Ring Road Major Risk Analysis

Nottingham City Council

Risk Register Date	09/05/2013

				Status Quo / Prevailing Ratings					Residuals		
Risk No.	Description of duty, Responsibility or concern and risk	Description of Potential IMPACT (with estimated costs if possible)	Description of LIKELIHOOD Factors	LIKELIHOOD Rating	IMPACT Rating	Risk Rating	Risk Owner	Additonal Controls / Mitigations / Countermeasure Actions & their "in operation" dates	Residual LIKELIHOOD rating	Residual IMPACT Rating	Residual Risk Rating
1	Political Pressure at local level	Changes to scheme scope to accommodate additional measures - increase in level of local contribution Impact on overall BCR if additional measures are introduced	Scheme supported by the Council; would only arise as a consequence of local public issues and additional measures	2	2	4	Board	Accomodate proposals where possible to reach compromise Engage with Councillors at appropriate forum / Project Board to communicate overall benefits Keep local Councillors informed of proposals and issues Project Change Control procedures to assess any requests/amendements to scheme	1	2	2
2	Insufficient project management resources to meet the programme	Full approval submission delay - would defer DfT contribution commencing in 2013/14 Q1	Combination of large capital programme and constrained establishment gives signifiant potential for occurrence	2	3	6	Board	Proactive resources programme agreed to accommodate large capital programme including Ring Road scheme over the next three years Approvals in place to source additional staff to support delivery Reprofile spend profile to reflect delayed application submission	1	2	2
3	Insufficient design and supervision resources to meet the programme	Delays or extension to programme	Combination of large capital programme and constrained establishment gives signifiant potential for occurrence	2	3	6	Board	Proactive resources programme agreed to accommodate large capital programme including Ring Road scheme over the next three years Approvals in place to source additional staff to support delivery Regular review of resource plan and reporting to Project Board	2	2	4
4	Construction processes uncover unforeseen problems	Extension to construction programme Works not identified at full approval stage will require addtional local contribution Cost of additional design works and subsequent increase in scheme costs; increase in level of local contribution	Scope of works on existing carriageway, detailed survey information and local knowledge reduce potential of occurance	2	3	6	Contractor	GPR surveys and trial hole programme reduces risk	2	2	4
5	Disruption in design process/construction of railway and NET structures	Delays to delivery programme	Risk associated with Western Boulevard Bridge widening - now removed from scheme	0	0	0	Senior Supplier	Scheme scope no longer includes construction near NET lines or railway structures	0	0	0
6	Road Safety Audit identifies additional requirements	Cost of additional design works and subsequent increase in scheme costs; increase in level of local contribution Impact on overall BCR if additional measures are introduced	Stage 1A audit has been undertaken; major issues addressed and downstream potential for risk to arise is reduced.	1	3	3	Project Manager	Road Safety representative on Delivery Team Ensure all issues raised in RSA1A + 2 have been addressed before FA submission	1	1	1
7	Objection from statutory consultees: Environment Agency	Full approval submission delay - would defer DfT contribution commencing in April 2013	Concerns raised on flood storage reduction at Hucknall Road - mitigation measures required before EA confirm approval	2	2	4	Project Manager	Continuous engagement with Environment Agency to resolve issues and meet requirements for compensatory flood storage measures and throughout construction stage	1	1	1
8	Local objections to scheme (construction programme) - stakeholders and users (including TRO's)	Delay and/or extension to programme Increased cost (increase in level of local contribution)	Proposals involve temporary restrictions on local movements; construction has potential to create local annoyance Minor amendments to no waiting restrictions involved, no new access or waiting restrictions proposed to promote objections to TRO process	2	2	4	Board	Proactive publicity to promote benefits Programme of drop-in sessions to keep stakeholders, residents/businesses and users informed Flexible working policy with immediate reactive approach	1	2	2
9	Conflict with other major highway schemes - conurbation/regional level	Potential delay or prolonged construction period due to programme interface with other major works including NET 2 & A453	Anticipated timescales and potential diversion/alternative routes increases conflict likelihood	3	3	9	Senior Supplier	NRSWA process/monitoring, use of coordination meetings Regular meetings held with the HA and the County, Communications workshop held - joint major schemes approach	2	3	6
10	Delays by statutory undertakers	Delay and/or extension to programme Increased cost (increase in level of local contribution)	Works to existing highway; knowledge of stats locations by design team and Principal Contractor is good	3	3	9	Senior Supplier	Early involvement and robust communication with SU s Specialis consultatnt engaged to value engineer planned diversions at preliminary design stage Use of GPR surveys and trial hole programme to identify utility apparatus	2	2	4
11	Delays in obtaining required 3rd party land	Delay and/or extension to programme Escalation of compensation costs	Informal negotiations with affected landowners initiated in 2006 Positive outcome with all Landowners involved to acquire by agreement All land secured in principle through agreed Heads of Terms	2	4	8	Project Manager	Redesign of Crown Island and Hucknall Road removing 3rd party land Continuous engagement with Landowners to promote benefits Flexible working policy with immediate reactive approach to issues during construction	1	2	2
12	Delays in CPO inquiry decision over 12 months	Significant delay obtaining Full Approval - defers DfT contribution commencing in April 2013	Lessons Learned from other schemes involving CPO indicate timescales are appropriate	2	4	8	Legal (tbc)	Land acquisition by agreement approach, CPO process not applicable	1	3	3
13	Actual inflation differs from budget assumption	DfT contribution is fixed - increase in local contribution or reduce scheme scope to ensure affordability	Economic climate favours inflation rates to remain low nationally	2	3	6	Board	Monitor budget against spend profile Modify scheme removing elements with no impact on BCR	1	3	3
14	Unforeseen delays to construction programme due to scale of works	Delay and/or extension to programme Increased cost (increase in level of local contribution)	Scheme has been effectively halved in scale Early Constractor Involvement during Detailed Design stage to understand scale of works	2	2	4	Senior Supplier	Sufficient provision in terms of cost/time allowed in construction programme	1	1	1
15	Medilink bus services affected by change in policy from Hospitals	Assisting Medilink buses is a key benefit of the scheme - changes have potential for loss of public support; political pressure (but no direct impact on capital costs)	Public Transport confirm no longer a risk	1	1	1	Public Transport	Introduction of commercial replacement services or other service options	1	1	1
16	Availability of contractor's resources	Delays to programme until resources become available - main issue of concern is availability of supervisory & specialist resources.	Procurement Strategy approved by Executive Board on 22nd January 2013 - Nottingham City Council approved as Principal Contractor	2	1	2	Senior Supplier	Nottingham City Council is the Principal Contractor, supported by the Highways Framework Contract	1	1	1
17	ECI Contractor pulls out of contract	Delay to programme seeking appointment of alternative contractor	Procurement Strategy approved by Executive Board on 22nd January 2013 - Nottingham City Council approved as Principal Contractor	2	1	2	Board	Nottingham City Council is the Principal Contractor, supported by the Highways Framework Contract	1	1	1
18	Procurement failure	Full approval submission delay - would defer DfT contribution commencing in April 2013	Procurement Strategy approved by Executive Board on 22nd January 2013 - Nottingham City Council approved as Principal Contractor	2	2	4	Board	Nottingham City Council is the Principal Contractor, supported by the Highways Framework Contract	1	2	2
19	Risk of cost escalation for construction works from estimate	Increase in level of local contribution and reduction of scheme deliverables	Scheme is typical construction - main spend on diversions and traffic management Costs assessed using construction price inflation estimates - potential for escalation is minimised	2	3	6	Senior Supplier	Monitor expenditure/financial commitments on a regular basis Framework Contract rates and Contractor involved in advice on costs giving reassurance of cost by scope/funding	2	2	4

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20	Working in close proximity to other capital project schemes causing unacceptable disruption to the network	Potential delay or prolonged construction period due to programme interface with other priority capital works Reputation risk - number of roadworks increasing potential for congestion and disruption on key routes around the city centre; loss of public support & political pressure	Constrained funding timetable and anticipated construction programme for 2013/14 and 2014/15 increases conflict likelihood	3	3	9	Senior Supplier	Good proactive public communications Accommodate flexible working incorporating contingencies within work programmes Full and continuous engagement with key transport stakeholders - standing item at Blacktop meetings Contingency plans for temporary diversions Promote interactive Ring Road website and use of social media to communicate traffic management arrangements	3	2	6
21	Impact on emergency service response times during construction	Need for restrictions on construction methods &/or times of working to be imposed.	Planned construction method and sequencing aimed to minimise delays to traffic.	4	2	8	Senior Supplier	Full consultations and early dialogue with emergency services before and during construction	2	1	2
22	Local objections due to loss of trees	Delays to programme &/or design changes	Comments received have raised concerns on trees to be removed; addressed on an individual basis and planting policy - 2-for-1 promoted through publicity and engagement sessions	2	3	6	Board	Continue to promote local benefits Adopt best practice approach used for NET phase 2	2	1	2
23	Delay in DfT Decision	Delay and extension to programme	Decision-making timescales taken into account to prepare for start on site date of 22nd July Delivery programme options evaluated assuming 2 - 12 week delay reduce impact of occurance	2	3	6	Board	Active dialogue with the DfT Consider further programme options beyond 12 week delay	1	2	2
24	Unidentified utlities found requiring diversion	Delay and extension to programme Increase in scheme costs	Scope of works on existing carriageway, detailed survey information and local knowledge reduce potential of occurance	2	3	6	Board/ Senior Supplier	Ensure all known extents of utilities and ground conditions are investigated in full: use of GPR surveys and trial hole programme and information transferred to the Contractor Contractor to ensure all methods of working include adequate protection of utilities	1	1	1
25	Funding for additional works / changes in scope	Scope creep increasing construction costs and extension to delivery programme	Key messages communicated through scheme engagement and publicity - other works cannot be funded by project budget	2	2	4	Board	Consider all requests for change - assess impacts on time, budget and BCR Seek other funding streams - local changes through ACF Seek to co-orindate additional works within programme where possible - active coordinated approach	1	1	1
26	Additional requirements associated with technical approvals from the Environment Agency	Extension to programme Fee cost increase associated with design changes and liaison	Early engagement with Environment Agency for permancent works consent reduces potential of occurance	2	2	4	Project Manager	Dialogue ongoing, EA approve arrangements for culvert extension in principle	1	1	1
27	Extreme adverse weather	Delay and extension to programme, especially earthworks	Continual 2 year programme increases potential for occurance; main junction works programmed through summer months to reduce impact	2	3	6	Senior Supplier	Use realistic programming according to seasonal constraints Prepare contingency plans	2	1	2
28	Extent of Japanese Knotweed underestimated	Additional costs for excavation and disposal	Extensive ecological surveys undertaken, areas of Knotweed identified	2	2	4	Senior Supplier	Close monitoring required as scheme progresses to chart any expansion Ecology expert support on standby for duration of scheme build	1	1	1

= Closed Risk