

# NORTH STAFFORDSHIRE LOCAL AIR QUALITY PLAN

UNAPPROVED OUTLINE BUSINESS CASE  
APPENDIX 18 - Risk Register - Preferred Option





Project Title

Traffic Management Scheme

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Risk ID	Area	Category	Risk Title	Risk: This is a risk that...	Cause: This is because...	Consequences: This will effect...	Date Raised	Probability	Probability Score	Impact	Impact Score	Project Risk	Certainty	Mitigation Response	Mitigation Measures	Assumptions	Consequence Assumption	Mitigated Probability	Mitigated Impact	Mitigated Risk	Status	Quantitative Data				
																						Minimum	Most Likely	Maximum	%	Model Type
1.001	Bus Gates	Political	Elections	Lack of political backing including due to change of national / local leadership	Local / national elections impact on project delivery	The scheme becomes politically sensitive and fails to meet its objectives	04/02/2020	2 Possibly	2	2 Low	2	4	Low	Mitigate	MP discussions are happening now which will be factored into the programme	assume elections will not effect the scheme	project delay with potential changes to the scope with corresponding costs	1	2	2	Open	£30,000	£50,000	£100,000	10%	Triangular
1.002	Bus Gates	Political	Change in national and local political leadership	Change in political leadership may result in changes to the scheme	New politicians may have different priorities, views, and policies on the project	The scheme becomes politically sensitive and fails to meet its objectives	04/02/2020	1 Unlikely	1	3 Moderate	3	3	Low	Mitigate	engage with all political parties	assume political leadership doesn't change	project development delay costs and inflation	1	3	3	Open	£0	£30,000	£60,000	5%	Triangular
1.003	Bus Gates	Public/consultation	TRO objection	Objections to TRO resulting in public inquiry	Local objections to the closures or restrictions	The scheme cannot move forward or is seriously delayed with additional costs to the scheme with redesigns and scope change	04/02/2020	1 Unlikely	1	4 High	4	4	Low	Mitigate	Comms intensification and public consultation on TROs	assume there will be no objections to the scheme	Going to public enquiry, dealing with objections, and possible slight redesign	1	4	4	Open	£5,000	£10,000	£100,000	5%	Triangular
1.004	Bus Gates	Public/consultation	Signage not successful	Local people don't use signs and there is more non-eligible vehicles than anticipated, with a general lack of compliance - signing strategy may not account for this	There is a lack of publicity or awareness	There is a political backlash and the scheme does not provide deliverables	04/02/2020	2 Possibly	2	2 Low	2	4	Low	Mitigate	stakeholder involvement in signage design and strategy	assume local people will be aware of the signs	public appeals will be above the level factored into the base costs, so there will be additional admin cost (resource for a few years) and reconfig signs.	1	2	2	Open	£10,000	£40,000	£80,000	10%	Triangular
1.005	Bus Gates	Public/consultation	ANPR cameras	Physical damage to signs and / or cameras	People object to ANPR cameras	The scheme becomes politically sensitive and is delayed	04/02/2020	3 Likely	3	2 Low	2	6	Low	Mitigate	Inform the public about ANPR cameras at consultation events, and make a allowance for damages	assume the ANPR cameras will be accepted	cameras and sign damaged so replacement cameras needed	2	2	4	Open	£10,000	£50,000	£250,000	50%	Triangular
1.006	Bus Gates	Public/consultation	Public acceptance	Public / businesses do not accept proposal for bus gates	People / businesses do not like the restrictions placed upon them by the Bus Gates	The scheme becomes politically sensitive and is delayed	04/02/2020	4 Almost Certain	4	2 Low	2	8	Low	Mitigate	early engagement with the public	assume public / businesses support the scheme	Extra comms after delivery	3	2	6	Open	£5,000	£10,000	£25,000	75%	Triangular
1.007	Bus Gates	Construction/Implementation	Contractor skills shortage	Contractor shortage of skilled staff to implement to timescales including signs and back office	There is a skills shortage in the industry	Increased costs to address skill short falls	04/02/2020	2 Possibly	2	1 Negligible	1	2	Low	Mitigate	early Contractor involvement	assume a skilled contractor can be appointed	1 month delay costs	1	1	1	Open	£20,000	£50,000	£100,000	10%	Triangular
1.008	Bus Gates	Construction/Implementation	Highways England (HE) signage objection	Schemes impact on HE network resulting in requirement for re-design of signage	Impact on HE network	The scheme cannot move forward or is seriously delayed with additional costs to the scheme with redesigns and scope change	04/02/2020	3 Likely	3	2 Low	2	6	Low	Mitigate	early engagement with HE	assume impact on network will not require signage re-design	3 month delay	2	2	4	Open	£10,000	£20,000	£50,000	50%	Triangular
1.009	Bus Gates	Construction/Implementation	HE Network	HE insist on having network upgrades	HE do not have the capacity on their network to manage the additional traffic	There are additional costs and delays	04/02/2020	4 Almost Certain	4	3 Moderate	3	12	Low	Mitigate	early engagement with HE	assume network upgrades are not required	Delay to the project. Network design and construction costs.	3	3	9	Open	£50,000	£250,000	£1,000,000	75%	Triangular
1.010	Bus Gates	Construction/Implementation	Enforcement	Enforcement action fails	Due to poor signage design	The scheme does not generate the anticipated fees	04/02/2020	1 Unlikely	1	3 Moderate	3	3	Low	Mitigate	early engagement with stakeholders to ensure the signage design will not result in enforcement fails	assume signage is adequate to enforce the bus gates	additional staff required to respond to enforcement fails	1	3	3	Open	£10,000	£80,000	£150,000	5%	Triangular
1.011	Bus Gates	Design	Part-time operations	Difficulty in signing part-time operation	Design of part time signage is not adequate	Delays to the project and inflationary costs	04/02/2020	2 Possibly	2	3 Moderate	3	6	Low	Mitigate	stakeholder involvement in signage design and strategy	assume part-time operation can be successfully achieved	HE signs	1	3	3	Open	£10,000	£20,000	£50,000	10%	Triangular
1.012	Bus Gates	Design	Data protection	Data protection / GDPR issues arise	There will be a large amount of data produced from the cameras	Delays to the project and inflationary costs	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	ensure the data storage procedure is efficient or outsource the storage	assume there will be no data protection / GDPR issues	extra data storage costs	2	3	6	Open	£1,000	£2,000	£3,000	50%	Triangular
1.013	Bus Gates	Funding	Utility costs	Utility costs are higher than expected due to timescales available to do site investigations and estimate costs	The programme durations are too short	Increased project costs	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	ensure there is an allowance in the programme to obtain utility costs	assume utility costs can be obtained within the programme	costs for utility applications and extra over for the allowed supplies/diversions	2	3	6	Open	£15,000	£50,000	£100,000	50%	Triangular
1.014	Bus Gates	Legal	Terms and Conditions	Terms and Conditions and back-office agreements take longer to resolve than programmed	Legal agreements can be complex and take time	Delays to the project and inflationary costs	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	include time risk allowance in the programme	assume Terms and Conditions and Back Office Agreements are resolved within programme	few months delays - 3 authorities legal fees and resources	2	3	6	Open	£40,000	£100,000	£200,000	50%	Triangular
1.015	Bus Gates	Other	Janoptik camera interface software	Camera interface software	Software system interface issues	Additional costs and delays	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	use the same software across all authorities	assume there will be no software issues	separate back office and more training	2	3	6	Open	£2,000	£5,000	£10,000	50%	Triangular
1.016	Bus Gates	Other	Break downs	System breaks down	Because there is not enough resilience in the system	Additional costs to address resilience	04/02/2020	2 Possibly	2	3 Moderate	3	6	Low	Mitigate	use two different networks (e.g. O2 and ee) to run system	assume the system is resilient	more break downs then assumed on the system	1	3	3	Open	£60,000	£80,000	£120,000	10%	Triangular
1.017	Bus Gates	Procurement	Legislation	PCR 2015 requirements and procurement timescales missed	There is a requirement to comply with all relevant procurement regulations	Delays to the project and inflationary costs	04/02/2020	2 Possibly	2	2 Low	2	4	Low	Mitigate	make an allowance (time and cost) for complying with procurement regulations	assume this will not cause a delay	procurement fees	1	2	2	Open	£10,000	£15,000	£25,000	10%	Triangular
1.018	Bus Gates	Resource/Technology	IT Capacity	The existing IT systems do not have the capacity to deliver the scheme or grow to the capacity required to deliver the scheme	The system was not designed for the additional requirements	There are increases in costs and delays	04/02/2020	1 Unlikely	1	2 Low	2	2	Low	Mitigate	build in a allowance for additional requirements to the IT specification	assume the IT system has sufficient capacity	extra data storage costs	1	2	2	Open	£0	£10,000	£20,000	5%	Triangular
1.019	Bus Retrofitting	Programme	Timescales	Timescale for retro-fit to be delivered - UK wide demand	There are many schemes nationally that may need the same equipment	There are additional costs and delays	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	keep JAQU informed with the required timescales	assume the timescales for retro-fitting fit in with the programme	project delay for implementation or agreement by JAQU of delayed benefits	2	3	6	Open	£5,000	£10,000	£20,000	50%	Triangular
1.020	Bus Retrofitting	Third Parties	Bus fleet	Lack of appropriate buses to retro-fit	There are a limited number of buses that are acceptable	The scheme cannot move forward or is seriously delayed with additional costs to the scheme with redesigns and scope change	04/02/2020	3 Likely	3	2 Low	2	6	Low	Mitigate	engage with operators to resolve the possibility of buses not being suitable for retro-fitting.	assume a suitable bus fleet will be involved in the scheme	Only critical for BNR corridor. Further dialogue with bus operators and JAQU required to determine solution - delayed benefits or alternative TM / bus gate	2	2	4	Open	£5,000	£10,000	£50,000	50%	Triangular
1.021	Bus Retrofitting	Third Parties	Lack of commitment	Lack of commitment from bus operators	Bus operators may not see the value	The scheme cannot move forward or is seriously delayed with additional costs to the scheme with redesigns and scope change	04/02/2020	2 Possibly	2	2 Low	2	4	Low	Mitigate	early engagement with operators	assume the bus operators will support the scheme	1 month delay costs	1	2	2	Open	£10,000	£20,000	£50,000	10%	Triangular
1.022	RTPI Facilities	Design	Power location	Getting power to location and electrical connection issues	The site information is still unknown	There are increases in costs and delays	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	undertake a risk assessment for each site to ensure power can be brought to the selected locations	assume power will be available in the correct locations	getting power	2	3	6	Open	£20,000	£50,000	£100,000	50%	Triangular
1.023	Scheme Wide	Construction/Implementation	Permit system	New permit system results in delay	There is a lack of familiarity with the permit scheme	Delays to the project and inflationary costs	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	engagement with stakeholders and public regarding new system	assume the new permit system doesn't cause a delay	1 month delay costs	2	3	6	Open	£10,000	£20,000	£50,000	50%	Triangular
1.024	Scheme Wide	Construction/Implementation	Traffic management clashes	Roadworks clashes	Other projects being undertaken in the city	Additional cost the scheme and delays to the project	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	include time risk allowance in the programme	assume this will be managed by the road space booking process	working in part of the network is delayed - 3 months	2	3	6	Open	£30,000	£60,000	£200,000	50%	Triangular
1.025	Scheme Wide	Legal	Lead Authority	Lead Authority for implementation stage is not resolved in a timely manner	There are added complexities to having the contracts across multiple authorities	Delays to the project and inflationary costs	04/02/2020	2 Possibly	2	2 Low	2	4	Low	Mitigate	Lead Authority to be determined	assume a Lead Authority will be determined in time	lead authority changes - 1 month delay	1	2	2	Open	£10,000	£20,000	£50,000	10%	Triangular
1.026	Scheme Wide	Programme	Detail design period	There is insufficient time to complete business case, detailed design and acceptable costs	There is a very short time period allocated for these	The price is incorrect and the programme is delayed	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	ensure there is sufficient resources to develop the detailed design with the timeframe allowed	assume the programme is realistic	project is delayed and design fees	2	3	6	Open	£20,000	£40,000	£80,000	50%	Triangular
1.027	Scheme Wide	Programme	RSA	RSA content causes delay	The design does not address RSA issues	There are additional costs and delays to address the findings	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	ensure design development considers the content of the RSA	assume the design addresses RSA issues	may need to rewrite RSA	2	3	6	Open	£5,000	£15,000	£30,000	50%	Triangular
1.028	Scheme Wide	Programme	JAQU, DIT, and HMT delays	There are delays in approvals from JAQU, DIT, and HMT.	JAQU/DIT work load, and issues raised by T-IRP and D-IRP not being resolved.	The scheme is not delivered on time	04/02/2020	3 Likely	3	2 Low	2	6	Low	Mitigate	early engagement with JAQU, DIT, and HMT	assume JAQU, DIT, and HMT will deliver within programme	JAQU, DIT, and HMT delays	2	2	4	Open	£20,000	£50,000	£100,000	50%	Triangular
1.029	Scheme Wide	Programme	Insufficient funding	Delays in funding / insufficient funding from JAQU	Business case sign off	The scheme is not deliverable without additional funding	04/02/2020	3 Likely	3	3 Moderate	3	9	Low	Mitigate	ensure meaningful and acceptable costs are used to inform the business case	assume JAQU will deliver	delay while the authorities decide on a solution	2	3	6	Open	£20,000	£50,000	£100,000	50%	Triangular
1.030	Bus Gates	Other	ULEV exemptions	Refinement of the scheme to include ULEV exemptions at the two bus gates	The scheme did not include for the ULEV exemptions	Delays to the project and inflationary costs	07/04/2020	3 Likely	3	1 Negligible	1	3	Low	Mitigate	include a time risk allowance for making refinements to the scheme	assume ULEV exemptions have been included or refinement is not required	if undeliverable the scheme will be excluded from the project. If included, there may be 1 month delay, potentially larger signs and increased back office support	2	1	2	Open	£5,000	£80,000	£130,000	50%	Triangular
1.031	Scheme Wide	Public/consultation	Traffic calming	Outcome of community consultations on Victoria Road result in amendments to the traffic calming scheme	Public oppose the current traffic calming scheme	Delay to the project and a cost for redesign work	07/04/2020	3 Likely	3	1 Negligible	1	3	Low	Mitigate	early community consultation	assume the public support the traffic calming scheme	Scheme delivery cost increases if there is majority support for the scheme changes	2	1	2	Open	£5,000	£85,000	£100,000	50%	Triangular
1.032	Scheme Wide	Other	Coronavirus	Design build and procurement risk due to Coronavirus	Due to Coronavirus	Delays to the project and inflationary costs	07/04/2020	4 Almost Certain	4	3 Moderate	3	12	Low	Mitigate	follow government advice and engage with contractor	assume the project can continue	6 months programme delay and associated design costs	3	3	9	Open	£100,000	£200,000	£500,000	75%	Triangular
1.033	Scheme Wide	Other	Changes due to Coronavirus	A change in national policy as a result in the changes in travel behaviour caused by the Coronavirus	Due to Coronavirus	Project is delayed while the scope is updated	07/04/2020	2 Possibly	2	4 High	4	8	Low	Mitigate	include a time and cost risk allowance to update the scope	assume a change in travel behaviour will only be temporary and the scheme is still required	New project scope and new traffic and air quality modelling	1	4	4	Open	£250,000	£750,000	£1,000,000	10%	Triangular
1.034	Scheme Wide	Political	Government/local authority criticised	Government/local authority criticised for progressing delivery of the scheme following an international pandemic and global recession	Public / businesses oppose the scheme following the impact of the pandemic	The scheme becomes politically sensitive cannot move forward or is seriously delayed with additional costs	07/04/2020	4 Almost Certain	4	2 Low	2	8	Low	Mitigate	Project review and engagement with stakeholders and public following the pandemic	assume there is no criticism and the scheme is supported	The scheme would be shelved (no cost to project delivery) or there would be a delay for a few months to gain public support	3	2	6	Open	£5,000	£10,000	£25,000	75%	Triangular