

A4 Portway Risk Register

Negative Risks that offer a threat to A4 Portway and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Current Risk Level			Monetary Impact of Risk
								Likelihood	Impact	Risk Rating	£k
R001	Unable to reduce the cost estimate within the FBC leading to insufficient funding for whole project (currently £15m allocated in CRSTS & Local contributions)	Inflation, scope of the project	Potential for reduction in scope and benefits	Open	Financial	BCC PM	More accurate Cost Forecast to be compiled for FBC which is the formal route for requesting funding from WECA. High level costing exercise has been run on the shortlist of design options and the measures are within the CRSTS funding envelope. The scheme costings will be refined as the scheme develops. Opportunities for additional funding will be explored within BCC, including consideration of underspend on other CRSTS projects	2	5	10	>£500k

R002	Benefit cost ratio is not considered acceptable by WECA	No modal shift or trip redistribution accounted for, risk level higher at OBC due to cost based on concept designs	OBC can not progress to FBC - further work required, programme and cost implication	Open	Tender	BCC PM	OAR produced to sift out options that don't meet objectives and offer little benefit return, appraisal method agreed with grant assurance prior to OBC drafting. Ongoing engagement with Grant Assurance to identify solutions to any issues with low BCR	∞	∞	9	<£250k + Potential for scheme not to be funded
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R003	Project programme longer than funding window	Delays encountered during the FBC, detailed design, or construction stages	Delay to the commencement of the construction programme which could see cost estimate increase / or CRSTS funding is no longer available to cover some of the construction costs	Open	Programme	BCC PM Schedule adherence techniques to be utilised, programme to be kept up to date and monthly reporting of progress. Workshop held with BCC Engineering Design for guidance on the construction programme, the construction programme will be refined as the detail of the design is progressed.	2	3	6	<£250k
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R004	Tender returns higher than anticipated in cost estimate	Inflation, rising cost of supplies, underestimation in cost based on detailed design	Construction works would not be funded, delay in project whilst alternative solution found	Open	Financial	BCC PM	<p>Cost estimate to be refined in the detailed design stage and prior to tender process. Inflation to be considered in cost estimate and provision to be included in QCRA for higher returns.</p>	2	5	10	>£500k
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R005	Chosen contractors delivery programme longer than anticipated once commissioned	Supplies issues, low resource levels, lack of capacity to take on the works	Construction programme longer than anticipated which could take the project completion beyond the funding window date	Open	Tender	Procurement lead	Design team to refine the construction programme based on detailed design outputs. Desired programme to be transparent in the tender documents. Time contingency allowed at the end of the programme for overrun.	1	2	2	<£50k
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<p>R006</p>	<p>A cable strike may occur during the construction phase. The impact of this risk would be on the programme as a delay to the works would be in place until Health and Safety had cleared the site. Depending on the severity of the cable strike there may also be an impact on cost to repair the cable</p>	<p>Utilities that did not show up on the utility searches, inaccurate utility mapping</p>	<p>Delay to the construction programme</p>	<p>Open</p>	<p>construction</p>	<p>Civils contractor</p> <p>Prior to the construction the BCC PM will work with the Design Team to arrange the relevant utility searches up to C5's. Trial pits will be completed on site as part of the utility search process, and further trial pits will be completed at the beginning of the construction phase. BCC Highways Electrical Asset Team have produced</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p><£50k</p>
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R007	Uncertain future economic conditions may result in an increase to the cost of, labour, raw materials, and supplies. Uncertain market conditions may dictate the demand for materials, labour, and supplies which could result in long lead-in times, programme delays, and rising project costs	Inflation, supply chain issues, low resource availability	Cost of the construction is higher than anticipated in the cost estimate	Open	Construction	BCC PM Through the tender process, ensure that all parties that have submitted a bid are able to resource and supply the work in the given timescales. RPI increase to be accounted for within the economic and financial cases of the business case, contingency derived from a QRA to be placed on construction costs. Inflation to be included	3	3	9	<£250k
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<p>R008</p>	<p>Chosen contractor unable to fulfil the contract</p>	<p>through lack of resource, supplies, refusing works, or goes bust during the term of the contract</p>	<p>This could impact on the programme in having to mobilise the second place bidder on the contract, delay to the programme could incur cost implications. The second place bid on the tender may be more expensive than the first choice contractor</p>	<p>Open</p>	<p>Tender / Construction</p>	<p>BCC PM Work with Design team to prepare the contracts before they are released for tender. BCC PM and Design team to ensure sufficient details on the project are contained in the procurement package so that potential bidders understand the requirements of the project. Each bid submitted will be subjected to a rigorous</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p><£50k</p>
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<p>R009</p>	<p>The severity of Covid-19 (or other nationally significant event) could increase which may result in additional restrictions and/or reduced resources that may cause impact to the delivery of the project</p>	<p>Globally significant events such as COVID or other nationally / internationally significant event</p>	<p>This could impact on the project programme, and or cost, if different working practices need to be adopted</p>	<p>Open</p>	<p>Programme</p>	<p>BCC PM Early contractor engagement to ensure early programming. Remote work practices have become more established and consequently more efficient. BCC contractor framework requires contractors to increase safety within their working environments - engagement with contractors has assured that covid</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p><£50k</p>
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<p>R010</p>	<p>Delays in the availability of the highway for street-works due to new network management arrangements and highway bookings. Other utilities may have made their reservations first.</p>	<p>Late submission of permits to work on road space</p>	<p>Delay to the construction programme</p>	<p>Open</p>	<p>Constructi on</p>	<p>BCC PM</p>	<p>Need early programme of works and book in as soon as possible. Allow some time contingency in programme for delays. Provisional Advanced Authorisatio n "PAA" Street works permit to be submitted now to pencil in the works</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p><£10k</p>
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<p>R011</p>	<p>Street lighting and / or traffic signal costs escalate due to global material shortages creating instability in pricing. Pricing has been driven up. There is a risk to the cost of the works and potentially the programme if additional time is required during the tender processes to find cost effective alternative suppliers</p>	<p>Global price of supplies increase</p>	<p>Possible cost increase to the project</p>	<p>Open</p>	<p>Construction</p>	<p>BCC PM Detailed design will provide a cost, in order to mitigate an appropriate financial contingency will be added. Ongoing engagement with BCC lighting team and Traffic signals for early indication of cost and supply issues. These costs will then be refined as the detail of the design progresses. There is an element of acceptance that the cost of</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p><£50k</p>
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<p>R012</p>	<p>Inadequate Traffic Management during the construction process could lead to reduced road safety, increased highway user complaints, need to implement additional Temporary Traffic Management measures. Risk of officer time being taken up by complaints, and increased cost of TTM</p>	<p>Traffic Management infrastructure scheduled not adequate enough for the strategic nature of the road</p>	<p>Programme delays to re-work the Traffic Management schedule and potential cost increases</p>	<p>Open</p>	<p>Constructi on</p>	<p>PM BCC to hold conversations with with internal BCC network management officers to agree acceptable TTM prior to tender process going live. BCC PM to liaise with Design team to ensure adequate TTM plans have been included as part of the tender, and that TTM plans adhere to relevant legislation. Signalised crossings will be</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p><£10k</p>
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<p>R013</p>	<p>Delays in the setting up of the new BCC committee system could cause delay to project meeting programme milestone dates</p>	<p>Delay in arranging the decision making board or determining the decision pathway</p>	<p>Decisions required prior to project progression are delayed, scheduled milestones could suffer delays, cost impact as a result of the delay</p>	<p>Open</p>	<p>Programme</p>	<p>BCC PM</p> <p>Arrangement of the BCC decision making pathway following March 2024 is out of control of the project. PM to ensure that project maintains programme through schedule adherence, programme reporting and risk management. As soon as information about new decision making pathway available programme to be</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p><£50k</p>
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R014	Lack of stakeholder support on the preferred design options could cause delays which could incur additional costs, and also may warrant re-designs that would incur additional cost	Additions to the design scope following gateway reviews	Design changes required which would incur additional time and cost	Open	Design	BCC PM	Early and ongoing engagement has been held with the BCC Cabinet member for transport and the administration on the design optioneering process. Each decision making body has been in support of the preferred design options. In advance of seeking approval on the final preliminary designs the specialist BCC teams on the OA	2	2	4	<£50k
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R015	Poor carriageway condition could result in additional design work, or additional requirements during construction	Lack of regular maintenance regime, tar found in the bound layers of the carriageway	Extra design work not included in the design scope required or additional resource on site to dispose of tar in bound layers of carriageway could attract additional costs and / or programme delays	Open	construction	Design team	BCC PM to arrange coring samples to get a better understanding of the carriageway make up. Actions can then be taken with regards to the design and construction methodology to mitigate against contaminated highway. Cost to be included in cost estimate for resurfacing, and risk allowed for with contaminated material.	3	3	9	<£250k
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<p>R016</p>	<p>Construction not achievable in 18 months with just one site at a time which could cause programme delays that extend beyond the March 2027 funding deadline</p>	<p>Length of the route, and large scope of works</p>	<p>Multiple sites required, potential for multiple contractors which could increase the programme length or cost to deliver the works</p>	<p>Open</p>	<p>constructi on</p>	<p>Design team</p> <p>Work with design team, and seek views from internal design consultants on how best to phase the construction . Phasing of the constuction can be done as the project transitions to detailed design and the full business case stage. Multiple sites will need to be constructed simultaneously, tender process to ensure that chosen delivery</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p><£50k</p>
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<p>R017</p>	<p>Failure to obtain permits to work on the highway could result in the road space being booked up by other agencies wishing to work on the highway (e.g. utilities). The impact would be a delay to the programme</p>	<p>Delays in finalising the contractor programme, delays in finalising the TM plan</p>	<p>Delay to the programme whilst the project waits for the highway sapce to become available</p>	<p>Open</p>	<p>constructi on</p>	<p>Design team</p> <p>BCC PM to build task into the programm for obtaining the streetspace . Permits to be otained at least 3 months in advance of the works starting, longer for larger proects. PAA's to be registered when there is confidence around the construction dates to give the network and highways team a heads up. Permtis may have to</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p><£50k</p>
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<p>R018</p>	<p>Drainage surveys show that current drains are in poor condition and that the extensive work is required to repair drainage system so that the proposals can be accommodated without causing flooding at gullies</p>	<p>drains have not been maintained regularly resulting in poor condition</p>	<p>increased cost required to repair / replace any drainage issues, additional design time required</p>	<p>Open</p>	<p>Design</p>	<p>BCC PM</p>	<p>Drainage survey to be arranged to assess the condition of the drains to understand whether further drainage work is required. Survey will feed into the detailed design.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p><£250k</p>
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