

Redcliffe Bascule Bridge Refurbishments - Risk Register

Negative Risks that offer a threat to both Capital Projects and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
R001	Underestimation of Costs	If there were an underestimation of scheme costs, this could result in cost increases. Cost of preferred final design option could be higher than available budget.	Additional Funding Required	OPEN	Financial	Medium	BCC	REDUCE Benchmarking of costs against previous work and other UAs. Strong Programme Management and change control processes implemented. Review design options, with focus on essential elements but with focus on risk reduction of subsequent further failure. FALLBACK/TRANSFER Prioritisation processes. Contingency for all projects required by Programme Manual. Consider need for increasing budget, if deemed appropriate for best long-term solution.	Increasing	3	4	12	2	2	4	Jun-18	
R002	Management Resources	If there were insufficient internal staff resources available to do development work, especially alongside other major schemes and other priorities, then scheme delivery may be delayed.	Increased costs due to additional resources required	OPEN	Management	Medium	BCC	REDUCE 1) Use of consultants. 2) Scheme is a priority project, given the potential safety aspects. FALLBACK Assess need for additional resource support, either internal or external.	Increasing	2	3	6	1	3	3	Jun-18	
R003	Change in Priorities	If there is a failure to deliver allocated funding, due to change in priorities or financial challenges, this could cause insufficient funding being available to complete the programme measures.	Additional Funding Required	OPEN	Financial	Medium	BCC	REDUCE Close monitoring and regular reporting of spend and status. Continuous need to highlight importance of project. FALLBACK Assess option to undertake an interim solution to a reduced budget that provides an extended delivery timescale, with budget subsequently re-instated.	Increasing	2	3	6	1	3	3	Jun-18	
R004	Procurement Issues	If there were failure to complete procurement processes, this could lead to certain WPs not being progressed, delaying project	Other schemes not being done due to lack of funding	OPEN	M	Medium	BCC	REDUCE Project Managers to ensure all necessary procurement identified. Use of existing Frameworks assist in procurement.	Unstable	2	3	6	1	3	3	Jun-18	
R005	Media Coverage	If there was significant negative coverage in the media of the projects, this could cause poor public perception of the programme that effects its benefit and potential loss of political support.	Reputational Damage to the Council	OPEN	Political	Medium	BCC	REDUCE/EXPLOIT Development of communications strategy, including timely dialogue with Public Relations Team. Give updates on key milestones REDUCE Regular up-to-date progress briefings to appropriate parties.	Stable	2	3	6	1	2	2	Jun-18	
R006	Political Issues	If there are other political priorities that divert resources to other projects, this could affect delivery of the mitigation measures.	Reputational Damage to the Council	OPEN	Political	Low	BCC	REDUCE/ACCEPT 1) Ensure ongoing regular updates to ward Cllr and Transport Cabinet member. Also to Mayor's Office, if requested. Highlight safety and statutory duty. 2) Ensure Public Relations kept up-to-date.	Stable	3	3	3	1	3	3	Jun-18	
R007	Inclement Weather	If there are prolonged periods of extreme weather events, this could lead to delay and potential increased costs.	Increased costs due to additional resources required	OPEN	Financial	Medium	BCC	REDUCE: Ensure programming/sequencing allows for delays and contingency in place in line with programme manual recommendations. AVOID Re-programme build due to clarified financial reporting schedules.	Unknown	2	3	6	2	2	4	Jun-18	
R008	Construction Delay	If there is failure to secure EA technical approvals to programme, this could result in scheme(s) construction being delayed.	Delay of Capital Schemes and further risk of Asset failure	OPEN	Construction	Medium	BCC/EA	AVOID/REDUCE Early and timely engagement with EA.	Unknown	2	3	6	1	3	3	Jun-18	
R009	Onsolveny	If contractor, consultants or suppliers cease trading or change ownership, this could cause increased costs and/or delays to the programme.	Increased costs due to additional resources required	OPEN	Management	Low	BCC	AVOID Thorough vetting of contractors, consultants etc in line with BCC policies. Seek to use Framework suppliers, who have been assessed already.	Unknown	3	4	4	1	2	2	Jun-18	
R010	Technical Difficulties	If there is a structural failure, this could result in requirement to replace any mechanical "bespoke" lifting mechanism component with specialist procurement and manufacture, which would affect current bridge operation, project costs and risks.	Increased costs and delays due to additional resources required	OPEN	Technical	Medium	BCC	REDUCE Restrict opening of bridge as much as possible. Progress contract documentation and procurement process as quickly as possible. Assess use of 'standard' mechanism parts. FALLBACK/TRANSFER Keep bridge lowered and deal with any claims.	Increasing	2	4	8	1	4	4	Jun-18	
R011	Operational Failure of Redcliffe Bascule Bridge	If there were a failure of lifting mechanism when opening/closing bridge, this would cause detrimental impact on local highway network and be likely to require emergency remedial works.	Traffic congestion, and environmental impact in the short term	OPEN	Environmental	High	BCC	REDUCE Restrict opening of bridge as much as possible. Progress contract documentation and procurement process as quickly as possible. FALLBACK/TRANSFER Keep bridge lowered and deal with any claims.	Increasing	4	4	16	1	4	4	Jun-18	