

WEST CHELTENHAM WALKING AND CYCLING IMPROVEMENTS - FBC RISK REGISTER

New Ref	Date Added	Risk Description	LR Likelihood	LR Impact	LR Risk Score	Current controls in place	RR Likelihood	RR Impact	RR Risk Score	Direction of Travel	Risk Owner	Latest Period Comments	Consequences	Minimum Event	Expected Event	Maximum Event	Risk Status	Further Actions Required	FA Due	FA & Risk Status Comments	FA Owner
1. Strategic / Political / Policy																					
1.1	10/03/2020	Scheme clashes with HE projects, other GCC projects or other phases of the scheme leading to delays due to network occupancy or a failure to start of scheme.	3	4	12	Ongoing liaison between GCC / Atkins and HE. Road space booked. Travel plan work to be completed.	2	4	8	Down	Consultant Project Manager	Travel plan developed, press releases and online share events completed.	Excessive congestion, reputational damage. Delays to scheme	No change, conflicts resolved	Minor amendments to scheme programme	Significant delays to scheme / other scheme	Open	Review HE programmes to minimise conflict. Continue to liaise with and provide updates to other.	Ongoing	On Target	
1.2	10/03/2020	Change in political support for the scheme. Local GCC Member(s), councillors or public oppose scheme, or alter scheme design / dilute benefits.	3	4	12	Regular briefing notes for MPs, Councillors and GCC members will update them on scheme development.	2	4	8	Down	GCC Project Manager/GCC Comms Team	Changing political climate as a result of COVID-19 may impact decisions	Scheme delay	No impact	Minor changes	Delay and significant amendments	Open	GCC to continue political updates and briefings	Ongoing	On Target	GCC Project Manager/GCC Comms Team
1.3	20/02/2020	Local stakeholders (environmental groups, residents, businesses, cycle groups) do not support the scheme and additional consultation and input required.	4	3	12	Engagement with stakeholders at share events. Further consultation with non-motorised users via WCHAR consultation. Feedback to be reviewed during detailed design. Consultation with Cycle User Groups	3	3	9	Down	GCC Project Manager	Feedback from Stakeholder meetings reviewed and included where possible. Further engagement on additional routes taking place	Delays and additional costs. Reputational damage	No changes required to scheme	Minor changes included within scheme	Delay and redesign in order to gain support	Open	Further liaison with stakeholders during design phases	Ongoing	Behind Target	GCC Project Manager
1.4	10/03/2020	Scheme delay or cancellation due to government decision in respect to the spread of COVID-19	4	4	16	Monitoring of government decisions and GCC policy.	4	4	16	Static	GCC & Consultant Project Manager	GCC / Atkins contingency plans in place and under constant review	Programme delay, risk to funding	No impact	Minimum measurements (i.e. working from home), minor delays	Close down, delay to FBC approval, 6 month delay, scheme cancellation	Open	Monitor and respond to guidance. Contingency planning	Ongoing	On Target	GCC & Consultant Project Manager
2. Economic / financial / management																					
2.1	10/03/2020	Low number of tender submissions received which increases risk of higher price	2	5	10	Advanced warning of tender given to market. Adequate time provided to contractors to price works. Familiar tendering format from other GCC schemes.	2	5	10	Static	Consultant Project Manager		Increase in tender price. Delay to scheme if value engineering or amendments required	5+ contractors tender for the work, scheme within budget	<5 contractors tender for the work, scheme within budget	1-2 Contractors tender for work, scheme over budget	Open	Issue notice of tender to market. Ongoing discussions with Contractors	17/07/2020	On Target	Consultant Project Manager
2.2	20/02/2020	The tender prices received from the contractors exceed the available budget to construct the scheme.	3	4	12	Cost estimates to be updated throughout design phases. Risk allowance within budget figures.	3	4	12	Static	GCC Project Manager	Feasibility design costing complete for FBC.	GCC required to find additional funding. Value engineering exercise required to reduce costs.	Tender price within LEP budget available	Tender price within LEP budget available but uses some risk budget	Tender price over LEP budget	Open	Scheme budget estimate to be updated during detailed design.	30/06/2020	On Target	GCC Project Manager
2.3	20/02/2020	Full Business Case not approved by LEP due to scheme not delivering objectives. BCR not representing good value for money or fund required for other purpose (Eg. COVID-19)	3	5	15	Draft BCR methodology agreed in advance of FBC submission. BCR is within acceptable range. Draft of FBC reviewed by Aecom and comments addressed. Economic assessment updated to reflect latest advice.	2	5	10	Down	Consultant Project Manager		Funding not obtained and scheme not delivered. GCC do not recover costs spent developing the scheme to date.	FBC approved	FBC approved with amendments within budget	FBC not approved	Open	Address Aecom comments within final version of FBC.	08/05/2020	On Target	Consultant Project Manager
3. Statutory Process / Legal / Land Acquisition																					
3.1	25/02/2020	Land acquisition/dedication agreement process delays start of construction.	4	4	16	Obtained copies of GCC highway boundary plans and Land Registry Plans. Ongoing liaison with affected land owners.	4	3	12	Down	Consultant Project Manager		Delays to procurement if land agreements not in place. Change of design to avoid 3rd party land. Additional legal costs.	No delay	3 month delay	6 month delay	Open	Confirm affected land owners. GCC legal team to progress agreement with landowners.	Ongoing	On Target	Consultant Project Manager
3.3	25/02/2020	Additional land requiring acquisition or dedication identified during the design.	2	5	10	Changes of design to be monitored to highlight any changes	2	5	10	Static	Consultant Project Manager		Delays to scheme and changes of design. Route of a link has to be changed and re-routed.	No further landowners identified	No further landowners identified	Currently unknown landowner identified	Open	GCC legal team to progress agreement with landowners.	Ongoing	On Target	Consultant Project Manager
3.2	25/02/2020	Objections received during consultation for any traffic regulation orders required.	3	3	9	Design to identify all traffic orders required. Consultation with GCC and affected parties. Cycleway and crossing notices to be progressed.	3	3	9	Static	Consultant Project Manager		Delays. Scheme amendments.	No objections	Minor comments/suggestions	High number of objections/scheme delayed	Open	Identify all traffic orders and progress with GCC legal.	Ongoing	On Target	Consultant Project Manager
4. Design / Technical / Preparatory works																					
4.1	21/02/2020	Need for additional surveys identified during detailed design	4	3	12	Survey works completed during preliminary design phase. Review of design and surveys taken place. Any additional surveys to be highlighted and undertaken prior to end of design.	4	3	12	Static	Consultant Project Manager		Delay to completion of design	No further surveys required	Some additional surveys but complex within programme	Additional surveys delay design completion	Open	Review need for further surveys	30/04/2020	On Target	Consultant Project Manager
4.2	21/02/2020	The capital costs of the scheme increase as a result of factors uncovered at detailed design stage.	4	3	12	Cost estimate for scheme completed as part of feasibility design. FBC costings to include adequate risk and contingency.	4	2	8	Down	Consultant Project Manager	Feasibility design costing complete for FBC.	GCC required to fund any forecast overspend. If no further funding available, scope reduction/value engineering to take place.	Scheme remains within budget	Scheme within budget but requires risk allowance.	Increase in cost to be funded by GCC	Open	Scheme budget estimate to be updated during detailed design.	30/06/2020	On Target	Consultant Project Manager
4.3	21/02/2020	Design departures required not acceptable to GCC	2	4	8	Produced non-conformance report to highlight departures. Early liaison with GCC	2	4	8	Static	Consultant Project Manager		Delays to completion of design. Design changes. Additional cost	No departures	Some departures but authorised by GCC	Some departures not acceptable and signed off	Open	Review likely departures with GCC	30/04/2020	On Target	Consultant Project Manager
4.4	21/02/2020	Increase in scope of utility diversions creating longer programme and additional costs	3	4	12	All C2 utility plans requested. Progress to C3 budget requests and C4 final quotes as soon as possible.	3	4	12	Static	Consultant Project Manager	Nature of cycleway works minimises risk from cycleway works.	Increase in costs Design changes	Diversions within or less than budget	Diversions within budget	Diversions over budget	Open	C3 and C4 requests	30/05/2020	On Target	Consultant Project Manager

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4.5	21/02/2020	Delays during design or submitting Full Business Case (FBC) leads to late approval of FBC by LEP board	3	4	12	Ongoing liaison with FBC review Consultancy. First draft to be submitted to allow any issues to be identified early	3	4	12	Static	Consultant Project Manager		Delay to construction	Submitted on programme	Delayed submission but approved at LEP board meeting	Delayed to next LEP board meeting	Open	Submit FBC draft to Aecom	20/03/2020	On Target	Consultant Project Manager
4.6	21/02/2020	Unfavourable Road Safety Audit response causes design changes	2	3	6	RSA stage 1/2 to be applied for based on preliminary design	2	3	6	Static	Consultant Project Manager		Delay to design completion Additional design work	Favourable audit response	Favourable audit response with minor comments	Significant issues identified in audit	Open	Submit design for RSA 1/2	30/04/2020	On Target	Consultant Project Manager
4.7	10/03/2020	Site restrictions limit the quality/type of cycle provision along the routes	4	3	12	Feasibility design complete. Topographical surveys complete for most sections. Review of verge and space available complete.	4	3	12	Static	Consultant Project Manager		Inconsistency of route. Best in class facility not provided	No impact	Some amendments	Major amendments	Open	Progress preliminary design	30/04/2020	On Target	Consultant Project Manager
5. Environmental																					
5.1	21/02/2020	Judicial review of processes evoked. E.g. Questions over planning/consenting strategy	2	4	8	Cycle scheme on land within or adjacent to highway and does not require planning permission.	2	4	8	Static	GCC Project Manager	Consenting strategy for phases 3-4 ongoing separately.	Delay to scheme, reputational damage	No impact	No impact	6 months delay & legal costs	Open	Finalisation of consenting strategy	30/04/2020	Ahead of Target	GCC Project Manager
5.2	21/02/2020	Need for further environmental surveys identified during detailed design.	3	4	12	Desktop environmental scoping assessments completed. Environmental site walkover survey complete. Much of the area covered by scheme is same as WCTIS Ph3-4 scheme and so surveys can be shared. Review of surveys to confirm planning for further surveys.	3	4	12	Static	Consultant Project Manager		Delays to detailed design completion. Delays to construction. Additional cost.	No further surveys required	Some additional surveys	Further surveys/delays to programme	Open	Environmental team to review and complete surveys highlighted within detailed design.	30/06/2020	On Target	Environmental Team Leader
5.1	21/02/2020	Environmental investigations reveal the presence or risk of protected and/or invasive species (grey crested newts, Moor mice, Japanese Knotweed etc)	2	4	8	Desktop environmental scoping assessments completed. Environmental site walkover survey completed.	2	4	8	Static	Consultant Project Manager		Increase in cost for remedial works and/or delay to construction.	None	None	Additional mitigation and delay	Open	Environmental team to completed further surveys.		On Target	Environmental Team Leader
5.3	21/02/2020	Pre-site checks reveal the presence of protected or invasive species that has not previously been identified.	2	4	8	Environmental investigation to be completed	2	4	8	Static	Consultant Project Manager		Delay to construction Additional cost	No changes found	Minor changes but no impact on scheme	Delays and removal/mitigation required	Open	Complete environmental survey and highlight any risk areas where changes likely.	30/06/2020	On Target	Consultant Project Manager
5.4	21/02/2020	Private land owners will not allow access for the Environmentalist to check private ponds for newts	3	3	9	Contact land owners before start of surveys	3	3	9	Static	Consultant Project Manager	Unable to gain land access to complete pond survey	Unable to check private ponds for protected species. Additional protection required	No mitigation required	Some access not possible but managed with risk assessment and method statements	No access leads to mitigation requirements	Open	Attempt to gain access to residential ponds	30/06/2020	On Target	Consultant Project Manager
5.5	21/02/2020	Vegetation clearance works required after the beginning of bird nesting season.	3	3	9	Conduct all site clearance works prior to the nesting season or ensure an Ecologist inspects all trees and hedgerows prior to removal	2	3	6	Down	Consultant Project Manager	Review programme 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 and possible delay.	Does not occur	Does not occur advanced works completed	Trees not removed prior to nesting season need inspecting	Open	Arrange any advanced works required	30/09/2020	On Target	Consultant Project Manager
6. Stakeholder Management / Consultation																					
6.1	25/02/2020	Ineffective share event and/or comms strategy. Impact of COVID-19 reduces effectiveness of communications	4	3	12	Share events material provided online. Letters delivered regarding online material. GCC comms team issuing notices regarding WCTIS phase 1-2 scheme.	4	3	12	Static	GCC Project Manager		Views of public and stakeholders not received. Lack of support for scheme. Confusion regarding scope of scheme	No Changes	Amend strategy	Scheme delayed to allow for additional consultation	Open	Keep Councillors and stakeholders updated during detailed design.	Ongoing	On Target	GCC Project Manager
6.2	25/02/2020	Public support for the scheme changes and/or objections received to the links selected or the type of cycle facility	3	3	9	Public share events cancelled, so material posted online on the 17th March Event well publicised with posters, letter drop, twitter and Facebook information.	3	3	9	Static	Consultant Project Manager		Weakens the strength of the FBC submission. Risk of FBC not approved or GCC lack of support for a link. Redesign/change of links	Support	Some queries and concerns that can be addressed	Major objection	Open	Further correspondence with stakeholders during detailed design.	Ongoing	On Target	Consultant Project Manager
6.3	25/02/2020	Local stakeholders/landowners do not support some elements of the scheme	2	4	8	CBC fully supportive of scheme. Ongoing correspondence with key stakeholders.	2	4	8	Static	Project Manager		Objections to scheme. Delays to scheme. Change of routes to avoid space with issues.	No objections	Limited objections with minor amendments	Major objection with major amendments	Open	Further correspondence with stakeholders during detailed design.	Ongoing	On Target	Project Manager
7. Procurement																					
7.1	21/02/2020	Uncertainty around the political landscape (Brexit / Corona Virus) affecting the Construction market	3	4	12	Delayed decision should not affect procurement	3	4	12	Static	Consultant Project Manager		Low number of tenders High prices	High number of tenderers	Moderate number of tenderers, scheme slightly over budget	Low number of tenderers, very high price	Open	Continue to monitor. Ongoing liaison with supply chain	Ongoing	On Target	Consultant Project Manager
7.2	21/02/2020	Nature of transient cycle works/location/coordination with other schemes leads to reduced number of tender returns or higher than expected costs.	2	4	8	Supplier engagement notice to be issued in advance of tender. Ongoing liaison with Contractors	2	4	8	Static	Consultant Project Manager		GCC required to find additional funding. Scheme reduced in scope.	Tender price within LEP budget available	Tender price within LEP + GCC committed budget	Tender price over budget	Open	Issue PIN notice	Ongoing	On Target	Consultant Project Manager
7.3	21/02/2020	Change of procurement methodology (e.g. Deliver through Highways Term Maintenance Contractor).	2	4	8	Project currently lined up for Open Tender Procurement and budget costings allow for this.	2	4	8	Static	Consultant Project Manager		Delay to scheme if procurement methodology changed.	Alternative procurement provides savings	No change/delay	Delays/changes impact scheme	Open	Monitoring	Ongoing	On Target	Consultant Project Manager
7.4	19/03/2020	Delay with WCTIS scheme delays procurement	3	4	12	Design teams working across both projects. Programmes in place for design and FBC delivery	3	4	12	Static	Consultant Project Manager		Delay to start of construction	No delay	No delays	Delay impact on LEP timescales	Open	Monitoring	Ongoing	On Target	Consultant Project Manager

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8. Construction																					
8.1	21/02/2020	Scheme is not delivered in the timescales expected by LEP.	3	4	12	Robust programme developed for design and delivery. Scheme split into phases to allow staggered construction. Ongoing agreement of timescales with LEP and GCC	3	4	12	Static	GCC Project Manager	Design, FBC and construction programme developed.	Delay of LEP spend. Possible loss of LEP funding. Delay of construction of other phases of projects, reputational damage.	Delivered in line with current timescale	Delivered in line with current timescale	6 month delay	Open	Ongoing updates and monitoring with LEP	Ongoing	On Target	GCC Project Manager
8.2	21/02/2020	Excessive construction noise leading complaints.	3	3	9	Determine works to be carried out at night. Look at alternative proposals and do work during daytime. Liaison with residents and businesses	3	3	9	Static	GCC Project Manager		Change in construction methodology. Complaints and negative publicity.	No complaints	Minor complaints	Significant complaints	Open	Ensure contractor liaison officer completes communications	Ongoing	On Target	GCC Project Manager
8.3	21/02/2020	Excessive traffic delays on A40 during the works	4	3	12	Traffic management proposal to be developed. Current assumptions that any lane closures will be off peak. HE aware of plans and ongoing meetings taking place.	4	3	12	Static	Consultant Project Manager		Significant traffic delays, negative publicity	Traffic delays acceptable	Minor expected delays at peak times	Significant delays leads to change of traffic management	Open	Complete travel plan and liaison with stakeholders and public	Ongoing	On Target	Consultant Project Manager
8.4	21/02/2020	Unexpected difficulties during construction (E.g. ground conditions, design changes etc)	3	4	12	Extensive site surveys complete. Robust detailed design to be developed. Risk allowance to be included within budget estimates.	3	4	12	Static	Consultant Project Manager		Delays and additional costs.	Minor compensation events	Some compensation events in line with forecast risk	Significant difficulties resulting in delays and costs	Open	monitor	Ongoing	On Target	Consultant Project Manager
8.5	21/02/2020	Unknown/unchartered services found to require diversion	2	5	10	GPR and trial hole surveys complete in areas of widening. Liaison with utility companies. Detailed design to be developed including necessary utility diversions	2	5	10	Static	Consultant Project Manager		Delays and additional costs.	Some changes to known diversions	Some changes but managed within programme	Significant additional diversions	Open	monitor	Ongoing	On Target	Consultant Project Manager
8.6	10/03/2020	Scheme clashed with other phases of WCTIS scheme or other schemes on GCC or HE network	3	5	15	Early liaison with stakeholders and Ringway. Scheme combined with WCWCI phase 3-4 to allow one contractor to coordinate the works	3	4	12	Down	Consultant Project Manager		Programme delay	No clashes	Managed coordination of all schemes in area	Delay to scheme/amended programme on site	Open	monitor	Ongoing	On Target	Consultant Project Manager
8.7	28/04/2020	As the project is linked to WCTIS, if WCTIS is not approved, the budget and scope of WCWCI will have to be reviewed.	3	5	15	Continual discussions with GCC, AECOM and the LEP	3	4	12	Down	Consultant Project Manager		Programme delay or significant change to scope.	No impact.	Both schemes will take place at the same time.	Amended Scheme	Open	monitor	Ongoing	On Target	Consultant Project Manager
9. Operations and Maintenance																					
9.1	25/02/2020	Delays or issues with legal processed prevents effective maintenance in the future	3	2	6	GCC legal to progress legal agreements.	3	2	6	Static	GCC Project Manager		Unclear roles and responsibilities for maintenance. Cycleways not maintained or amended in the future.	Completed on programme	1-2 month delay	6 month delay	Open	GCC legal team to progress.	Ongoing	On Target	GCC Project Manager