

Harbour Condition Project - Risk Register

Negative Risks that offer a threat to Harbour Condition Project and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Date	Actions to be undertaken  (Include dates as appropriate)	Resp. Officer	Escalation			Portfolio Flag	Audit Trail					
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating				Escalated to: DRR/CRR	Escalated by:	Date		Date risk identified	Directorate Flag	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:
1	Little or no information available on the condition of assets around the Floating Harbour (FH), New Cut (NC) and Feeder Canal (FC)	Historic approach to management of Harbour and focus on reactive maintenance	Potential for asset failure with catastrophic consequences	Open	Service provision	Interim Director Strategic Growth and Regeneration, Colin Molton	Harbour Condition project commissioned to obtain 'condition survey' information on Harbour Conditions to inform development of asset management strategy.	Stable	4	7	28	2	1	2	Jan-18	Project start date 24/10/17 to obtain required information. Planning of works as per Project Tracker	GLW				Transport and Connectivity							
2	Large areas of the FH, NC and FC are heavily vegetated, restricting access and visibility to assets e.g. retaining walls.	Lack of historic vegetation management within FH, NC & FC due to other priorities and reactive approach to maintenance.	Unable to obtain all the required asset information due to vegetation during the condition surveys, requiring re-work or lack of critical information on assets, plus delays to programme.	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	Vegetation management to be incorporated into condition survey works. To be undertaken early within the programme of works so as not to delay gathering of data on critical assets.	Stable	3	3	9	2	1	2	Jan-18	Scope of vegetation management for FH & FC defined. Early involvement of de-vegetation sub-contractors. Procurement of services early on within Harbour Condition project. NC scope tbc. 14/03/18: vegetation removal of FH & FC in progress	GLW				Transport and Connectivity							
3	Ecological restrictions on vegetation management and surveys, due to bird nesting, otters etc.	Environmental legislation restricting removal of vegetation at key times and/or restrictions due to wildlife habitats	Unable to remove vegetation as required to allow condition surveys, such as those in public realm will require repair or diversion/closure, with financial implications	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	Early ecologist involvement to advise on restrictions to vegetation management. Works to be incorporated into programme so as not to delay gathering of data on critical assets.	Stable	3	3	9	2	1	2	Jan-18	Ecologist input (JBA attended FH & FC site visit awaiting report on findings) into vegetation management and scoping. Allowance for permits and/or restricted working periods in the programme	GLW				Transport and Connectivity							
4	Stakeholder interest and/or opposition to vegetation management and asset condition surveys. Note Friends of New Cut Jan-18 Full Council Question.	Removal of vegetation in FH, FC & NC visible to public. Number of interested stakeholders/groups such as FRANCS	Reputation damage	Open	Reputation	BCC Project SRO, John Roy	Engagement not planned as inspections essential	Stable	4	3	12	2	1	2	Jan-18	Twitter statement developed to inform public of planned works. No further communications proposed.	JR / GG				Transport and Connectivity							
5	Removal of vegetation may destabilise or worsen condition of assets and/or structures. Potential for collapse causing injury to public and risk to operation of harbour.	Long term vegetation growth on assets and walls	Removal of routes could cause masonry to become loose and subsequent failure of assets. Failure of critical assets, such as those in public realm will require repair or diversion/closure, with financial implications	Open	Financial Loss / Gain	BCC Client PM, Matthew Sugden	No vegetation to be removed that may cause failure of assets, to be assessed on case by case basis	Stable	3	3	9	2	1	2	Jan-18	Schedule 1 for vegetation management to include restrictions on vegetation removal on unstable structures.	GLW				Transport and Connectivity							
6	Results of surveys are required for key milestones in Bristol Tidal Strategy. Delays to obtaining this information may delay Tidal Strategy.	Conflict of priorities between Tidal Strategy and Harbour Conditions. Larger scope for Harbour Conditions, therefore may not be possible to treat Tidal Strategy areas as a priority.	Programme delays to Tidal Strategy.	Open	Programme / Project Management	BCC Floating Harbour and River Avon Programme SRO, Adam Crowther	Early priority scoping exercise to define interfaces and priority assets, as required for input into Tidal Strategy. River Avon Programme Board established. SRO to decide on priorities.	Stable	3	5	15	3	3	9	Jan-18	Interfaces with Tidal Strategy to be treated as a priority. Priority assets identified and accelerated surveys of these proposed.	GLW / RC				Transport and Connectivity							
7	Swing bridge inspections out of date / over due, these need to be undertaken asap. Potential liability for BCC should an accident occur.	Ongoing negotiations between BCC and Insurance providers meaning delay to LOLER inspection.	Accident due to swing bridge condition could place liability onto BCC	Open	Legal	BCC Highways Structures Manager, Chris Dooley	Swing bridge inspections to be procured through framework supplier (CH2M) early in asset condition surveys, in lieu of insurance inspections	Stable	3	5	15	3	3	9	Jan-18	Swing bridge inspections to be procured through framework supplier to reduce timescales in obtaining the required information	GLW				Transport and Connectivity							
8	£550k budget endorsed by SLT for completion of surveys. Delegated authority of £50k approved, pending Cabinet Report for full budget. Risk of overspend.	Harbour Condition survey budget based on budget estimates for each asset plus 40% contingency allowance	Not obtain all the required information for Harbour Condition project and overspend	Open	Financial Loss / Gain	BCC Project SRO, John Roy	Project tracker established to monitor budget. Risk of overspend to be managed - not permitted.	Stable	2	3	6	2	1	2	Jan-18	Budgets defined and to be monitored throughout project to prevent against overspend	GLW				Transport and Connectivity							
9	Harbour Condition project included in wider Harbour Review Project. Risk of deviation to scope.	Harbour Review Project has a wider physical boundary and additional objectives	Lack of clarity to Harbour Condition scope and miss-direction of resources. Potential delays to project and budget	Open	Programme / Project Management	BCC Floating Harbour and River Avon Programme SRO, Adam Crowther	Harbour Condition scope clearly defined and communicated to Harbour Review	Stable	2	3	6	2	1	2	Jan-18	JR to manage interface between Harbour Condition project and Harbour Review	JR				Transport and Connectivity							
10	Interface with other projects/programmes.	Redcliffe Bridge, Pilsnol Bridge and Chocolate Path investigations ongoing and need to capture. Jan-18 Council approved capital maintenance of £3M Redcliffe Bridge and £5M Chocolate path (estimate).	Risk of abortive work.	Open	Programme / Project Management	BCC Floating Harbour and River Avon Programme SRO, Adam Crowther	Interface to be proactively managed by River Avon Programme Board, SRO to decide on priorities. Note opportunity for mutual benefit i.e. Chocolate Path investment to count towards tidal strategy funding contributions.	Increase	4	3	12	3	3	9	Jan-18	Programme Board recommended to be established. JR to liaise with Shaun Taylor.	JR				Transport and Connectivity							
11	Significant Asset Failure	Unidentified defect.	Fatality or loss of asset service (see 2015 FEEMA)	Open	Personal Safety	BCC Project SRO, John Roy	Prioritise surveys as advised / guided by River Avon Programme Board strategic direction.	Increase	4	5	20	1	3	3	Jan-18	Project aims to provide information to mitigate risk.	JR				Transport and Connectivity							
12	Access restrictions to assets by third-party leaseholders / freeholders	Numerous third-party leaseholders and freeholders (not BCC) adjacent to riparian assets in FH, FC & NC.	Land access agreements required. Potential delay to programme if these cannot be negotiated in timely manner. Active maintenance (i.e. condition surveys) may subject BCC to liability for assets which were otherwise the responsibility of third-parties.	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	BCC land ownership boundary available to confirm areas where there are no restrictions on BCC undertaking works. Richard Fear (Property) and Joanna Mansfield (Legal) approached to confirm restrictions. Use of land agent may be required to agree access.	Increase	3	5	15	1	3	3	Feb-18	JR contacted Property/Legal to seek advice	JR											
13	Tidal working within New Cut and working alongside water	Condition surveys of riparian structures and large tidal range of River Avon	Some surveys will be considered high risk activities, such as survey of lower walls within New Cut. Varying access techniques will be required such as boat, rope access, pontoon working etc.	Open	Personal Safety	BCC Client PM, Matthew Sugden	Method statements to be provided for condition surveys to account for tidal working / working alongside water. Approval periods to be allowed for in programme by competent individuals for review of methods. Appropriate qualifications to be checked	Stable	2	4	8	1	3	3	Feb-18	Include in programme and include requirements in project scopes	GLW/CDUJ											
14	Large volumes of people in survey areas restricting access	Large volumes of people attend Summer Festival activities within the city centre	Disruption to Summer Festivals and restrictions on access to undertake condition surveys	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	Condition surveys to be programmed to not coincide with Summer Festivals	Stable	2	4	8	1	3	3	Feb-18	Accommodate in programme	GLW											
15	Loose furniture e.g. handrails and lights, on harbour side cranes	Lack of previous inspection and knowledge of condition of non-integral/structural elements	Cranes are above highly trafficked pedestrian footpath (in front of M Shed), loose objects could fall to ground and injure public	Open	Personal Safety	BCC Senior Curator Working Exhibits, Andy King	GLW to investigate previous failures (currently anecdotal) and condition surveys to include these elements	Increase	2	4	8	1	4	4	Mar-18	23/03/18 Confirm previous failures and review of priority rating	GLW											
16	Brunel Dam sluice gates no longer operational due to levels of silt in Cumberland Basin	Prolonged silt build up	Drain down of Cumberland Basin possible by entrance lock only (circa 3hours - Brunel Dam would be circa 20mins). Sluice gates not visible for inspection therefore condition unknown. River Avon Strategy requires height of Dam to be raised/addition to existing structure.	Open	Service provision	BCC Docks Engineer, Ian Johnson	Silt removal from Cumberland Basin to be considered in accordance with longer term strategy for operation of the harbour. Interdependency with River Avon Strategy to be assessed.	Stable	2	3	6	1	3	3	Mar-18	Awaiting decision on requirement and/or options to remove silt	GLW											
17	Evidence of partial wall collapse and wall failure in New Cut (age of failure unknown e.g. not known if recent or historic)	Collapse and/or further deterioration of these sections of wall and structures	Potential collapse of highway/footpath above - full consequence not known without detailed assessment and at varying locations.	Open	Personal Safety	BCC Project SRO, John Roy	Condition surveys programmed to identify walls in poor condition and in need of immediate repair	Stable	3	4	12	2	3	6	Mar-18	Condition surveys are planned which will identify walls requiring urgent attention	GLW											
18	BCC may not be fulfilling the duties as maintainer and operator of Heritage Railway, should an audit be undertaken by ORR	No evidence found to date: lack of documentation on duties and that these are being fulfilled. (Verbal confirmation that regular inspections are being undertaken by competent personnel).	Potential closure of railway if ORR found current procedures lacking. H&S incident occurs.	Open	Personal Safety	BCC Senior Curator Working Exhibits, Andy King	Safety Management System (SMS) documentation available outlining high level requirements on 'Maintenance', but no definition of timescales, level of inspection and named competent staff etc. Further clarification required / identification of appropriate standards against which Heritage Railway needs to comply and provide evidence that BCC are undertaking the necessary inspections and condition surveys. If these inspections are not being undertaken then they will be obtained through the Harbour Condition Project.	Increase	2	4	8	1	4	4	Mar-18	Clearer definition of BCC duties required - produce one-page summary outlining duties and how these are being fulfilled and/or update SMS. Consult with AK & CE.	GLW											