

South Bristol Link  
Programme Risk Register - Top Scheme Risks - 2011/12 towards scheme completion  
1 Sept 2011

No.	Description	Category	Owner	Support	Risk Assessment					Proximity (date)	Approach Avoid, Accept, Reduce, Transfer	Mitigation Measures	DATE OF UPDATE	STATUS	Residual Risk						
					Impact			Prob.							RAG	Impact			Prob.		RAG
					Cost	Time	Perf	Rating	Rating							Cost	Time	Perf	Rating	Rating	
1	Effect of inflation on costs.	Project Management	Project SROs	Project Manager	H	L	M	H	6.00	ongoing	Reduce	Consider within cost calculations and QRA and agree assumptions	01/09/2011	Reducing	M	L	L	M	2.67		
2	Lack of capacity in terms of staffing, consultants, engineers, contractors with the required skills to undertake public consultations and secure funding	Project Management	Project SROs	Project Manager	L	M	L	H	4.00	current	Reduce	Effective procurement of consultants/engineers. Adequate resources to employ necessary skills. Early identification of process to be followed, e.g. Framework.	01/09/2011	Reducing	L	L	L	M	2.00		
3	Interest Groups, Residents Groups etc. opposing the development, causing delays and increasing costs.	Project Management	SRO	Project Manager	M	H	M	H	7.00	ongoing	Reduce	Early identification of the issues. Continue to undertake consultation in line with communication plan.	01/09/2011	Reducing	L	M	L	H	4.00		
4	Local media adopts a negative stance - series of negative articles published.	Project Management	SRO	Project Manager	L	L	M	M	2.67	ongoing	Reduce	Continue to undertake consultation in line with communication plan. Early media involvement to show scheme benefits. Openness.	01/09/2011	No Change	L	L	L	M	2.67		
5	Change in legislation may require reworking of technical work and possibly additional surveys to comply with new requirements for information to seek funding.	Project Management	Project Manager	Package Manager	M	H	M	L	2.33	ongoing	Reduce	Ensure understanding of reasons for change and prompts communication of changes and response.	01/09/2011	Reducing	L	M	L	L	2.00		
6	Failure to secure DfT approvals at key milestones.	Project Management	SRO	Project Manager	M	H	H	L	2.67	current	Reduce	Liaise with DfT to manage expectations. Ensure quality of BAFFB and subsequent submission materials are complete and contain necessary information.	01/09/2011	No Change	L	M	M	L	2.67		
7	Failure to secure planning decision from the councils within 16 weeks	Project Management	SRO	Project Manager	M	H	H	H	8.00	2012	Reduce	Early discussion and close contact with Planners. Pre-application advice. Planning Performance Agreement	01/09/2011	Reducing	M	L	M	H	6.00		
8	It is likely that a scheme of this nature will be 'called in' and taken to a Public Inquiry.	Project Management	SRO	Project Manager	H	M	H	H	8.00	2012	Reduce	Sound preparation and good design. Early consultation. Allowance made for Public Inquiry. Good legal advice.	01/09/2011	Reducing	H	H	M	M	4.00		
9	High Court challenge by any 3rd party objector.	Project Management	SRO	Project Manager	H	M	H	M	5.33	2013	Reduce	Sound preparation and research. Good legal advice.	01/09/2011	Reducing	H	M	H	L	2.00		
10	Ministers failing to accept Inspectors recommendation, scheme amendments suggested	Project Management	SRO	Project Manager	M	L	H	L	2.00	2013	Accept	Sound preparation and research. Good legal advice.	01/09/2011	No Change	M	L	H	L	2.00		
11	Failure to secure Network Rail consents and possessions	Project Management	SRO	Project Manager	M	H	H	H	8.00	2012-2014	Reduce	Start the process of engagement with Network Rail in good time. Engage with DfT Rail to ensure scheme is given sufficient prominence.	01/09/2011	Reducing	M	L	H	L	2.00		
12	Incomplete or late delivery of outputs by external consultants	Project Management	Project Manager	Package Manager	L	H	M	M	4.00	ongoing	Reduce	Regular and frequent (with regard to work requirements) progress meetings or tele-conferences. Programmed and clearly defined targets.	01/09/2011	Reducing	L	L	M	L	1.33		
13	Failure to secure order to deregister and exchange common land	Project Management	SRO	Project Manager	M	H	H	M	5.33	2012	Avoid	Early design review and commencement of orders process	01/09/2011	Reducing	L	H	H	M	4.67		
14	Failure to gain access land to undertake topo, environment, GI surveys or to undertake seasonal surveys prior to Planning Application Submission	Project Management	Project Manager	Package Manager	L	M	H	L	2.00	current	Reduce	Appoint specialist Land Agent consultancy. Agree Planning Performance Agreement	01/09/2011	Reducing	L	L	M	L	1.67		
15	Onerous reserve matters/conditions associated with planning application due to lack of pre-application land access and lack of season specific survey data	Project Management	SRO	Project Manager	M	M	M	L	2.00	2012	Reduce	Early approach to landowners and DC Officers to secure agreements to enter and identify consequential risk	01/09/2011	Reducing	L	L	M	L	1.33		
16	Application for Village Green Status	Project Management	SRO	Project Manager	M	H	H	M	5.33	ongoing	Reduce	Undertake measures to ensure that status of land is clearly marked. Seek specialist legal advice	01/09/2011	Reducing	M	M	M	L	2.67		
17	Bristol Airport do not expand site before the start of SBL construction	Project Management	SRO	Project Manager	H	H	H	M	6.00	ongoing	Reduce	Review other financing arrangements.	01/09/2011	Reducing	H	H	H	M	4.67		
18	Changes in design standards for infrastructure.	Technical	Project Manager	Package Manager	L	L	L	L	1.00	ongoing	Reduce	Apply 'freeze' on standards at start of construction.	01/09/2011	No Change	L	L	L	L	1.00		
19	Impact of poor environmental survey/assessment on the project - bats, badgers etc - additional delays, cost and public demonstration.	Technical	Project Manager	Package Manager	L	H	M	M	4.00	current	Reduce	Early Liaison with Statutory Bodies to achieve mutual understanding of requirements.	01/09/2011	Reducing	L	L	M	L	1.33		
20	Scheme crosses (goes under) a main rail line - risk that costs of works could increase as scheme interacts with railway and risk of delay to project as a result of limited opportunities to carry out works close to railways.	Project Management	Project Manager	Package Manager	H	H	M	H	8.00	ongoing	Reduce	Obtain specific engineering advice on optimum planning and construction methodology. Early discussion with Network Rail to determine optimum delivery mechanism	01/09/2011	Reducing	H	H	M	M	5.33		
21	Route crosses 'common' land in Bristol which is owned by the Council. Potential legal challenge by commoners. Focus for protestors. Additional mitigation costs.	Project Management	Project Manager	Package Manager	M	H	M	H	7.00	ongoing	Reduce	Legal advice. Identify exchange land and commoners. Build into Communication Strategy. Early reporting to Members (after research).	01/09/2011	Reducing	L	M	M	M	2.67		
22	Negative effect of new SBL junctions on flow of traffic.	Technical	Project Manager	Package Manager	M	L	M	M	3.33	post opening	Reduce	Junction designs are being reworked to minimise junction delays.	01/09/2011	No Change	M	L	M	M	3.33		
23	Route was subject to flooding in 1963. Finished road level may constrain options at railway crossing.	Technical	Project Manager	Package Manager	L	L	M	L	1.33	construction period	Reduce	Liaise with Environmental Agency and review options for railway crossing.	01/09/2011	No Change	L	L	L	L	1.33		
24	Risk of increased costs due to the level difference between the A38 and the A370 (steep escarpment slope).	Technical	Project Manager	Package Manager	L	L	L	L	1.00	2012	Reduce	Topographical survey to assess the issue. Carry out design work to minimise risk.	01/09/2011	No Change	L	L	L	L	1.00		
25	Sub-standard junctions may not pass the safety audit without negative comment.	Technical	Project Manager	Package Manager	L	L	L	M	2.00	2012 onwards	Reduce	Carry out sufficient design to understand the risk. (Preliminary design exists)	01/09/2011	No Change	L	L	L	M	2.00		
26	Local political uncertainty across both authorities may result in changes in priorities.	Political	Project Manager	Package Manager	L	L	M	H	4.00	ongoing	Reduce	Undertake programming with political cycles in mind. Keep Members informed.	01/09/2011	No Change	L	L	M	H	4.00		
27	Ecology survey or other site investigations results require extensive additional physical survey or construction mitigation measures	Technical	Project Manager	Package Manager	M	M	L	L	1.67	current	Reduce	Early review of design/construction implications of Phase 2 habitat surveys	01/09/2011	Reducing	M	L	L	L	1.33		

28	If the proposed alignment through the Common Land and associated exchange land package is not accepted by the Secretary of State, there would need to be additional engineering design work	Technical	Project Manager	Package Manager	H	M	M	H	7.00	2012	Reduce	Early design review and commencement of orders process	01/09/2011	Reducing	M	M	M	M	2.67
29	Survey work identifies unexpected contaminated land, potentially increase scheme costs.	Technical	Project Manager	Package Manager	M	H	L	M	4.00	current	Reduce	Undertake GI work to identify contaminated land locations.	01/09/2011	Reducing	L	L	L	M	2.00
30	Compensation for loss of habitats	Project Management	Project Manager	Package Manager	L	L	L	M	2.00	2012 onwards	Reduce	Undertake ecology work to identify habitats	01/09/2011	No Change	L	L	L	M	2.00
31	Undesirable traffic impacts away from the site, created by changes in traffic associated with the scheme	Technical	Project Manager	Package Manager	L	L	M	M	2.67	post opening	Reduce	Assess modelled traffic impacts. Monitor and evaluate scheme impacts post opening - mitigate where necessary	01/09/2011	Reducing	L	L	L	M	2.00
32	Contractors are not interested in the work on offer and do not respond to OJEU Notice	Project Management	SRO	Project Manager	M	H	M	L	2.33	2014	Reduce	Make use of experienced staff within council and specialist advice from Programme Delivery Office. Follow OJEU procedures diligently.	01/09/2011	Reducing	L	L	M	L	1.33
33	Unsuccessful contractor makes a challenge under OJEU Provisions	Project Management	SRO	Project Manager	L	H	L	L	1.67	2014	Reduce	Make use of experienced staff within council and specialist advice from Programme Delivery Office. Follow OJEU procedures diligently.	01/09/2011	Reducing	L	L	L	L	1.00
34	Receipt of unrealistic tender(s) for construction works	Project Management	SRO	Project Manager	L	H	M	M	4.00	2014	Reduce	Make use of experienced staff within council and specialist advice from Programme Delivery Office. Follow OJEU procedures diligently.	01/09/2011	Reducing	L	L	M	L	1.33
35	Agreement on Procurement Strategy not reached between promoting authorities.	Project Management	SRO	Project Manager	L	M	L	L	1.33	ongoing	Reduce	Procurement will be coordinated through a West of England Programme Delivery Office with representatives from all Authorities	01/09/2011	Reducing	L	L	L	L	1.00
36	During the project a number of 'Gateway Review' reviews will be undertaken to assess the governance and management of the project. There is a risk of a negative report.	Project Management	SRO	Project Manager	M	H	L	L	2.00	ongoing	Reduce	Make use of experienced staff within council and specialist advice from Programme Delivery Office. Follow OJEU procedures diligently.	01/09/2011	Reducing	L	M	L	L	1.33
37	Physical delays in the construction phase - demonstrators etc.	Third Parties	SRO	Project Manager	M	M	M	M	4.00	construction period	Reduce	Following the communication plan. Consulting with those who are them opposed to the scheme at appropriate stages in the design work. Early involvement with contractors. Site security. Early liaison with Police. Sound project management and planning processes. Thorough design.	01/09/2011	No Change	M	M	M	M	4.00
38	Unknown mines discovered leading to additional costs and delays.	Environment	Project Manager	Package Manager	H	H	L	L	2.33	construction period	Reduce	Research. Site investigations. Site procedures take account of possibility.	01/09/2011	Reducing	L	L	L	L	1.00
39	Unexpected Protected Species identified.	Environment	Project Manager	Package Manager	L	H	L	M	3.33	construction period	Reduce	Thorough and appropriate surveys during the design phase. Transfer risk to Contractor to encourage appropriate construction methodology.	01/09/2011	Reducing	L	L	L	M	2.00
40	Unexpected archaeology discovered on site	Environment	Project Manager	Package Manager	M	H	L	M	4.00	construction period	Reduce	Designer to ensure comprehensive studies to minimise the risk	01/09/2011	Reducing	L	L	L	M	2.00
41	Noise pollution objections raised by residents during the works as a result of construction vehicles and methods.	Environment	Project Manager	Package Manager	M	M	L	L	1.67	construction period	Reduce	Draft and implement SEMP and ensure the contractor has signed up to it. Define hours of operation and use of plant. Ensure proper engagement with affected parties.	01/09/2011	Reducing	L	L	L	L	1.00
42	Unforeseen ground conditions including noxious weeds.	Environment	Project Manager	Package Manager	L	L	L	L	1.00	construction period	Reduce	Ensure adequate ground investigations. Specific site surveys of high risk areas.	01/09/2011	No Change	L	L	L	L	1.00
43	Spillage / Pollution Incidents on Site	Environment	Project Manager	Package Manager	H	M	L	M	4.00	construction period	Reduce	Contractor to ensure normal good practice is implemented to minimise the risk.	01/09/2011	Reducing	L	L	L	L	1.00
44	Worse contaminated ground conditions encountered than anticipated - delay to works completion and additional mitigation costs.	Environment	Project Manager	Package Manager	H	H	L	L	2.33	construction period	Reduce	Commission an early ground condition survey along proposed route.	01/09/2011	Reducing	M	L	L	L	1.67
45	Inaccuracy of base mapping and land boundary information compared to that used for outline design - delay to programme and additional survey costs.	Technical	Project Manager	Package Manager	L	L	L	L	1.00	construction period	Reduce	Commission an early ground topographical survey along proposed route.	01/09/2011	No Change	L	L	L	L	1.00
46	Design item omission, e.g small retaining wall - delay to works on site and additional works costs.	Technical	Project Manager	Package Manager	L	L	L	L	1.00	construction period	Reduce	Detailed design checks prior to tendering.	01/09/2011	No Change	L	L	L	L	1.00
47	Traffic delays during construction of on highway improvements	Operational	Project Manager	Package Manager	L	L	M	L	1.33	construction period	Reduce	Anticipate and safeguard against problems.	01/09/2011	Reducing	L	L	L	L	1.00
48	Shortage of materials or skilled labour during local peak in planned construction activity. (2012 - 2015)	Project Management	Project Manager	Package Manager	M	M	L	M	3.33	construction period	Reduce	Liaise with WEPO and influence programming of Major Projects.	01/09/2011	Reducing	L	L	L	M	2.00
49	Unidentified utilities encountered during construction	Technical	Project Manager	Package Manager	H	H	L	M	4.67	construction period	Reduce	Ensure full searches on Utility companies	01/09/2011	Reducing	M	L	L	L	1.67
50	Delay in diversion of known utilities	Technical	Project Manager	Package Manager	M	M	L	H	5.00	construction period	Reduce	Early engagement with utility companies. Transfer risk to Contractor to encourage continued engagement.	01/09/2011	Reducing	L	L	L	H	3.00
51	Adverse weather (risk of flooding of works etc) during construction	Environment	Project Manager	Package Manager	M	M	L	M	3.33	construction period	Reduce	Prepare contingency plans. Consider transferring risk to the contract.	01/09/2011	Reducing	L	M	L	L	1.00
52	Contractor misses Traffic Management Act booking for works	Technical	Project Manager	Package Manager	L	M	L	M	2.67	construction period	Reduce	Early programming and discussion with Traffic Manager.	01/09/2011	Reducing	L	L	L	L	1.00
53	Inclement weather during Network Rail Possession	Environment	Project Manager	Package Manager	H	H	L	M	4.67	construction period	Reduce	Transfer risk to Contractor to ensure all sensible mitigation measures are adopted.	01/09/2011	Reducing	M	M	L	M	2.67
54	Asbestos found on site	Safety	Project Manager	Package Manager	L	L	L	L	1.00	construction period	Reduce	Transfer risk to Contractor to ensure all sensible mitigation measures are adopted.	01/09/2011	No Change	L	L	L	L	1.00

	L	M	H
Rating	<35%	35-65%	>65%
Description	Unlikely	Possible	Likely
Cost	1%	5%	10%
£million	0.10	0.50	1.00
Programme	1-4 months	4-6 months	>6 months