

Project Risk Register																						
Project Name		GREATER BRISTOL BUS NETWORK			Last Updated		13-Mar-07															
Atkins Project Ref		5048504																				
Serial No.	Risk Description	Category	Consequences	Proximity	Risk Classification (avoid, Accept, Reduce, Transfer, Share)	Current Probability	Current Cost Impact	Current Cost Risk Rating	Current Time Impact	Current Time Risk Rating	Countermeasure/ Risk Mitigation	Date of last Update	Residual Probability	Residual Cost Impact	Residual Cost Risk Rating	Residual Time Impact	Residual Time Risk Rating	Owner	Author	Date Identified	Current Status	Comments
						Likelihood (VL-VH)	Impact (VL-VH)	(1-6)	Impact (VL-VH)	(1-6)			Probability (VL-VH)	Impact (VL-VH)	(1-6)	Impact (VL-VH)	(1-6)					
1	Cost overruns	Financial	Increased budgetary requirements. Time delays. Reduced benefits of business case	Oct 2007 onwards	Reduce	M	VH	1	VH	1	Value management of schemes Robust programme management Change controls rules Procurement review Contractor engagement	Feb-07	M	M	4	M	4	IPD	Alistair Cox	Jul-05	Reducing	Cost impact minimised through change controls
2	Developer Funding - timing	Funding	Delay to complementary developer funded elements	Oct 2007 onwards	Accept	M	H	2	M	4	Negotiation of upfront contributions Planning consents and agreement now progressing	Feb-07	M	VL	6	M	4	Peter Blake SRO	Alistair Cox	Jul-05	Reducing	Developer funded schemes do not have material impact on the business case as are included in do minimum (and therefore do not contribute benefits to the business case)
3	Failure to Achieve Spend profile	Performance	Changes to scheme costs	Ongoing	Reduce	VL	VH	5	L	6	Scrutiny of invoices Scrutiny of WIP Scrutiny of cost estimate Programme management/handbook ECI Inform wider Council Membership Inform stakeholders Inform general public	Nov-06	VL	H	5	L	6	Peter Blake SRO	IPD	Jul-05	Reducing	
4	Failure to achieve programme	Programme	Increased budgetary requirements. Time delays. Reduced benefits of business case	Mar-07	Reduce	VL	VH	5	L	6	Early involvement by senior management Inform Executive Members Formalise Joint Delivery arrangements Instigate partnering arrangements Performance management Inform wider Council Membership Inform stakeholders Inform general public	Aug-06	VL	H	5	L	6	Tony Meehan IPD	Alistair Cox	Jul-05	Reducing	
5	Bankruptcy of contractor	Construction	Increased budgetary requirements. Time delays. Reduced benefits of business case	Oct 2007 onwards	Transfer	VL	M	5	M	5	Robust selection procedure Use variety of contractors Continued communication through the Programme Board Bonds etc for major works elements	Apr-06	VL	L	6	M	5	Tony Meehan	Alistair Cox	Jul-05	Reducing	
6	Developer Funding - finance	Funding	Delay to complementary scheme implementation. Reduced benefits of business case.	Oct-07	Accept	M	H	2	M	4	Secure Section 106 Robust Local Plan Robust LDF	Oct-05	M	H	2	M	4	D Baillie	Alistair Cox	Jul-05	No change	
7	Lack of staff resources	Staff Resources	Increased budgetary requirements. Time delays. Reduced benefits of business case	Oct-07	avoid	M	H	2	L	5	Resource plan being prepared as part of "full approval project plan" Early involvement by senior management Inform Executive Members Formalise Joint Delivery arrangements Instigate partnering arrangements Performance management	Oct-05	L	M	5	L	5	Derek Baillie	Alistair Cox	Dec-06	Reducing	Risk substantially reduced
8	Public Opposition - traders	Public	Time delays. Changes to scheme costs. Negative publicity.	Oct-07	Reduce	VH	M	2	H	1	Early involvement In-depth consultation early in the process Sharing of existing best practice Sufficient emphasis in full approval project plan on tasks for communication strategy, marketing and branding.	Dec-06	H	M	2	H	1	Emma George JTT + Project Managers for each Work Package	Alistair Cox	Jul-05	Reducing	
7	Supported bus services	Commercial	Reduced benefits of GBBN.	Ongoing	Reduce	L	M	5	L	5	Ensure integration into wider network to improve patronage Negotiate with First to extend commercial service	Sep-06	L	M	5	L	5	Tony Meehan/ John Birtwistle/ Simon Cursio	Alistair Cox	Jul-05	Reducing	
41	Public opinion and media	Public	Negative publicity. Time delays	Ongoing	Reduce	M	M	4	M	4	In-depth awareness raising work and consultation early in the process Sharing of existing best practice Communications Strategy, Consultation Plan and marketing plan as part of full approval project plan	Nov-06	M	M	4	M	4	Emma George JTT	Alistair Cox	Jul-05	No change	
35	Failure of material procurement	Procurement	Time delays. Increased budgetary requirements. Reduced benefits of business case	Oct-07	avoid	VL	M	5	VH	5	Tight contractual arrangements and close co-operation with the contractors throughout the process	Jul-06	VL	M	5	H	5	Project Managers for each Work Package	A Cox	Jul-05	Reducing	
6	Failure to improve ticketing policy	Commercial	Lower bus patronage. Reduced benefits of GBBN.	May-08	Share	L	M	5	VL	6	Working with bus operators to agree improvements to ticketing regimes to complement the measures within his bid	Aug-06	L	M	5	VL	6	Peter Blake SRO	Alistair Cox/Tony Meehan	Jul-05	Reducing	
26	Maintenance of bus stops	Maintenance	Lower bus patronage. Reduced benefits of GBBN.	Sep-10	Reduce	L	VL	6	VL	6	Robust bus stop maintenance strategy Formalised and robust contractual arrangements	Oct-05	VL	M	5	VL	6	Project Managers for each Work Package	Alistair Cox	Jul-05	Reducing	
28	Maintenance of RTI	Maintenance	Failure of RTPI system Loss of public confidence impact on predicted demand increases	Sep-10	Share	VL	VL	6	VL	6	Robust RTI maintenance strategy Formalised and robust contractual arrangements maintenance standards being agreed Robust VFM assessment of ACS offer	Dec-06	VL	VL	6	VL	6	Colin Knight	Tony Meehan/Alistair Cox	Jul-05	Minimised	
37	Public Opposition - residents	Public	Time delays. Changes to scheme costs. Negative publicity.	Ongoing	Reduce	VH	L	3	H	1	Early involvement In-depth consultation early in the process Sharing of existing best practice Substantial planning and resources for consultation included in full MSBC	Jan-07	VH	L	3	H	1	Emma George JTT + Project Managers for each Work Package	Alistair Cox	Jul-05	No change	
38	Public Opposition - road users	Public	Time delays. Changes to scheme costs. Negative publicity.	Oct-07	Reduce	VH	L	3	H	1	Early involvement In-depth consultation early in the process Sharing of existing best practice Substantial planning and resources for consultation and marketing approved for full MSBC	Jan-07	H	L	4	H	1	Emma George JTT + Project Managers for each Work Package	Alistair Cox	Jul-05	Reducing	
15	Failure of Enforcement - stationary	Enforcement	Reduced benefits of business case	Sep-10	avoid	H	L	4	L	4	Ensure staff resources available (DECIM) Inform senior management at early stages Performance management Robust parking enforcement strategy	Sep-05	H	L	4	L	4	Project Managers for each Work Package	Alistair Cox	Jul-05	No change	
3	Operators increase bus fares	Commercial	Lower bus patronage. Reduced benefits of GBBN.	May-08	Share	M	L	5	VL	6	Ensure operators are involved from the beginning so that wider implications of such actions are understood.	Sep-05	M	L	5	VL	6	IPD/SRO	Alistair Cox	Jul-05	No change	

8	Failure of Communication - external	Communication	Lower bus patronage. Reduced benefits of GBBN. Negative publicity	Ongoing	Reduce	L	L	5	L	5	Since Programme Entry communication plan developed with supporting marketing and consultation plan Will ensure in depth consultation with all relevant parties early in the process Sharing of existing best practice Substantial resources for marketing and consultation approved as part of full MSBC	Jan-07	VL	L	6	VL	6	E George JTT	Alistair Cox	Jul-05	Reducing
43	Statutory undertakers	Statutory Undertakers	Time delays. Changes to scheme costs.	Oct-07	avoid	L	L	5	M	5	Ensure in-depth consultation with all relevant parties early in the process	Oct-07	L	L	5	M	5	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
16	Ecology Issues	Environmental	Time delays. Changes to scheme costs.	Sep-10	Accept	L	L	5	VH	2	Ensure in-depth consultation with all relevant parties early in the process Preliminary EIA with 2005 bid Further consultation and dialogue since submission Further dialogue planned as part of detailed design	Oct-05	L	L	5	VH	2	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
27	Maintenance of carriageway	Maintenance	Reduced benefits of business case where priority measures are not maintained properly.	Ongoing	Accept	VL	L	6	L	6	Robust maintenance strategy Formalised and robust contractual arrangements	Oct-05	VL	L	6	L	6	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
13	Failure of Enforcement - mechanism	Enforcement	Reduced benefits of business case.	Sep-10	avoid	VL	L	6	VL	6	Inform senior management at early stages Performance management Robust enforcement strategy	Sep-05	VL	L	6	VL	6	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
14	Failure of Enforcement - moving	Enforcement	Reduced benefits of business case.	Sep-10	avoid	VH	L	3	VL	5	Ensure staff resources available (DECIM) Inform senior management at early stages Performance management Robust enforcement strategy	Sep-05	VH	L	3	VL	5	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
40	Effect of demographics	Public	Lower bus patronage. Reduced benefits of business case.	Sep-10	Accept	VL	L	6	L	6	Sharing of existing best practice		VL	L	6	L	6	IPD	Alistair Cox	Jul-05	No change
20	Securing First bus Investment	Funding	Lower bus patronage. Reduced benefits of business case. Negative publicity.	Apr-06	avoid	VL	VL	6	M	5	Partnership working from early stages Robust partnership agreement	Sep-05	VL	VL	6	VL	6	IPD/ John Birwistle/ Simon Cursio	Alistair Cox	Jul-05	Minimised
33	Changes to Political Agenda - local	Political	Time delays. Increased budgetary requirements. Reduced benefits of business case	May-07	Accept	VL	VL	6	VH	5	Proposals included aim to achieve journey timesavings for public transport whilst having no negative impact on all our road users.	Oct-05	VL	VL	6	VH	5	SRO	Alistair Cox	Jul-05	No change
2	Obtaining third party approvals (excluding HA)	Approvals	Time delays. Increased budgetary requirements. Reduced benefits of business case	Mar-07	Reduce	L	VL	6	M	5	Conform to relevant Standards Agree future position in early communication Early and continuing consultation	Sep-05	VL	VL	6	L	6	Project Managers for each Work Package	Alistair Cox	Jul-05	Reducing
25	Legal Procedures - TRO's	Legal	Time delays. Increased budgetary requirements. Reduced benefits of business case	Oct-07	Reduce	VH	VL	5	M	2	Early and continuing consultation Resource planning to ensure sufficient capacity to deliver TROs	Mar-07	H	VL	5	M	2	IPD	Alistair Cox	Jul-05	Reducing
23	Failure to confirm compulsory purchase	Land	Time delays. Increased budgetary requirements. Reduced benefits of business case if schemes have to be modified substantially.	Oct-07	avoid	VL	VL	6	VH	5	Dialogue with land owners to secure negotiated purchase Majority of schemes programme to allow 4weeks for completion of CPO if required	Mar-07	VL	VL	6	VH	5	D Baillie	Alistair Cox	Jul-05	Reducing
4	Competitive Parking Policy - private	Commercial	Lower bus patronage. Increasing congestion. Reduced benefits of business case.	Mar-07	Accept	L	VL	6	VL	6	Ensure in-depth consultation with all relevant parties early in the process		L	VL	6	VL	6	SRO	Alistair Cox	Jul-05	No change
10	Unforeseen ground conditions	Construction	Scheme cost changes. Time delays. Reduced benefits of business case.	Oct-07	Accept	L	L	5	H	3	Inform senior management at early stages Robust contractual arrangements		L	L	5	H	3	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
17	Heritage Issues	Environmental	Time delays. Changes to scheme costs.	Sep-10	Accept	L	VL	6	H	3	Ensure in-depth consultation with all relevant parties early in the process		L	VL	6	H	3	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
9	Failure of Communication - Internal	Communication	Time delays.	Ongoing	avoid	VL	VL	6	L	6	Communication plan Ensure in-depth consultation with all relevant political representatives, management, and officers engaged Cabinet approval for full business case submission	Mar-07	VL	VL	6	VL	6	IPD	Alistair Cox	Jul-05	Minimised
24	Legal Procedures - planning applications	Legal	Time delays. Increased budgetary requirements. Reduced benefits of business case	Nov-06	avoid	VL	VL	6	L	6			VL	VL	6	L	6	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
5	Competitive Parking Policy - public	Commercial	Lower bus patronage. Increasing congestion. Reduced benefits of business case.	Mar-07	Reduce	VL	VL	6	VL	6			VL	VL	6	VL	6	SRO	Alistair Cox	Jul-05	No change
34	Changes to Political Agenda - regional	Political	Time delays. Increased budgetary requirements. Reduced benefits of business case	May-07	Accept	VL	VL	6	M	5	Proposals included aim to achieve journey time savings for public transport whilst having no negative impact on all our road users.	Oct-05	VL	VL	6	M	5	SRO	Alistair Cox	Jul-05	No change
29	Maintenance of signals	Maintenance	Reduced benefits of business case where traffic signals are not maintained properly.	Sep-10	Accept	VL	VL	6	VL	6	Robust signals maintenance strategy Formalised and robust contractual arrangements	Sep-05	VL	VL	6	VL	6	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
18	Landscape Issues	Environmental	Time delays. Changes to scheme costs.	Oct 07 - June 11	Reduce	VL	VL	6	M	5	Assessment of environmental impacts as part of design process Effective consultation on scheme proposals	Nov-06	VL	VL	6	M	5	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
11	Exceptional Adverse weather	Construction	Time delays. Increased budgetary requirements.	Oct 2007 - June 2011	Accept	VL	VL	6	H	5		Nov-06	VL	VL	6	H	5	Project Managers for each Work Package	Alistair Cox	Jul-05	No change
51	Failure to achieve agreement with bus operators	Commercial	Lower bus patronage. Reduced benefits of business case. Negative publicity.	Oct-07	Reduce	L	VH	2	M	5	development of statutory QPS early informal consultation with all bus operators engagement with GOSW/DIT establishing agreement in principle with First as part of full approval bid submission development of draft agreements as part of full approval bid submission	Nov-06	VL	H	5	M	5	IPD/SRO	Tony Meehan	Mar-07	Reducing
52	Increase in costs of minor works delivery contractors	Commercial	Increased budgetary requirements. Time delays. Reduced benefits of business case	Oct-07	Share	VL	VH	5	M	5	Robust procurement measures sharing of contractor resources between UAs dialogue with supply chain partners resourcing strategy development and ongoing review effective performance management and cost controls	Nov-06	VL	M	5	M	5	Project Managers for each Work Package	Alistair Cox	Nov-06	Reducing
53	Failure to achieve HA approval for schemes adjacent to HA network	Technical	Time delays. Increased budgetary requirements. Reduced benefits of business case	Oct-07	avoid	VL	VL	6	H	5	early engagement with DfT in design and delivery process	Nov-06	VL	VL	6	VL	6	Project Managers for each Work Package	A Cox	Nov-06	Minimised