

Risk Register	Project Name:	Filwood Broadway public realm improvements
	Project ID:	CDG-20-009
	Project Manager:	Vicky Welchman

Key: A (Ancillary); M (Management); P (Political); O (Operational); T (Technical); U (Utilities);  
 Probability: 1 (unlikely); 2 (equally likely/unlikely); 3 (likely); 4 (very likely)  
 Impact: 1 (low); 3 (medium); 5 (high); 7 (very high)  
 Priority: 1-4 (low); 5-12 (medium); 14-21 (high); 26 (critical)  
 Response (to risks): Avoid; Reduce; Fallback; Transfer; Accept; Share; or a combination  
 Response (to opportunities): Share; Exploit; Enhance; Reject; or a combination

Risk ID	Type	Description	Original			Date Identified	Date Updated	Proximity	Response (may be more than one)	Mitigation (may be more than one)	Residual			Risk owner	Mitigation owner	Notes	Status	Related Issue ID
			Probability	Impact	Priority						Probability	Impact	Priority					
R001	U (Utilities)	If utility data proves inaccurate then it may not be possible to install trees and street furniture as planned	3	3	9	11-Oct-22		Data collection	Reduce	Undertake area wide CC searches to determine likelihood of utility clashes.	2	3	6	VW	Design Team	ED colleagues have completed NRSWA C2s. This will inform the placement of trees and street furniture.	Open	
R002	U (Utilities)	If utilities are discovered, despite searches, then costs may increase significantly, especially on junctions	2	7	14	11-Oct-22		Construction	Share	Complete robust utility searches including GPR surveys to determine presence of utilities at key sites as part of detailed design.	1	5	5	vw	Design Team	Re-assign responsibility to engineering design/traffic signals from detailed design	Open	
R003	U (Utilities)	If utility companies object to design principles the scheme will be more difficult to deliver in full and benefit realisation significantly reduced.	2	7	14	11-Oct-22		Planning	Reduce	Early engagement with utility providers as part of the design process.	2	3	6	vw	Design Team	ED to undertake NRSWA C3 as part of design development and meet Utility cos early where issues are raised.	Open	
R004	U (Utilities)	If major redevelopment is due to take place on brownfield sites (Cinema site; Swimming pool site etc) then scheme delivery could be impacted and costs increase	4	5	20	11-Oct-22		Throughout	Reduce/Share	Early engagement with Planning/TDM/Housing Delivery to align workstreams and take account of major works where possible.	3	3	9	vw	Network Management/Housing Delivery	Coordination needed with Network Management and Housing Delivery with updated timescales prior to tender process. Works may need to be phased to avoid clashes.	Open	
R005	T (Technical)	Lack of capacity in BCC teams may impact on the ability to deliver the project to programme	3	5	15	11-Oct-22		Co-Design	Reduce	Early engagement with other BCC teams to understand commitment	1	3	3	vw	Design Team		Open	
R007	P (Political)	Mayors Office/Cabinet Member/SIT may decide to prioritise other BCC projects and withdraw funding	3	7	21	11-Oct-22		Throughout	Reduce/Share	Take project through Decision pathway	2	5	10	vw	Project Board		Open	
R008	P (Political)	If councillors do not attend briefings or participate in the project at the beginning then project credibility and delivery could be compromised	2	5	10	11-Oct-22		Throughout	Reduce/Transfer	Ward members to be included as part of project steering group to ensure local voices and their views are considered throughout.	2	3	6	VW	Project Board/Mayor's Office		Open	
R009	M (Management)	If the proposed governance structure (i.e. appointing local community representatives in decision making capacity) is rejected then benefit realisation could be impacted.	2	2	4	11.10.22		Project Initiation	Reduce/Transfer	Engage with TSG and MD to extol the virtues of a wider project board membership. Link positive case to benefit realisation and political messaging.	2	1	2	VW	Project Board		Open	
R010	M (Management)	If internal stakeholders within the delivery group feel excluded from decision making the project success could be compromised.	2	3	6	11.10.22		Throughout	Reduce	Establish clear Terms of Reference for delivery group and wider project governance. This will ensure that team members are have clear routes for escalation of issues and conflicts. Set up regular pulse of meetings to develop strong relationships and provide opportunities for resolution of issues.	1	1	1	VW	Project Board		Open	
R011	M (Management)	If key project officers do not have sufficient time to dedicate to the project then delivery will be compromised or slowed	3	3	9	11-Oct-22		Throughout	Reduce/Transfer	Establish clear resource expectations and division of tasks to individual teams. Resource issues to be flagged to Project Board for escalation	2	3	6	VW	Project Board	Monitor risk and flag early if it is likely to become an issue. Consider delegating to strategic partner if necessary.	Open	
R012	F (Financial)	The current BCC funding is insufficient to deliver the full aspirations of the public realm works. This is expected to be achievable with the LUP bid however a reduced scheme will have to be implemented.	3	4	12	11.10.22		Project Initiation	Reduce/Share	Escalate financial situation through project governance channels. Seek additional grant/BCC funding if it becomes apparent that there will be a shortfall	2	2	4	VW	Project Board/Delivery Group		Open	
R013	F (Financial)	If there is insufficient funding to deliver the aspirations of the co-design process the relationship with the community may be affected and the scheme could become more difficult to resolve in a collaborative way.	3	4	12	11.10.22		Consultation	Reduce/Share	Develop close working relationship with community and update them regularly on finances. Steering group to assist with prioritisation of works. Escalate financial risks through project governance channels. Seek additional grant funding to top-up the shortfall.	2	2	4	VW	Project Board/Delivery Group		Open	
R014	F (Financial)	Co-Design process outputs may lead to design complexity which would require additional design resources. This could impact spend profile.	2	3	6	11.10.22		Co-Develop	Reduce	Work closely with community on design development so cost and technical implications of ideas are clear	2	2	4	VW	Delivery Group		Open	
R015	F (Financial)	Impact of adjacent construction sites may lead to the scheme being delivered in phases. This would impact on procurement and other additional costs.	2	3	6	11-Oct-22		Co-Develop	Reduce/Transfer	Liaise with TDM/Planning/MD to reduce impact and develop achievable work packages	2	2	4	VW	Delivery Group		Open	
R016	F (Financial)	Inflation in construction costs and shortages of materials could result in returned prices being higher and the construction programmes less achievable. The project would need value engineering.	4	5	20	11-Oct-22		Tender	Reduce/Accept/Transfer	Tender issue to be costed in line with standard procurement procedure. Inflation assumptions and substantial contingency to be included in pre-tender estimates	3	5	15	VW	Project Board/Delivery Group		Open	
R017	F (Financial)	Internal delays in the approval to award the contract works could lead to tenders becoming invalid and the need for re-tendering. This could impact on contractor confidence and result in higher costs.	2	3	6	11-Oct-22		Tender	Reduce/Accept	Engage with procurement team and embed a procurement lead for the project. Establish dates early for contract award sign-off	2	2	4	VW	Project Board/Delivery Group		Open	
R018	E (Environmental)	Implementation of scheme may lead to traffic displacement and parking on neighbouring streets. This could result in negative comms.	2	3	6	11-Oct-22		Implementation	Reduce/Accept	Clear communications and wide involvement during the co-design process. Ensure new signage is clear and alternatives routes marked. Engage with local community and promote active travel.	2	2	4	VW	Project Board/Delivery Group		Open	
R019	E (Environmental)	Additional tree planting may not be welcomed due concerns over longer term consequences e.g. additional shade on properties/road damage. If street trees are not delivered then wider environmental benefits would be reduced.	3	3	9	11-Oct-22		Implementation	Reduce/Accept/Transfer	Develop street design in partnership with community. Clear communications during the co-design process and good specification - right tree right place - to reduce issues.	3	2	6	VW	Project Board/Delivery Group		Open	
R020	D (Design)	Local community may object to the proposed road closures and reduction of the current carriageway and parking space.	3	3	9	11.10.22		Co-design	Reduce	Scheme is being developed in a co-design process through workshops and wider consultation with the local community. Work closely with local community reps and comms to ensure people know there is good community support for the project	2	2	4	VW	Delivery Group		Open	
R021	D (Design)	Historic traffic calming has been installed which may not complement co-designed measures. If needed to be altered or removed outside core area to accommodate new scheme project costs would increase.	3	3	9	11.10.22		Implementation	Reduce	Pre scheme audit of existing infrastructure to determine how existing measures either need to be modified or complemented.	2	2	4	VW	Project Board/Delivery Group		Open	
R022	C (Construction)	Unknown utilities may be present which could lead to increased costs.	2	4	8	11.10.22		Construction	Reduce/Accept	Increase utility information as project progresses. Budget accordingly through the QRA process to identify a risk budget	2	3	6	VW	Project Board/Delivery Group		Open	
R023	C (Construction)	Works will be tendered under HAWFF Lot 6 >150k. Multiple packages will require multiple tender processes and could increase costs	3	5	15	11.10.22		Tender	Reduce/Accept	Liaise closely with Housing Delivery and TDM re other adjacent works. Engage with procurement team and embed a procurement lead for the project.	2	5	10	VW	Project Board/Delivery Group		Open	
R024	C (Construction)	If the works are phased and the contracts are let to different contractors then compensation events may be more likely and difficult to differentiate due to conflicting TM plans and sharing sites.	2	4	8	11.10.22		Tender/Construction	Reduce/Transfer	Engage with procurement team and embed a procurement lead for the project.	2	3	6	VW	Project Board/Delivery Group		Open	
R025	C (Construction)	Covid restrictions may return either in the UK or other countries. This could delay works and increase costs.	2	4	8	11.10.22		Construction	Reduce/Accept	Consider availability and lead-in-times for materials early in design process. Ensure contractors place bespoke orders in a timely manner.	2	3	6	VW	Design Team		Open	