

Risk Register	Project Name:	Mini-Holland Programme
	Project ID:	TPT22_XXX
	Project Manager:	

Key:

Type: C (Construction); D (Design); E (Environmental); F (Financial); 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); 28 (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					
R003	U (Utilities)	If utilities are discovered, despite searches then costs may increase significantly, especially on major junctions	2	7	14	01-Nov-22	22-Nov-21	Design	Share	Complete robust utility searches including GPR surveys to determine presence of utilities at key sites as part of detailed design.	1	5	5		Design Team	Re-assign responsibility to engineering design/traffic signals once design team appointed post ATE gateway review	Open	
R004	U (Utilities)	If utility companies object to design principles then community assets will be more difficult to deliver. Scheme viability and benefit realisation significantly reduced if supporting measures are not installed in tandem.	3	7	21	01-Nov-22	22-Nov-21	Planning	Reduce	Early engagement with utility providers as part of the co-design process. Discuss proposals in depth with the assistance of other local authorities that have delivered similar schemes i.e. Waltham Forest and Hackney. Establish buy in and ask utility companies to help create design solutions that are acceptable to them.	2	3	6			meeting with Cat 1 and 2 responders in July. DS+H invited to join project board to improve communications with emergency responders.	Open	
R010	T (Technical)	If Traffic Modelling indicates that the proposed measures will cause a high impact on the Network then the proposals may be unsatisfactory both internally and externally	2	7	14	01-Nov-22	22-Nov-21	Data collection/implementation	Accept/Reduce	Share analysis of traffic trends once Vissim model has been validated. Invite key internal stakeholders to review model before being used for options appraisal. PEAT tool being developed and adopted by WECA to demonstrate a variety of modal shift scenarios that underpin carbon neutrality.	2	5	10			Service wide training on Liveable Neighbourhoods has recently been delivered which has helped spread awareness and understanding of the project and the strategic aims.	Open	
R011	T (Technical)	ETROs may be determined as the incorrect method for installation due to recent legal challenges in London regarding Traffic levels being unsettled resulting from Covid. This could impact scheme delivery as project unable to demonstrate benefits.	2	7	14	01-Nov-22	22-Nov-21	Implementation	Reduce	Work closely with TRO and Legal team to determine appetite of risk acceptable to BCC. Technically it may be possible to progress straight to TRO, but this does not give flexibility to decision makers to understand the impacts of the scheme. Seek guidance from Mayor's Office via monthly briefings.	2	5	10		Legal/TRO	All other authorities have installed early schemes under an ETRO until there is a clear political mandate for installation. Contact Manchester, Oxford and London boroughs to share lesson's learnt on ETRO implementation.	Open	
R012	T (Technical)	If the BCR of the scheme is marginal then it may not be difficult to justify capital expenditure on implementing a phase 1 scheme (trial).	4	5	20	01-Nov-22	22-Nov-21	OBC submission	Accept	Commission consultants to develop innovative approach to business case development. Work closely with WECA Grant Assurance team to refine the business case prior to submission. Utilise CRSTS to implement phase 1 scheme and associate this with management case rather than BCR and vfm.	3	5	15		Consultants/WECA	Worked alongside TFGM to understand nuanced approach to modelling business cases. Continue working with WECA to deliver a positive business case. Once pilot has been approved, replicate for MH programme.	Open	
R013	O (Operational)	If short term disruption from trail is believed to be having an unacceptable impact on the Network, then the trail could be terminated.	2	7	14	01-Nov-22	22-Nov-21	Implementation	Reduce/Transfer	Ensure robust live monitoring is publicly available so that people can track the gradual decline in traffic. Establish buy in from key internal colleagues prior to implementation of the trial. Pro-active comms throughout the trail to address issues as they arise.	2	3	6		Comms/Network Management		Open	
R019	P (Political)	Project area covers five ward boundaries with different political representation. Ward councillor views may not necessarily align, making project delivery more difficult	3	5	15	01-Nov-22	22-Nov-21	Throughout	Reduce/Share	Ward member training delivered in February. Attended by the majority of ward councillors. Bi-weekly updates sent to ward members. Monthly joint member briefing with cabinet members to help generate buy in and awareness. Pilot scheme has established buy in for the engagement process which can be scaled up for MH programme.	2	5	10		Project Board	Risk being managed throughout the project. Recently presented to city wide councillors on the progress of the Handbook and the pilot project which was positively received.	Open	
R021	P (Political)	If the trial measures prove particularly disruptive than more negative press may be received which could result in political lobbying to remove the scheme or reduce number of closures to appease unhappy people, which may reduce the quality and or effectiveness of the scheme	3	7	21	01-Nov-22	22-Nov-21	Implementation	Reduce/Transfer	Incorporate lessons learnt from the pilot project to improve efficiency and effectiveness of the MH programme. Scale up use of ABStreet to assist with engagement process	2	3	6		Project Board	Work with WECA to determine what their assessment criteria is for funding Liveable Neighbourhoods. Align criteria with ATE to ensure successful progression through gateway reviews.	Open	
R023	P (Political)	If councillors do not attend briefings or participate in the project at the beginning then project delivery could be compromised as they would only engage once negative lobbying takes place	2	7	14	01-Nov-22	22-Nov-21	Throughout	Reduce/Transer	Ward members trained and briefed prior to the engagement process starting for the pilot project. Transfer risk of Mayor's Office and cabinet member for transport and stress that ownership needs to be taken over the project and that it can't be led by officers alone. This is reinforced by ATEs commitment to deliver LTN 1/20 and gear change	3	3	9		Project Board/Mayor's Office		Open	
R024	P (Political)	Ward boundaries and political parties split across the project area. This could lead to political competition, especially during the implementation of the pilot trail. Politicians could work against each other to either take praise or evade criticism for the scheme. This would compromise project delivery and could reduce the likelihood of a cohesive scheme being installed, as decision makers could be selective over which elements to make permanent	3	7	21	01-Nov-22	22-Nov-21	Implementation	Reduce/Transfer	Ward members trained and briefed prior to the engagement process starting. Transfer risk of Mayor's Office and cabinet member for transport and stress that ownership needs to be taken over the project and that it can't be led by officers alone. Work closely with WECA to develop sub-regional buy in for the project and how this links to CRSTS delivery and ATE quality requirements	3	3	9		Project Board/Mayor's Office	Raise awareness of project sub-regionally via RDT route.	Open	
R026	M (Management)	The new administration may not adopt an interim policy position until the strategy has been through the LN consultation and engagement. This would impact delivery of the project and make OBC submission more difficult.	3	5	15	01-Nov-22	22-Nov-21	Throughout	Reduce/Transfer	Continue bi-weekly briefing with cabinet member and stress the importance of political ownership of the project in order for it to succeed. Ward members briefed and the Administration have progressed the LN handbook. Work closely with WECA to develop sub-regional buy in for the project. Make decision makers aware of funding implications with CRSTS, ATE quality requirements and LTN 1/20.	3	3	9		Project Board/Mayor's Office		Open	
R032	M (Management)	Currenty unknown how proposed transfer of BCC staff and powers to WECA will conclude. This could delay decision making in the initial year of MH programme.	4	5	20	01-Nov-22	22-Nov-21	Project Initiation	Reduce/Share	Make use existing professional services frameworks to support development of the MH programme until WECA/BCC structure/relationship becomes clearer	3	5	15		BCC	Approach WECA for opportunities for joint working to help establish project if feasibility study is successful	Open	
R033	M (Management)	Current BCC re-structure of services such as City Transport, City Design and Engineering Design may impact staff retention and lead to loss of specialist technical skills	4	5	20	01-Nov-22	22-Nov-21	Project Initiation	Reduce/Share	Make use existing professional services frameworks to support development of the MH programme until WECA/BCC structure/relationship becomes clearer	3	5	15		BCC	Approach WECA for opportunities for joint working to help establish project if feasibility study is successful	Open	

R034	F (Financial)	If inflation continues to rise against competing demands for services then MH funding may either, not cover all items outlined in the feasibility or be re-profiled nationally.	3	7	21	01-Nov-22	22-Nov-21	Throughout	Reduce	Account for cost inflation within feasibility study. Work with ATE through gateway process so that the programme can be tailored accordingly to match funding levels available.	3	5	15	■	Project Board		Open	
R035	F (Financial)	Scheme requires robust data collection processes in order to inform the co-design and engagement process. Limited companies can provide the services required and no existing framework contract in place. Procurement process could delay data collection and progress.	4	4	16	01-Nov-22	22-Nov-21	Data Collection	Reduce	Engage with procurement team and embed a procurement lead for the project. Seek additional procurement routes via WECA if not possible to procure through BCC.	3	3	9	■	Project Board/Delivery Group	Approach WECA to discuss opportunity for joined working	Open	
R036	F (Financial)	Scheme requires procurement of temporary materials to make engagement and trial successful i.e. temporary trees, pocket parks etc. Internal teams may be reluctant to purchase temporary materials and may question value for money.	4	4	16	01-Nov-22	22-Nov-21	Implementation	Reduce/Accept/T transfer	Early engagement with suppliers and procurement team to ensure that services can be procured in line with tight project timescales. Implement a cross sector governance structure to ensure that a variety of views are heard within the decision making process.	3	3	9	■	Project Board/Delivery Group	Approach WECA to discuss opportunity for joined working	Open	
R038	F (Financial)	Scheme BCR may be marginal depending on impact on transport users i.e. journey time on strategic corridors. Funding body may not be willing to proceed to FBC and implementation	4	5	20	01-Nov-22	22-Nov-21	Gateway reviews	Reduce/Accept/T transfer	Benchmarking carried out with other combined authorities to apply innovative approaches to scheme appraisal. Joint paper being progressed by Sglos, BANES and BCC to adopt a sub regional approach to active travel scheme appraisal. Escalate for a strategic decision on whether to prioritise grant assurance or delivery.	3	5	15	■	Project Board/Delivery Group	Approach WECA to determine suitable way forward that balances grant assurance conditions and delivery commitments. Work with ATE to progress scheme through the gateway process.	Open	
R041	E (Environmental)	Implementation of trial measures may lead to parking displacement in surrounding areas outside of the project area. This could result in negative comms from both residents inside the project area and those living nearby.	3	5	15	01-Nov-22	22-Nov-21	Implementation	Reduce/Accept	Clear communications during the co-design process, that make communities aware of the temporary disruption as traffic patterns adapt. Engage with surrounding communities and promote active travel during the trial phase of the project. Phase MH programme so that displacement is addressed via engagement.	3	3	9	■	Project Board/Delivery Group		Open	
R042	E (Environmental)	Implementation of trial measures may lead to temporary traffic displacement on neighbouring streets/strategic corridors. This could result in negative comms leading to the project being paused/removed.	4	5	20	01-Nov-22	22-Nov-21	Implementation	Reduce/Accept	Clear communications during the co-design process, that make communities aware of the temporary disruption as traffic patterns adapt. Engage with surrounding communities and promote active travel during the trial phase of the project. React to changing conditions on the network and tweak designs if necessary.	3	4	12	■	Project Board/Delivery Group		Open	
R047	D (Design)	Outputs of co-design process may not address through traffic issues or undermine project aims	3	7	21	01-Nov-22	22-Nov-21	Co-design	Reduce/Accept/T transfer	Clear communications of project aims and how they can be achieved throughout co-design process. Emphasis on trial measures and that change can be made using the flexibility of temporary measures. Lock in benefits of trial with community assets such as temporary trees, cycle hangars etc. Establish Political champion for the project so that citizens understand the policy direction and see ownership of the project i.e. not a project being "done to them" by the Council. Integrate ATE guidance on Liveable Neighbourhood design so that scheme meets funding criteria.	3	3	9	■	Project Board/Delivery Group		Open	
R048	D (Design)	Design of Liveable Neighbourhood may "force the hand" of any future strategic corridor project, particularly with reference to the design of junctions and crossings.	3	5	15	01-Nov-22	22-Nov-21	Design	Reduce/Accept/T transfer	Undertake traffic modelling to determine what junctions are likely to be impacted by the MH measures. Include key work areas within delivery group that can help shape designs that achieve project aims without undermining any future aspirations for the Church Road Mass Transit corridor.	2	5	10	■	Project Board/Delivery Group	Work closely with ATE via gateway process so that perimeter design meets LTN 1/20 standards.	Open	
R049	D (Design)	Area wide approach to the project may invite scope creep which could lead to cost increases making the project difficult to deliver.	3	5	15	01-Nov-22	22-Nov-21	Design	Reduce/Accept/T transfer	Undertake traffic modelling to determine what junctions are likely to be impacted by the MH measures. Utilise further rounds of CRSTS funding to roll out LN schemes further.	2	5	10	■	Project Board/Delivery Group		Open	
R050	D (Design)	No current local policy adopted on LTNs or Liveable Neighbourhoods. This could result in the pilot project undertaking the majority of the scoping and requirements research which could lead to increased development costs	3	5	15	01-Nov-22	22-Nov-21	OBC submission	Reduce/Transfer	Liveable Neighbourhoods handbook developed for schemes in Bristol. Work alongside WECA to help set success criteria for Liveable Neighbourhoods sub-regionally. If not possible, then ATE guidance to be adopted in the interim.	2	5	10	JH/FG ■	Project Board/WECA	Raise with WECA via the RDT briefings	Open	
R053	C (Construction)	Construction programme likely to exceed Lot 5 Highways framework limit, but Lot 6 contractors may not tender due to sporadic, low value of sites.	3	7	21	01-Nov-22	22-Nov-21	Tender	Reduce/Accept	Engage with procurement team and embed a procurement lead for the project. Tender packages of works through Lot 6 so that programme is more attractive to contractors.	2	5	10	■	Project Board/Delivery Group		Open	
R054	C (Construction)	If the contract is let to different contractors then compensation events may be more likely and difficult to differentiate due to conflicting TM plans and sharing sites	2	7	14	01-Nov-22	22-Nov-21	Tender/Construction	Reduce/Transfer	Engage with procurement team and embed a procurement lead for the project.	2	5	10	■	Project Board/Delivery Group		Open	
R055	C (Construction)	Construction phasing may conflict with delivery of CRSTS programme. This may result in lack of contractor resource in the region.	3	7	21	01-Nov-22	22-Nov-21	Tender/Construction	Reduce/Transfer	Engage with WECA CRSTS programme lead to ensure that construction is phased effectively within the region. Deliver works in packages so that construction spend and activity can be spread across programme years i.e. internal, perimeter, gateway and community assets.	3	5	15	■	WECA/BCC		Open	
R056	C (Construction)	Construction phasing may conflict with delivery of CRSTS programme. This may result in challenging network management.	3	7	21	01-Nov-22	22-Nov-21	Tender/Construction	Reduce/Transfer	Engage with WECA CRSTS programme lead to ensure that construction is phased effectively within the region. Deliver works in packages so that construction spend and activity can be spread across programme years i.e. internal, perimeter, gateway and community assets.	3	5	15	■	WECA/BCC		Open	