

Project Risk Ref No.	Project Risk Category	Project Risk Description	Potential Impact	Inherent Risk Rating			CCC Project Manager	Associated Strategic Risk Ref	Risk Mitigation Measures	Residual Risk Rating			Risk Mitigation Owner	Current Status	Current RAG Status
				Likelihood	Impact	Score				Likelihood	Impact	Score			
1	Scheme Development	Delay to provision of survey data for analysis.	Time	3	2	6	Tim Watkins	2	Good communication with client. Traffic surveys were undertaken as planned during w/c 14th May. Next step to acquire topo information (JW).	2	2	4	Service Provider	LIVE	Green
2	Scheme Development	NTS data does not provide sufficient detail for a fully WebTAG compliant business case (beyond the strategic stage) and is not accepted by the technical assessor (TA).	Quality	2	3	6	Tim Watkins	2	Engage early with the TA during business case process and ensure the model is built to enable mobile phone network data to be easily retrofitted, if considered necessary. Maintain ongoing consideration of issues during progress meetings.	2	2	4	Service Provider	LIVE	Green
3	Scheme Development	Local Model Validation Report provided following data collections exercise is not approved by CCC.	Cost and time	2	3	6	Tim Watkins	4	Regular meetings / communications with client. Issue draft report before final deadline with time for review and updates following comments.	2	3	6	Service Provider	CLOSED	Amber
4	Scheme Development	Level Crossing model not calibrating / validating	Time	3	2	6	Tim Watkins	2	Allow buffer time in programme. Regular meetings / communications with client.	2	2	4	Service Provider	LIVE	Green
5	CCC Resources	Client input not available when required.	Time	1	3	3	Tim Watkins	5	Ongoing communication with client. Dates set in advance for client input and likely amount.	2	3	6	CCC PM	LIVE	Amber
6	Scheme Development	The East West Rail proposals would provide a new railway from the Bedford area to Cambridge. The proposed route alignment could be along the Shepreth Branch through the Foxton area. An announcement on the preferred route is expected by early 2019.	Cost and time	3	4	12	Tim Watkins	6	The Foxton level crossing closure, with the provision of an A10 bypass will inform any decision regarding the route alignment of the East West rail proposal. If the preferred route announcement is via the Foxton area, the level crossing closure options appraisal process will take this into full consideration.	3	4	12	Executive Board	LIVE	Red
7	Scheme Development	Foxton level crossing has been identified by Network Rail as a suitable site for evaluation for closure. The outcome of the evaluation may identify a different closure schedule or an alternative option. Alternative pedestrian and cyclist access across railway if NR require level crossing closure to all movement.	Time	3	3	9	Tim Watkins	9	A strong business case which highlights safety benefits and clearly states links to Network Rail's National Risk Reduction programme to close level crossing. Further (and ongoing) engagement with Network Rail required.	2	3	6	Executive Board	LIVE	Amber
8	Scheme Development	Branch line currently serves freight trains travelling to a landfill site next to the old Barrington Quarry and cement works.	Time	4	4	16	Tim Watkins	9	The preferred level crossing closure bypass route needs to inform the option selection process for the use of the Barrington branch line.	2	4	8	Executive Board	CLOSED	Amber
9	Scheme Development	Possible engineering risk from A10 upgrade options, such as dualing of the carriageway.	Cost and time	1	4	4	Tim Watkins	8	The preferred A10 bypass route will inform the option selection process for any future A10 upgrade proposals. No proposals identified - monitor for further change.	3	4	12	Executive Board	LIVE	Red
10	Scheme Development	Desktop study highlighted presence of contaminated land at some locations.	Time	2	4	8	Tim Watkins		Further investigations required at options selection stage.	1	4	4	Executive Board	LIVE	Green
11	Scheme Development	High ground water table presents flooding risk for excavations during construction, especially if underpass option progressed.	Cost and Time	3	3	9	Tim Watkins		Detailed ground investigation required to determine existing water table level. Further investigations required at options sifting stage.	3	3	9	Contractor	LIVE	Amber
12	Scheme Development	Risk if detailed geotechnical surveys are not conducted.	Cost and time	2	3	6	Tim Watkins		Undertake geotechnical investigation prior to design.	1	3	3	Executive Board	LIVE	Green
13	Scheme Development	Listed buildings and conservation area protection	Time	2	3	6	Tim Watkins	4	Undertake surveys of all heritage assets located in vicinity of proposal and ensure designs and construction plans protect heritage assets and mitigate any risks during construction phase. Dependent on options-sifting stage.	2	3	6	Executive Board	LIVE	Amber
14	Scheme Development	Archaeological finds. Depends on type of historic assets identified and effect upon them from construction.	Time	3	3	9	Tim Watkins		Undertake proportionate archaeological surveys at appropriate time in vicinity of proposal and ensure designs and construction plans take outcomes of study into account to accommodate findings. Potential Anglo-Saxon burial sites identified to the north of Foxton (may impact northern alignment).	2	3	6	Contractor	LIVE	Amber
15	Scheme Development	Roosting bats and potentially habitats for great crested newts	Time	3	3	9	Tim Watkins		Further ecology surveys required and may require habitat protection to mitigate impact of construction.	3	3	9	Contractor	LIVE	Amber
16	Scheme Development	Scheme proposal considered to create an impact on rural landscape	Time	4	3	12	Tim Watkins		Options appraisal process to consider impact on landscape, visual and environmental characteristics.	3	3	9	Executive Board	LIVE	Amber
17	Scheme Development	Noise, dust, vibration complaints, restrictions during construction phase	Time	4	3	12	Tim Watkins		Control measures / working methods to be adopted to remove and mitigate impact.	2	3	6	Contractor	LIVE	Amber
18	Scheme Development	Exceptional inclement weather during construction	Time	3	3	9	Tim Watkins		Plan site set-up to avoid severe weather conditions.	2	2	4	Contractor	LIVE	Green
19	External Stakeholders	NR response times for design approval process.	Time	4	3	12	Tim Watkins		Agree methodology at early stage. Regularly engage with NR.	2	3	6	Executive Board	LIVE	Amber
20	External Stakeholders	Securing access to NR depot site.	Time	3	3	9	Tim Watkins		Agree access at early stage - Topo / Ecological.	2	3	6	Contractor	LIVE	Amber
21	Scheme Development	Area may contain undiscovered unexploded devices which are revealed during excavation activity.	Time	1	4	4	Tim Watkins		Evacuation, safe disposal and removal from site.	1	4	4	Contractor	LIVE	Green
22	Design	Health & Safety risks associated with working closure to high frequency, fast train line and busy A Road.	Time	3	3	9	Tim Watkins		Detail working methods prior to work beginning on-site. Development of Construction Management Plan.	1	3	3	Contractor	LIVE	Green
23	Supply Chain	Contractor (main / sub-contractor/s and / or main suppliers) going into administration during construction phase.	Time	1	5	5	Tim Watkins		Identify alternative contractor / supplier through existing framework contract arrangements.	1	5	5	Contractor	LIVE	Green
24	External Stakeholders	NR not agreeing to scheme objectives.	Cost and time	2	4	8	Tim Watkins	9	Ongoing liaison with NR.	2	1	2	Executive Board	LIVE	Green
25	Scheme Development	Street works restrictions	Cost and time	4	3	12	Tim Watkins		Discussion with street works team (acquiring permits etc.).	3	3	9	Contractor	LIVE	Amber
26	Scheme Development	Construction next to/over live railway line	Cost and time	4	3	12	Tim Watkins		Ongoing liaison with NR.	4	5	20	Contractor	LIVE	Red
27	Supply Chain	Failure to appoint contractor to build scheme	Time	1	5	5	Tim Watkins		Early consideration - develop procurement strategy.	2	5	10	Executive Board	LIVE	Amber

28	Project Scope	Failure to achieve project outcomes	Quality	2	4	8	Tim Watkins	4	Robust business case and post-delivery monitoring.	2	3	6	Executive Board	LIVE	Amber
29	External Stakeholders	Failure to agree maintenance arrangements i.e. NR or CCC	Increase CCC maintenance costs	3	2	6	Tim Watkins		Early engagement with stakeholders	2	3	6	Executive Board	LIVE	Amber
30	City Deal Governance	GCP Executive Board defer highway decisions to strategic highway authority (CA)	Scheme fails to secure necessary approvals and funding to progress	3	5	15	Tim Watkins	5	Prepare robust evidence base and business case for scheme and comply with requirements for each stage of the GCP Assurance Process. Communicate and engage with board in advance of any approvals during development of scheme.	3	5	15	Executive Board	CLOSED	Red
31	Scheme Development	Surveys not carried out in time to inform EIA process	Delay to programme and increased costs.	2	4	8	Tim Watkins	6	Agree planning programme with EIA so we can properly plan for survey works (to cover all appropriate seasons).	2	4	8	Contractor	CLOSED	Red
32	CCC Resources	Lack of adequate resources to develop and deliver the scheme	Programme delays and reduction in quality of project outputs	2	4	8	Tim Watkins	1	Ensure project is adequately resourced from CCC. Where appropriate bring in additional resource. Use early warning flag related to programme slippage to identify if caused by lack of resource.	1	3	3	Executive Board	CLOSED	Green
33	Scheme Development	Unfavourable ground conditions	Increased construction costs and delays to programme. Possibly also future maintenance liabilities	2	3	6	Tim Watkins		Early geotechnical investigations to ensure full costs are captured in the business case.	2	3	6	Contractor	CLOSED	Amber
34	External Stakeholders	Lack of Combined Authority support	Makes scheme approval more challenging and threatens scheme progression.	2	5	10	Tim Watkins	9	Escalation of issues via political process. Ensure alignment of scheme to emerging CA policy.	2	5	10	Executive Board	LIVE	Red
35	Scheme Development	Scheme BCR shows poor or low value for money	Makes scheme approval more challenging and threatens scheme progression.	3	3	9	Tim Watkins	4	Scheme shortlisting process (MCA criteria) will need to direct sifting towards schemes likely to offer higher vfm. Consideration of wider economic benefits and strategic economic case to inform wider business case issues.	3	3	9	Contractor	LIVE	Red
36	External Stakeholders	Availability for stakeholder workshops/meetings	Stakeholders may not be available, or purdah period delays decisions resulting in less time to take on board feedback, delaying programme.	3	3	9	Tim Watkins	4	Early communication of engagement programme. Individual engagement with stakeholders.	3	3	9	Executive Board	LIVE	Amber
37	Scheme Development	Access to land denied	Delay / Cost	3	3	9	Tim Watkins	4	Early identification of land ownership and discussion with owners to seek approval to gain access. Where access not likely, develop approach to EIA that ensures this is not a show stopper for the EIA.	3	3	9	Executive Board	LIVE	Amber
38	Scheme Development	Other schemes are brought forward in advance of Foxton P&R and Level Crossing Closure	The strategic and economic case for the scheme is weakened, therefore undermining the case for investment.	2	3	6	Tim Watkins	3	Regular communication and joint approach to the development of schemes along corridor to ensure schemes are cognisant of each other.	2	3	6	Executive Board	LIVE	Amber
39	Project Management	Information Sharing between large number of parties / disciplines	Delays and lack of clarity.	2	2	4	Tim Watkins	8	Hold regular progress meetings, distribution of action logs and regular communication.	2	2	4	Executive Board	LIVE	Amber
40	Design	Information to determine P&R demand is not determined (Cambridge South in particular)	P&R site cannot be sized, leading to design delays	3	3	9	Tim Watkins		Early information gathering, include high growth, medium growth and low growth scenarios - Remain alert to Cambridge South programme changes.	3	3	9	Contractor	LIVE	Amber
41	Project Management	Progression of Foxton P&R and Level Crossing Closure dependant on interfaces with each other	Delays to programme. A need to change the approach or options being considered. Scheme no longer feasible. Bypass route may change the location of P&R site and vice versa.	3	4	12	Tim Watkins	9	Hold regular progress meetings, distribution of action logs and regular communication. Align the development with dependant schemes.	2	5	10	Executive Board	LIVE	Amber
42	City Deal Governance	Political/governance changes within the GCP partners could introduce new or conflicting priorities	Delay to delivery and scope creep. Potential for project to be significantly amended or cancelled	3	3	9	Tim Watkins	8	Continued communication with senior officers/project board on benefits of the project.	3	3	9	Executive Board	LIVE	Amber
43	External Stakeholders	Wider stakeholder influence on the project (e.g. Network Rail, LPA, HE, Wildlife Trust)	Decisions on scope of scheme not determined in a robust and defendable manner that would stand up during an inquiry	3	3	9	Tim Watkins	9	Clear scheme development strategy determined and shared with stakeholders to ensure buy-in.	3	3	9	Executive Board	LIVE	Amber
44	Scheme Development	New LTP does not support Park & Ride	Weakened Strategic Case. Challenge to terms of GCP approval process and subsequently any public inquiry	3	4	12	Tim Watkins	8	Escalation of issues via political process. Engagement with CCC policy team.	3	4	12	Executive Board	LIVE	Red
45	External Stakeholders	Land owners object to proposed options.	Triggers potential CPO/Inquiry, leading to programme delays and potential scheme failure	3	4	12	Tim Watkins	10	Early identification of proposals to ensure options taken to public consultation already have stakeholder support.	3	4	12	Executive Board	LIVE	Red
46	Statutory Process	Lack of clarity on programme relating to required planning powers and preferred delivery route i.e. is CPO required for the park and ride site?	Delay to programme and increased costs. Project not feasible.	2	4	8	Tim Watkins	9	Seek advice from Legal/Planning advisors - Develop programme to support this.	2	4	8	Contractor	LIVE	Amber
47	Scheme Development	Delay in agreeing MCAF criteria	Delay in undertaking shortlist sifting exercise and subsequent production of Options Assessment Report	4	5	20	Tim Watkins		Agree MCAF criteria with client in advance of assessment.	4	2	8	Contractor	CLOSED	Amber
48	Design	Changes to scheme resulting from public consultation	Required changes following consultation result either not feasible or have negative impact on scheme's business case i.e. costs go up, VFM comes down. Delay in programme	3	3	9	Tim Watkins	10	Sampling of early consultation responses to determine opinion at early stage.	4	2	8	Contractor	LIVE	Amber
49	Scheme Development	Emerging options potentially have large local impact.	Attracts more objections from local residents	3	3	9	Tim Watkins	10	Engagement with stakeholders and effective project governance. Full consideration of options and mitigation methods.	3	3	9	Contractor	LIVE	Red
50	Scheme Development	Delay in modelling (demand and reassignment) outputs.	Delay to programme. Unable to fully develop and test options, including impact on Junction 11 P&R site proposals.	2	3	6	Tim Watkins		Ensure modelling team is engaged early on and any issues causing delay are flagged early and addressed.	2	4	8	Contractor	LIVE	Amber
51	External Stakeholders	Variable level of stakeholder support for options	Project can not demonstrate public acceptability, open to challenge at later stage i.e. public inquiry	3	3	9	Tim Watkins	9	Ongoing engagement with stakeholders.	4	4	16	Executive Board	LIVE	Red
52	City Deal Governance	Development of processes and procedures related to GCP funding introduces new decision points and reporting requirements.	Delay to programme and increased costs.	2	3	6	Tim Watkins	6	Emphasis on need for clear decision making framework and programme.	2	3	6	Executive Board	LIVE	Red
53	Design	Design requirements for Foxton Level Crossing bypass constrain Foxton Park & Ride options	Scheme fails to meet objectives.	2	2	4	Tim Watkins		Options development to be done as joint approach between MM, Skanska and GCP.	3	4	12	Contractor	LIVE	Red
54	Scheme Development	Lack of clarity on whether EIA required or not.	We either do an EIA when none is required, or we assume no EIA but one is required - major delay to project if the latter happens	2	3	6	Tim Watkins	4	Carry out screening and discuss approach for environmental works with appropriate planning authority (SCDC are assumed to be the appropriate planning authority).	2	3	6	Contractor	LIVE	Amber
55	City Deal Governance	Changes to client's key decision points.	Programme may not fit requirements.	2	4	8	Tim Watkins	6	Communicate effectively to agree programme.	2	4	8	Executive Board	CLOSED	Amber
56	Scheme Development	Significant Statutory Undertakers diversions required	Increased construction costs and delays to programme. Greater disruption during construction.	3	3	9	Tim Watkins		Early consultation with statutory bodies to understand the need for diversionary works. C3 estimates to be sent out to provide accurate cost estimates.	3	3	9	Contractor	LIVE	Red
57	Scheme Development	Conflict with other scheme sensitivities, aims or objectives. E.g. Cambridge South Station Rail upgrades, M11 Junction 11 P&R, C2C, East West Rail, (CAM)	Further restrictions on options development, delay to programme and / or erosion of Foxton P&R and Level Crossing Closure Scheme objectives.	3	4	12	Tim Watkins	9	Regular communication with other department heads to ensure adjacent or overlapping schemes are cognisant of each other. Develop a shared approach to assessment.	3	4	12	Executive Board	CLOSED	Red
58	Scheme Development	Scoping for EIA not well defined	We do more than is needed, or not enough. Cost incurred unnecessarily for the first case, programme and cost delay for the latter.	2	4	8	Tim Watkins	4	Carry out scoping and consultation with statutory bodies and LPA asap once preferred scheme defined. This will require scoping to commence before final OBC produced.	2	4	8	Contractor	CLOSED	Amber