

Risk Register

Outline Business Case - Appendix P

17 January 2020

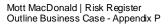
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Risk Register

Outline Business Case - Appendix P

17 January 2020



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1 Risk Rating Descriptions

Risk Likelihood Ratings:

Description	Descriptor	Scale
May only occur in exceptional circumstances, highly unlikely	Very Low	1
Is unlikely to occur in normal circumstances, but could occur at some time	Low	2
Likely to occur in some circumstances or at some time	Moderate	3
Is likely to occur at some time in normal circumstances	High	4
Is highly likely to occur at some time in normal circumstances	Very High	5

Risk Impact Ratings:

Providetion	Descriptor	01-
Description	Descriptor	Scale
Insignificant disruption to internal business or corporate objectives Little or no loss of front line service		
No environmental impact	Negligible	1
No reputational impact		
Low financial loss (proportionate to budget involved)		
Minor disruption to internal business or corporate objectives		
Minor disruption to front line service		
Minor environmental impact	Marginal	2
Minor reputational impact		
Moderate financial loss (proportionate to budget involved)		
Noticeable disruption to internal business and corporate objectives		
Moderate direct effect on front line services		
Moderate damage to environment	Simmificant	3
Extensive reputational impact due to press coverage	Significant	3
Regulatory criticism		
High financial impact (proportionate to budget involved)		
Major disruption to corporate objectives or front line services		
High reputational impact – national press and TV coverage		
Major detriment to environment	Critical	4
Minor regulatory enforcement		
Major financial impact (proportionate to budget involved)		
Critical long term disruption to corporate objectives and front line services		
Critical reputational impact		
Regulatory intervention by Central Govt.	Catastrophic	5
Significant damage to environment		
Huge financial impact (proportionate to budget involved)		

2 Risk – Strategic

					Inhero	ent Risk	Rating				Resido	ual Risk	Rating	,
Project Risk Ref No.	Project Risk Category	Project Stage	Project Risk Description	Potential Impact	kelihood	pact	ore	CCC Project Manager	Associated Strategic Risk Ref	Pisk Miligation Measures	kelihood	paed	core	Risk Mitigatio Owner
S24	External Stakeholders	KD 2-3	SCHEDLE: Transport Assessment and Environmental Impact Assessment (BA) scoping exercise delayed due to: CEM Board Approval Panning West Cambridge / Bourn Alfield Lisison	If scoping exercise is debyed then this will impact on compling Environmental Statement and Transport Assessment, debying Transport Works Act (TWA) Order submission.	5	5	25	Austin Nw adike	4	Pepara scopeg spilos and parts of the Environmental Inpact Assessment in advance where possible to ensure scoping is indirected as soon after board approval as possible.	4	5	20	000 PM
S31	Project Scope	KD 2-3	SCHEDULE: Preferred technology cannot deliver operational performance in line with Outline Business Case (OBC).	Cannot procure suitable technological guidance solution that enable the scheme to meet its objectives	4	5	20	Austin Nw adike	4	Work with technology suppliers to ensure available technology meets performance requirements.	4	1	4	Project Bo
S31	Project Scope	KD 2-3	COST: Preferred technology cannot deliver operational performance in line with Outline Business Case (OBC).	Cannot procure suitable technological guidance solution that enable the scheme to meet its objectives	4	5	20	Austin Nw adike	4	Work with technology suppliers to ensure available technology meets performance requirements.	4	1	4	Project Bo
S28	Project Management	KD 2-3	SCHEDULE: Scheme does not obtain planning powers	Current preferred planning route is a Transport Works Act (TWA). Scheme falls to demonstrate its case and that it is within the public interest.	4	4	16	Austin Nwadike		Prepare Transport Works Act (TWA) with input from legal and planning advisors	3	4	12	Project Bo
\$3	Project Scope	KD 2-3	SCHEDULE: Recommended route option not accepted by Greater Cambridge Partnership (GCP)	Need to revise Outline Business Case (OBC) with consequent impact on programme	3	5	15	Austin Nw adike	6	Provide necessary evidence to Greater Cambridge Partnership (GCP) to enable decision on mode in advance of executive board July Board) with stakeholder buy in.	2	5	10	Project Bo
S15	City Deal Governance	KD 2-3	SCHEDULE: Changed timings for Greater Cambridge Partnership (GCP) key decision points	Programme may not fit requirements	3	4	12	Austin Nwadike	6	Communicate effectively to agree programme. Regular review and update of programme.	2	4	8	Executiv Board
S16	City Deal Governance	KD 2-3	SCHEDULE: Lack of stakeholder support for project	Objections at public enquiry, further public engagement required	3	4	12	Austin Nwadike	9	Ensure decisions are informed by business case and demonstration of public benefits	3	3	9	CCC PM
S22	Statutory Process	KD 2-3	SCHEDULE: Late decision on approval route leads to delay in production of Environmental Impact Assessment / planning supporting	Delay in planning submission	4	3	12	Austin Nwadike	4	Method agreed whereby scoping submitted Q3 2019 following board approval. EIA may need to start at risk to meet current programme.	2	3	6	Project Bo
S26	City Deal Governance	KD 2-3	documents SCHEDULE: City Deal Tranche 2 funding (2020-2025) not confirmed	Oby Deal Tranche 2 funding (2020-2025) not confirmed before Transport Works Act (TWA) submission which could weaken or delay submission	3	4	12	Austin Nwadike	1	Develop programme of all workstreams. Greater Cambridge Plathership (GCP) to identify when City Deal Tranchs 2 funding (2020-2025) will be decided.	3	4	12	Project Bo
S28	Project Management	KD 2-3	COST: Preferred technology cannot deliver operational performance in line with Outline Business Case (OBC)	Cannot procure suitable technological guidance solution that enable the scheme to meet its objectives	4	3	12	Austin Nwadike	4	Work with technology suppliers to ensure available technology meets performance requirements	3	3	9	Project Bo
S24	External Stakeholders	KD 2-3	COST: Transport Assessment and Environmental Impact Assessment (EM) scoping exercise delayed due to: CAM Board Approval Rearing West Chartridge / Boarn Airlield Liston	If the scoping exercise is delayed than this will impact on compiling Griveronnerial Statement and Transport Assessment, delaying Transport Works Act (TWA) Order submission	5	2	10	Austin Nw adike	4	Prepare scoping opinion and parts of the BA is advance where possible to ensure scoping is submitted as soon after board approval as possible	4	2	8	CCC PN
S14	City Deal Governance	KD 2-3	COST: Development of processes and procedures related to Greater Cambridge Partnership (GCP) funding introduces new decision points and reporting requirements	Delay to programmed and increased costs	3	3	9	Austin Nwadike	6	Align business case development work with existing key decisions to ensure decision making is clear and understood	2	3	6	Project Bo
S24	City Deal Governance	KD 2-3	SCHEDULE: Park and Ride	Failure to obtain consensus on basis for choice of P&R site	3	3	9	Austin Nwadike	6	Ensure scheme assessment rigorously covers all impacts and is adequately covered within business case	1	3	3	CCC PM
S26	City Deal Governance	KD 2-3	COST: City Deal Tranche 2 funding (2020-2025) not confirmed	City Deal Tranche 2 funding (2020-2025) not confirmed before Transport Works Act (TWA) submission which could weaken or delay	3	3	9	Austin Nwadike	1	Develop programme of all workstreams. Greater Cambridge Partnership (GCP) to identify when City Deal Tranche 2 funding (2020-2025) will be decided.	2	3	6	Project Bo
S6	External Stakeholders	KD 2-3	SCHEDULE: Special Interest Groups exert undue influence on the	submission Decisions on scope of scheme not determined in a robust and defendable manner that would stand up during an inquiry.	3	3	9	Austin Nwadike	9	Implement and delivery a robust stakeholder communication plan. Review influences on governance process. Demonstrate public benefit.	3	3	9	COC PM
S10	Project Management	KD 2-3	SCHEDULE: Proposed developments for West of Cambridge not	Outline Business Case (OBC) undermined/benefits reduced	2	4	8	Austin	4	Low risk but could low or BCR as few or users for P&R/Busw ay. Liabs ewith planning/DC officers.	2	4	8	Executiv
S27	City Deal Governance	KD 2-3	approved COST: Assurance requirements remain in draft form	Scheme documents currently state management principles being used (e.g. PRNCE2) but this is not being fully implemented within Greater	2	4		Nw adike Austin	4	Seek clarily and validation of Greater Cambridge Partnership (GCP) assurance system	1	4	4	Board Project Bo
S12	Scheme Development	KD2-3	COST: Recommended route not underpinned by adequate stakeholder	Cambridge Partnership (GCP). Pogramme extension	2	3	6	Nw adike Austin	9	Consult in auturn 2018. Sufficient stakeholder engagement (a.g. University). Landowner engagement has been stepped up and nearly all owners have now been found and met.	,	3	6	COC PA
	Scheme Development	KD 2-3	/ landow ner engagement SCHEDULE: Recommended route not underpinned by adequate	Programme extension		_	_	Nwadike Austin		stepped up and nearly all owners have now been found and met.	_	_	_	
S12	Scheille Develophien:	KD 2-3	stakeholder / landowner engagement	Programme extension	2	3	6	Nwadike	9	Consult in auturm 2018. Sufficient stakeholder engagement (e.g. University). Landowner engagement has been stecoed up and nearly all owners have now been found and met.	2	3	6	CCC PM
S12 S14	Oity Deal Governance	KD2-3	stakeholder / landowner enoacement SCHEDULE: Development of processes and procedures related to Greater Cambridge Partnership (GCP) funding introduces new decision points and reporting requirements	Delay to programmed and increased costs	2	3	6		9	Consult in allumin 2016. Suttlement statementer engagement (e.g. universely), Lancowner engagement nas been stecored up and nearly allowers have now been found and met. Align business case development work with existing key decisions to ensure decision making is clear and understood	1	3	3	CCC Plu Project Bo
			SCHEDULE: Development of processes and procedures related to Greater Cambridge Partnership (GCP) funding introduces new	-			6	Nw adike Austin	9 6	stecoed up and nearly all owners have now been found and met. Align business case development work with existing key decisions to ensure decision making is clear and			3	
S14	City Deal Governance	KD 2-3	SCHEDULE: Development of processes and procedures related to Greater Cambridge Partnership (GCP) funding introduces new decision points and reporting requirements COST: Changed timings for Greater Cambridge Partnership (GCP) key	Delay to programmed and increased costs Programme may not fit requirements Scheme falls to attract and retain support	2	3	6 6	Nw adike Austin Nw adike Austin	9 6 6	steeced us and nearly all owners have now been found and met. Align business case development work with existing key decisions to ensure decision making is clear and understood	1	3	3 4	Project Bo
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3 Risk - Technical

				Inherent Risk Rating					Residual Risk		Rating			
Project Risk Ref No.	Project Risk Category	Project Stage	Project Risk Description	Potential Impact	ikelihood	npact	core	CCC Project Manager	Associated Strategic Risk Ref	Risk Mitigation Measures	ikelihood	npact	core	Risk Mitigation Owner
T6	Scheme Development	KD 2-3	COST: BA surveys commence in spring 2019 to meet current programme	If surveys undertaken in 2019 season then data may be time expired and may need to be redone if programme experiences delay.	3	5	15	Austin Nwadke	NΆ	May need agreement to proceed at risk without GCP board approval on route. Abortive surveys may be required to cover several options. JM has prepared a note on lifespan of surveys.	2	5	10	Service Provider
T16	Scheme Development	KD 2-3	COST: Base year model not matching observed flow's	Results not suitable for OBC	3	4	12	Austin Nwadke	NΆ	Obtain latest validation report and review New PT model and updates to SSM (D Model) underway. Latest LM/R is aw alted. Various is used identified and death with during model creation / testing. Modelling programme being monitored by Healther Clarke with hiss recular contact with Aldres.	2	4	8	Service Provider
T18	CCC Resources	KD 2-3	SCHEDULE Information sharing between large number of parties/disciplines	Delays and lack of clarity	4	3	12	Austin Nwadke	N/A	Agree communication procedures. Hold regular meetings with entire team. Use of Project site and BM.	3	3	9	Service Provider
T24	Design	KD 2-3	COST: Floodrisk	Degree of elevation of Bin Brook crossing leads to visual impact due to structure	3	4	12	Austin Nwadke	N/A	Design produced for levels over Bin Brook	2	4	8	Service Provider
T38	CCC Resources	KD 2-3	SCHEDULE Political process / Availability for workshops	Stakeholders may not be available, or purdah period delays decisions or limits effectiveness of w orkshops	3	4	12	Austin Nwadke	N/A	Communicate effectively to agree programme	2	4	8	Project Board
T40	Scheme Development	KD 2-3	COST: Proposed solution cannot operate at adequate speed.	Reduced speed of optical guidance technology leads to impact on business case and leads to objections / questioning at Public Inquiry	4	3	12	Austin Nwadke	NΆ	Advice being sought from Pinserri Mason on consents route. Attempt to word order to allow any allow able guidance technology under the rules. Keep up to date on technology developments to assess risk healding toward TWA submission.	3	3	9	Project Board
T8	Scheme Development	KD 2-3	SCHEDULE Failure to adhere to webTAG compliance (e.g. optioneering process, BCR creation)	Impact on the approval process and potential for judicial review and challenge at inquiry	2	5	10	Austin Nwadke		Complete review of work to date and present in OAR1	1	4	4	Service Provider
T1	Project Scope	KD 2-3	COST: Inability to meet policy objectives in local plans relating to nett biodiversity gain	Challenge at planning application stage	3	3	9	Austin Nwadke	NΆ	Early engagement with LPA ecologist, willingness to look for opportunities - could lead to increase cost of scheme	2	3	6	COC PM
T11	Scheme Development	KD 2-3	COST: A428/St Neots Road Dumbell roundabout overloaded by Bourn Airfield development - no proposal in Bourn development scheme to improve roundabout	Requirement to improve borne by A428	3	3	9	Austin Nwadke	N/A	Lisise with LPA and DC	2	3	6	Project Board
T24	Design	KD 2-3	SCHEDULE Floodrisk	Degree of elevation of Bin Brook crossing leads to visual impact due to structure	3	3	9	Austin Nwadke		Design produced for levels over Bin Brook	2	3	6	Service Provider
T28	Design	KD 2-3	COST: Junctions options negatively impact Highways England network	Highways England will not allow that section of the scheme to be implemented	3	3	9	Austin Nwadke		Include Highways England in the optioneering process and ensure they accept the modelling results	2	3	6	Service Provider
T28	Design	KD 2-3	SCHEDULE Junctions options negatively impact Highways England network	Highways England will not allow that section of the scheme to be implemented	3	3	9	Austin Nwadke		Include Highw ays England in the optioneering process and ensure they accept the modelling results	2	3	6	Service Provider
Т3	Project Scape	KD 2-3	SCHEDULE If Cambourne section and Bourne section are to be in TWA, it will need to be included in EIA	Delay in planning submission	3	3	9	Austin Nwadke		Engagment and agreement on route of the scheme in these two areas so BIA can properly assess the impacts as cumalitive impact or in the BIA for the scheme Advice to be sought from Present Misson.	3	3	9	CCC PM
T39	Project Management	KD 2-3	COST: Interpretation of Green Belt	Interpretation of appropriate development on Green Belt is ambiguous	3	3	9	Austin Nwadke		Work with LPA to ensure strategic planning policy compliance	2	3	6	Service Provider
T41	Scheme Development	KD 2-3	COST: Change in mode undermines consultation and/or Env Assessment.	BA based on one mode choice, a change at TWA submission could undermine assessment and lead to delay and rework to assess alternative option.	3	3	9	Austin Nwadke		Advice sought from Pinsent Mason on approach to TWA submission / BA.	3	3	9	Project Board
T41	Scheme Development	KD 2-3	SCHEDULE Change in mode undermines consultation and/or Env Assessment.	EIA based on one mode choice, a change at TWA submission could undermine assessment and lead to delay and rework to assess alternative option.	3	3	9	Austin Nwadke		Advice sought from Pinsent Mason on approach to TWA submission / BA.	3	3	9	Project Board
T18	CCC Resources	KD 2-3	COST: Information sharing between large number of parties/disciplines	Delays and lack of clarity	4	2	8	Austin Nwadke		Agree communication procedures. Hold regular meetings with entire team. Use of Project site and BM.	3	2	6	Project Board
T15	Scheme Development	KD 2-3	COST: Lack of buy into modelling due to "Black-Box" approach	Lack of buy-in, risk to application	3	2	6	Austin Nwadke		Document decisions in methodology note. Methodology to reduce "Black-Box" approach where possible. New PT model and updates to CSRM (D Model) underway	2	2	4	Service Provider
T15	Scheme Development	KD 2-3	SCHEDULE: Lack of buy into modelling due to "Black-Box" approach	Lack of buy-in, risk to application	3	2	6	Austin Nwadke		Document decisions in methodology note. Methodology to reduce "Black-Box" approach where possible. New PT model and updates to CSRM (D Model) underway	2	2	4	Service Provider
T21	Design	KD 2-3	COST: Change in guidance approach	Decision to change from kerb guided to optical guidance raises uncertainty regarding pavement finish and required width, leading to unathorised vehicle incursion and design changes	3	2	6	Austin Nwadke	N/A	Work with technology review to consider design features. Consider variation in design to suit local circumstances and address incursions by unathorised vehicles	2	2	4	Project Board
T22	Design	KD 2-3	COST: Park and Ride	Need HE agreement for exit from Scotland Farm	3	2	6	Austin Nwadke	NΆ	Regular HE engagement	2	2	4	CCC PM
T26	Design	KD 2-3	SCHEDULE: City Centre Congestion/uncertainty re:complementary access measures	Still uncertainty re bus routes and city centre strategy. Interdependent project: City Centre w crishop.	2	3	6	Austin Nw adke	NΆ	Lisise with City Centre Access to identify work being undertaken.	1	3	3	Project Board
T29	Design	KD 2-3	SCHEDULE Significant Statutory Undertakers diversions required	Significant Statutory Undertakers diversions required	3	2	6	Austin Nw adke	NΆ	Undertake C3 diversion requests on recommended option	3	2	6	Service Provider
T30	Design	KD 2-3	SCHEDULE: Unfavourable ground conditions along the route	Increased construction costs and delays to programme	3	2	6	Austin Nwadke	ΝΆ	Early desktop ground investigation (GI) to identify potential issues. Further GI if required.	3	2	6	Service Provider
T31	Design	KD 2-3	SCHEDULE Scopeldetail of a "green bridge" is not acceptable to Highways England	Bridge design amended to a "standard" arrangement. Potential loss of environmental benefits	3	2	6	Austin Nw adike		Include Highw ays England in the development process and seek early agreement on Asset Protection Agreement	2	2	4	COC PM
T34	Design	KD 2-3	SCHEDULE Encroachement into the root protection zone of protected trees along the Rifle Rance access	Loss of 3no TPO trees	3	2	6	Austin Nwadke	N/A	Mitigation planting. Protect through design changes.	3	2	6	Service Provider
T38	CCC Resources	KD 2-3	COST: Political process / Availability for workshops	Stakeholders may not be available, or purdah period delays decisions or limits effectiveness of workshops	3	2	6	Austin Nwadke	NΆ	Communicate effectively to agree programme	2	2	4	Project Board
T42	Supply Chain	KD 2-3	COST: Sultable supplier of optical guidance equipment.	Only Slemens appear to be a likely supplier in current conditions. Could lead to competition issues.	3	2	6	Austin Nwadke	NΆ	Keep up to date on technology developments to assess risk heading toward TWA submission.	3	2	6	Project Board
T6	Scheme Development	KD 2-3	COST: EIA surveys commence in spring 2019 to meet current programme	If surveys undertaken in 2019 season then data may be time expired and may need to be redone if programme experiences delay.	3	2	6	Austin Nwadke	N/A	May need agreement to proceed at risk without GOP board approval on route. Abortive surveys may be required to cover several options. JM has prepared a note on lifespan of surveys.	2	2	4	Service Provider
T9	Supply Chain	KD 2-3	SCHEDULE Lack of interest in scheme from suitable contractors	Unable to deliver competitive procurement	1	5	5	Austin Nw adke		Early contractor involvement to encourage participation. Liaise with 11 GM for recent experience on Leigh guided busway.	1	5	5	Project Board
T23	Design	KD 2-3	COST: Rat-running	TA identifies need for local traffic management to manage rat-running associated with either P&R	2	2	4	Austin Nw adke	N/A		2	2	4	Service Provider
T23	Design	KD 2-3	SCHEDULE Rat-running	TA identifies need for local traffic management to manage rat-running associated with either P&R	2	2	4	Austin Nw adke	N/A		2	2	4	Service Provider
T26	Design	KD 2-3	OOST: Oily Centre Congestion/uncertainty recomplementary access measures	Still uncertainty re bus routes and city centre strategy. Interdependent project. City Centre w orkshop.	2	2	4	Austin Nw adke	N/A	Lisise with City Centre Access to identify work being undertaken.	1	2	2	Project Board
T27	Design	KD 2-3	COST: Potential duplication/conflict	Comberton greenway	2	2	4	Austin Nw adke	N/A	Understand interdependency	1	2	2	CCC PM
T27	Design	KD 2-3	SCHEDULE Potential duplication/conflict	Comberton greenway	2	2	4	Austin Nw adke	N/A	Understand interdependency	1	2	2	CCC PM
T33	Design	KD 2-3	COST: On-street sections, e.g. Grange Road / Adams Road: additional design required at safety audit	Exception report required or additional land to provide an option which is safety compliant	2	2	4	Austin Nw adike	N/A	Undertake a safety assessment as part of the optioneering process	1	2	2	Service Provider
T33	Design	KD 2-3	SCHEDULE On-street sections, e.g. Grange Road / Admas Road: additional design required at safety audit	Exception report required or additional land to provide an option which is safety compliant	2	2	4	Austin Nw adike		Undertake a safety assessment as part of the optioneering process	1	2	2	Service Provider
Т8	Scheme Development	KD 2-3	COST: Failure to achere to w ebTAG compliance (e.g. optioneering process, BCR creation)	Impact on the approval process and potential for judicial review and challenge at inquiry	2	2	4	Austin Nw adke	N/A	Complete review of w ork to date and present in OAR1 Encourage and present or the orbits in these two press on RA non remark presses the imports or	1	2	2	Service Provider
Т3	Project Scope	KD 2-3	COST: If Cambourne section and Bourne section are to be in TWA, it will need to be included in BA	Delay in planning submission	3	1	3	Austin Nw adke	N/A	Engagment and agreement on route of the scheme in these two areas so BA can properly assess the impacts as cumulative impact or in the BA for the scheme Advice to be sought from Pinsent Mason.	3	1	3	CCC PM
T31	Design	KD 2-3	COST: Scope/detail of a "green bridge" is not acceptable to Highways England	Bridge design amended to a "standard" arrangement. Potential loss of environmental benefits	3	1	3	Austin Nwadke	NΆ	Include Highways England in the development process and seek early agreement on Asset Protection Agreement	2	1	2	CCC PM
T34	Design	KD 2-3	COST: Encroachement into the root protection zone of protected trees along the Rfle Rance access	Loss of 3no TPO trees	3	1	3	Austin Nw adke	N/A	Mitigation planting. Protect through design changes.	3	1	3	Service Provider
Т9	Supply Chain	KD 2-3	COST: Lack of interest in scheme from suitable contractors	Unable to deliver competitive procurement	1	2	2	Austin Nwadke	NΆ	Early contractor involvement to encourage participation. Liaise with 11 GM for recent experience on Leigh guided busway.	1	2	2	Project Board

