

Appendix A – A457 Update Report Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	Impact of the ongoing economic uncertainty regarding the political situation in Eastern Europe and the financial implications of Brexit may cause third party delays due to lack of resource, lack of material availability with a consequential increase in project costs, and delay in programme.	This will be mitigated by quantifying the extent of any delivery impacts across the scheme to gain an understanding of where delivery timescales can be reviewed/re-prioritised, in order to address any delays to procedures.	Medium	Significant		Ongoing
2.	Impact of Covid-19 / Coronavirus outbreak may impact on efficiency of resources, delays on materials. Delays to programme	Safe Systems of Work to be implemented to reduce potential risk to operatives.	Medium	Medium		Ongoing
3.	Insufficient funding for CPO and land acquisitions	There may be an increase in land acquisition costs and potential claims arising from the CPO. Negotiations with landowners via property services to acquire land at value for money (funding secured).	Medium	Medium		Ongoing
4.	Unforeseen Ground Conditions / including ground bearing strength may be different from that forming part of the Construction Ground Investigation (GI) or that assumed during the design. Delay to construction works & additional costs may arise to ensure structural integrity.	Contractor to undertake robust site investigation early in the construction phase including trial holes at as many locations as possible.	Medium	Medium		Ongoing

5.	Objections to the orders resulting in Public inquiry / CPO and New CPO, Side Road Orders (SRO), Traffic Regulation Orders (TRO) required to allow for the scheme to commence. There may be objections to the orders resulting in Public inquiry	Ongoing negotiations with BPS / BCC Legal Services support to reach an agreement with landowners to avoid public inquiry & remove outstanding objections. TROs to be programmed in a timely manor before implementation on site.	Significant	Medium		Ongoing
6.	Lee Bridge Structural Assessments / The carriageway needs to be realigned, physical structure of the bridge won't be affected but the distribution of load will change.	Further surveys, additional AIP for design agreed with asset owners and assessed by Jacobs/AECOM. Design proposes "zero change" to structure, thus removing structural risks. Agreement with structure owners via NRSWA Technical Approvals being progressed.	Medium	Medium		Ongoing
7.	Utilities C4 cost estimate and programme / Utility diversions detailed estimate and delivery programme required. Failure to identify exclusions in quotations and failure to make appropriate allowance may cause additional cost	Submit and obtain revised revalidation of C4s during construction phase to provide greater certainty with cost estimates.	Low	Medium		Ongoing
8.	Traffic Management / During construction 4 lanes will be narrowed into 2 lanes. This could affect the access required for emergency vehicles as access into /out of the hospital needs to be maintained Clear Air Zone Scheme could lead to increased traffic in the area	Traffic management proposals to be approved in advance of implementation by BCC Highways.	Low	Low		Ongoing
9.	Disruption to local Business / There may	Traffic management proposals to be	Significant	Medium		Ongoing

	be disruption to the local businesses during the construction phase. The nature of the works could cause disruption to business day to day activities due to traffic jams etc.	approved in advance of implementation by BCC Highways. Stakeholder engagement process to be implemented in advance of site works / potential disruption.				
10.	CRT Indemnity surrounding the Lee Bridge	Design a solution to reduce the loading effect on bridge and monitor the crack reducing the risk of calling on the indemnity.	Medium	Significant		Ongoing
11.	Unauthorised vehicular access via public footpaths to properties from Spring Hill	Unauthorised and unsafe vehicular access to properties on Spring Hill / George Street West will be closed as a result of implementation of the scheme. Scheme proposals have been extensively detailed in the public consultation process and received no comment. Ongoing dialogue with BCC Highways to close unauthorised access prior to implementation.	Medium	Medium		Ongoing
12.	Land negotiations with NHS/Homes England	CPO to be progressed, ongoing negotiations with stakeholders to deliver preferred option with dedication agreement to deliver scheme.	Significant	Significant		Ongoing
13.	Target Cost Exceeded / Developed target cost may exceed cost reported in FBC. Design development causes changes in scope, rising construction costs / Changes in scope , increased costs and Programme Delays	Value engineering exercise to be carried out to agree any changes ahead of design completion. Proactive review of costs estimates with the contractor during construction programme to drive cost down. Ongoing review of scope to meet budget requirements.	Significant	Significant		Ongoing

Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.