Existing Signals at St Ann junction are not operating effectively. These problems may continue into the scheme.	3	3	9	Phil Cameron to investigate and resolve the issue.	2	2	4	Decreased ↓	Phil Cameron	18/07/2017	Medium	Modelling shows improvement to journey times.	Reputational damage. Further measures to improve traffic delays	No significant issues	0	No significant issues	0	Cost of revising layouts	100	Open