

**Metz Way to Abbeymead Project Risk Register - DRAFT**

New Ref	Date Added	Scheme	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	Quantified financial/programme consequences					Risk Status	Further Actions Required	FA Due	Progress of FA	FA & Risk Status Comments	FA Owner	
																	Minimum Event	Minimum Cost (£1000)	Expected Event	Expected Cost (£1000)	Maximum Event							Maximum Cost (£1000)
<b>1. Strategic/Political/Policy</b>																												
A1.1	11/03/2016	Metz Way	Scheme does not integrate with or complement other transport initiatives	3	3	9	Staff involved from GCC and Amey are also involved on other projects, and so early highlighting of issues should be possible. Regular meetings will be held with Highways England to ensure project programmes are co-ordinated.	1	3	3	Decreased	Rae Suemul		Medium		Reputational damage, and subsequent further changes to network required	No change, conflicts resolved	0	Minor amendments to scheme	10	Abortive construction works requiring further cons works	25	Open	Review programmes to ensure no conflict; liaise with Highways England	ongoing	On Target		Rae Suemul
A1.2	11/03/2016	Metz Way	Local GCC Member(s) oppose scheme in their ward, or alter scheme design/dilute benefits	3	4	12	Previous consultation with members during SOC bid submission did not raise any issues. Therefore less likely to get objections to particular elements of scheme.	1	4	4	Decreased	Scott Macaulay-Lowe		Short	Current thoughts are this is not an issue.	Reputational damage, delays and costs due to scheme changes	No changes required to scheme	0	Minor changes to scheme design	5	Delay of 2 months and more significant changes to design	50	Open	Frequent briefing of local members and reactive response. Set up member steering group.	ongoing	On Target	Engaged members as part of consultation. No objections	Scott Macaulay-Lowe
A1.3	11/03/2016	Metz Way	Local MP(s) withdraw support	5	3	15	Ensure earlier consultation with members during scheme design development	5	3	15	Remains the same	Scott Macaulay-Lowe		Short	Objections raised during consultation	Reputational damage	No changes required to scheme	0	No changes required to scheme	0	Delay in order to gain support	20	Open	Frequent briefings for MPs				Scott Macaulay-Lowe
A1.4	11/03/2016	Metz Way	Localism/public protest impacts on political opinion and Member support for the scheme is reduced.	2	3	6	Ensure adequate consultation and communication remain in place through the scheme duration.	2	3	6	Remains the same	Scott Macaulay-Lowe		Short	Objections raised during consultation	Faltering political support, reputational damage, delays and costs due to scheme changes	No protest	0	Low level protest (not impacting directly on construction activities)	0	Organised protest disrupting works	20	Open	Continued consultation/information to public during planning app. Communication Plan to be developed.	Ongoing			Scott Macaulay-Lowe
B1.5	11/03/2016	Metz Way	Risk of information surrounding the scheme getting into the public domain, prior to it being available through an official communication	4	4	16	An agreed communications protocol is in place. Reactive statement(s) held by the Communications Team, agreed by officers. Clear authorisers of the release of said reactive statement(s), as required. A strict 'need to know' protocol with the information.	2	4	8	Decreased	Scott Macaulay-Lowe		Short	Maintain controls	Loss of reputation politically and publically	Information does not get into public domain before being made officially	0	Information does not get into public domain before being made officially	0	Information gets into public domain prior to being made officially and claims are made against GCC by aggrieved parties	100	Open	Prepare reactive statements		0		Scott Macaulay-Lowe
<b>2. Economic/financial/management</b>																												
A2.1	11/03/2016	Metz Way	The capital costs of the scheme increase as a result of factors uncovered at preparatory surveys and design stages.	5	4	20	A Quantified Risk Assessment figure will be included to cover potential cost increases.	1	4	4	Remains the same	Rae Suemul		Medium	Surveys and investigations ongoing	GCC has to find additional funding to cover cost overruns.	No changes required to scheme	0	No changes required to scheme	0	Covered by specific risks below	0	Open	None at present				Rae Suemul
A2.2	11/03/2016	Metz Way	The tender prices received from the contractors exceed the available budget to construct the scheme.	4	4	16	The current cost estimate will be updated and built up as a Bill of Materials with appropriate allowances for contingencies and risk. Procurement strategy to be developed and agreed. The final target cost cannot be determined until detailed design is complete.	2	4	8	Decreased	Scott Macaulay-Lowe		Medium	Design ongoing, cost estimate to be updated.	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	TBC	Contractor's price to existing design exceeds reported value	TBC	Open	Regular review of project Review prices to account for increased construction industry inflation as a result of potential lack of supply capacity in 2016. Monitor and rescore following agreement of target cost	ongoing	On Target	Inflation predictions reviewed as part of latest cost estimate review	Rae Suemul
A2.3	11/03/2016	Metz Way	Changes to inflation assumptions (potentially as a result of lack of contractor capacity).	4	4	16	Inflation assumptions will be included within the scheme cost estimates. Assumptions being reviewed against industry predictions at each main stage of cost estimate review.	2	4	8	Decreased	Melissa Jones		Short	Inflation calculations ongoing as part of tender review process. RR likelihood reduced to 2.	Potential increase in scheme costs beyond current budget. GCC has to find additional funding.	Inflation predictions below original budget	TBC	Tender price on budget, i.e. correct inflation predictions	0	Additional 5% inflation cost	TBC	Open	Challenge inflation assumptions as part of scheme design review (which will include further assessment of costs). Review and Monitor inflation increases and relationship with scheme budget	ongoing	On Target	None at this stage.	Melissa Jones
A2.4	11/03/2016	Metz Way	GCC/Amey is not able to commit enough senior management resource to the project.	5	4	20	A Project Board will be formed and meetings arranged on a monthly basis with attendance from all of the senior GCC staff within the new "commissioning" structure. Scheme also covered in regular Amey management meetings.	1	4	4	Decreased	Simon Excell		Medium		No delays occur	0	Some loss of resource at peak times - 1 months delay	25	2 months delay	50	Closed	Review following any GCC and Amey restructures.		On Target	Role and Resp review.	Scott Macaulay-Lowe	
A2.5	11/03/2016	Metz Way	Failure to secure budget 'bridge' to cover scheme development costs prior to obtaining LEP funding	3	5	15	Amey to prepare cost profile prepared to consider level of shortfall. GCC have confirmed available budget to cover 'bridge' at this stage.	1	5	5	Decreased	Richard B Waters		Medium	Needs regular review of spend profile and budget allocation	Cancellation of scheme. Additional funds being diverted to scheme leading to cancellation of other schemes.	No issues	0	No issues	0	Scheme postponement and loss of LEP funding	TBC	Open					R B Waters
A2.6	11/03/2016	Metz Way	LEP failure to reimburse scheme development costs (i.e. if scheme does 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.	2	4	8	Decreased	Scott Macaulay-Lowe		Medium	LEP money will not be issued to GCC until the FBC is approved.	Scheme cancellation or GCC have to find additional funding	No issues	0	No issues	0	LEP do not reimburse costs	300	Open			On Target		Scott Macaulay-Lowe
A2.8	11/03/2016	Metz Way	LEP not content with the modelling information methodology used and require further modeling work to be undertaken	4	4	16	Ongoing dialogue between LEP, GCC and Amey Traffic Modeling Team with proposed way forward	2	4	8	Decreased	Rae Suemul / Ian Sanders		Short		Delay to the scheme by 9 to 12 months.	LEP agree the current methodology	0	LEP require GCC to carry out full modelling but NOT requiring the new SATURN model	20	LEP require GCC to carry out full modelling using the new SATURN model	70	Open	Meet with LEP and agree modelling approach		On Target		Ian Sanders

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A2.8	11/03/2016	Metz Way	Developers limit Section 106 funding	3	5	15	Ongoing dialogue with developers agents to verify S106 funding amounts	2	5	10	Decreased	Scott Macaulay-Lowe / Rae Suemul		Short		Delay scheme until alternative funding is sourced.	S106 funding fully secured	0	S106 funding fully secured	0	S106 funding not secured.	1000	Open	Undertake modeling work to agreed plan		On Target		Ian Sanders
<b>3. Statutory Process/Legal/Land acquisition</b>																												
A3.1	11/03/2016	Metz Way	Judicial review of processes evoked. Public evoke localism act. Archive	4	4	16	Robust consultation strategy ongoing, the process has happened, and correct procedures being followed.	1	4	4	Decreased	Scott Macaulay-Lowe		Medium		delay to scheme, reputational damage	No JR	0	No JD	0	6 months delay & legal costs	150	Open	Risk revolved around challenges on a point of law or error in process				Scott Macaulay-Lowe
A3.2	11/03/2016	Metz Way	Delays in submitting or obtaining the required Traffic Orders, or objections received.	2	3	6	Programme shows timescales for drafting and consultation on Traffic Orders. Amey/GCC have a Traffic Orders team who can undertake the work.	1	3	3	Decreased	Rae Suemul		Medium	Scores reviewed. Amey internal resource identified to complete work (Richard Cornwell)	Delays to the procurement and construction programme if Orders cannot be obtained within the timescales set out in the programme.	No delays occur	0	1 months delay to orders being delayed	0	3 months delay to scheme due to order issues	30	Open					Rae Suemul
A3.3	10/03/2016	Metz Way	Cabinet members are not made aware of changes to the financial implications across the scheme and are ill informed and unprepared to receive the information and make appropriate decisions	3	4	12	Officers to prepare Cabinet paper to update members on present financial situation regarding the scheme. Regular verbal updates take place.	1	4	4	Decreased	Scott Macaulay-Lowe		Medium		Members are fully informed and agree financial changes	0	Members are informed but raise questions with GCC officers before agreeing any change in budgets (Dec 14 Cabinet)	0	Since agreeing budgets (Cabinet, Dec 2014), member withdraw their support and financial backing for the scheme	0	0	Closed	SML/RBW to produce cabinet papers at key milestones		On Target		Scott Macaulay-Lowe
<b>4. Design/technical/preparatory works</b>																												
<b>a) General</b>																												
A4.1	11/03/2016	Metz Way	Delays in availability of latest traffic models.	3	4	12	Closely monitor progress of the development of new traffic Model (Saturn). Agree alternative options with LEP.	2	4	8	Decreased	Rae Suemul / Scott Macaulay-Lowe		Medium	Prioritisation of all GCC schemes is ongoing to ensure effective use of the traffic model. Meeting with LEP arranged.	Delay to progress completion of the Full Business Case with consequential delays to the scheme.	No delays.	0	Slight delays; say 2 weeks.	5	Significant delays; say 3 months.	TBC	Open					Scott Macaulay-Lowe
A4.2	11/03/2016	Metz Way	Exact details of stats locations are not known and trial pits may be required in advance to provide SU's info in order to calc an accurate cost for diversion works.	3	3	9	Obtain C4 stats estimates, review and undertake trial pits where deemed necessary	1	3	3	Decreased	Rae Suemul / Haydn Collier				C4 estimates applied for, on receipt review and reflect in scheme cost estimate. Trial pits undertake.	Additional diversion costs						Open					Rae Suemul
<b>5. Environmental</b>																												
A5.1	11/03/2016	Metz Way	Environmental investigations may reveal the presence of protected species on the site, leading to changes in design and additional mitigation.	3	3	9	Environmental surveys commissioned. 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.	1	4	4	Decreased	Jenny Allen		Medium	Environmental requirements are being assessed.	N/A	None	0	minor delay to programme	50	Minor delay to scheme programme and additional measures	150	Open	Pre-Commencement survey before		On Target	None at this stage.	Amey Environmental Team
A5.2	11/03/2016	A40 Benhall	Works do not start until after bird nesting season starts.	3	3	9	Conduct all site clearance works prior to the nesting. Or ensure an Ecologist inspects all trees and hedgerows prior to removal	2	3	6	Decreased	Rae Suemul		Short	Protected species risk to be identified	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	5	Open	Remove trees prior to nesting season		On Target		Rae Suemul
<b>6. Stakeholder Management/Consultation</b>																												
A6.1	11/03/2016	Metz Way	Ineffective and/or ambiguous comms strategy in the public domain	4	4	16	Ensure early consultation with stakeholders. Developed a communication plan to engage with the public and key stakeholders.	3	4	12	Decreased	Rae Suemul / Scott Macaulay-Lowe		Medium		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					Rae Suemul
<b>7. Procurement</b>																												
B7.1	11/03/2016	Metz Way	Receipt of lower cost alternative tenders which extends into third party land or requires planning application	2	3	6	Contract specification to highlight restraints for any alternative designs.	1	3	3	Reduced	Rae Suemul		Medium		Delay, reputational issues if better alternatives are proposed	No alternatives need to be considered	0	No alternatives need to be considered	0	Delay whilst alternatives considered	20	Closed				Risk closed as DCO route removes scope	P Raven
<b>8. Construction</b>																												

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A8.1	11/03/2016	Metz Way	Discovery of additional statutory undertakers' equipment which will require diversion.	4	4	16	The current cost estimate makes allowances for such costs. Requested utility plant location plans and contact service providers potentially affected by the scheme. Undertake Ground Probing Radar survey to locate plant. Dig trial holes to confirm exact locations. Design round issue. C3 requests done, estimates where required and C4 requests sent which provides better certainty of prices and programme. C4 estimates will be obtained and updated.	2	4	8	Decreased	Rae Suemul/Phil Carpenter		Medium	GPR survey completed. C3 estimates sought to back up project estimate. C4 requests sent.	The cost of utility diversions may exceed the amount that is currently budgeted. GCC has to find additional funding to cover cost overruns.	Design as expected in advance of construction	0	Uncharted drain or service encountered	50	Uncharted GCHQ equipment discovered, resulting in additional expensive works to divert	200	Open							TBA
<b>9. Operation and maintenance</b>																														
<b>(NB - Do not include in QRA, as will be future cost, not</b>																														
A9.1	11/03/2016	Metz Way	Negative effect of new junction(s) on flow of traffic, esp. when scheme first opened.	4	3	12	Unlikely to affect journey time during peak hours. Works are balancing future problems at roundabout	0	3	0	Decreased	Ian Sanders		Medium	Modelling likely to show improvement to journey times, esp. during early years of opening	Reputational damage. Further measures to improve traffic delays	No significant issues	0	No significant issues	0	Cost of revising layouts	100	Open						Ian Sanders	