

Last Updated:		PRE-MITIGATION														POST MITIGATION																							
		QUALITATIVE ASSESSMENT							QUANTITATIVE ASSESSMENT							Total EVI £		QUALITATIVE ASSESSMENT							QUANTITATIVE ASSESSMENT							Total EVI £							
ID	Type	Risk	Cause	Consequences	Contractual Risk Owner	Proximity	Likelihood	Cost Impact	Schedule Impact	Reputational Impact	Score	Likelihood (%)	Min (X)	Most Likely (X)	Max (X)	EV Impact	EV	Mitigation Response	Mitigation Actions	Action Owner	Target Completion Date	Action Status	Likelihood (%)	Cost Impact	Schedule Impact	Reputational Impact	Score	Likelihood (%)	Min (X)	Most Likely (X)	Max (X)	EV Impact	EV	Justification	Risk Status	Date Raised	Last Update	Escalate to Package Level Report?	Notes / Key Changes
1	Environmental	Geotechnical Ground Investigations at Haslingden Road	This will be undertaken unless a Geotechnical Ground Investigation at Blackmore is commissioned	The scheme will have potential to have major cost and programme implications			5. Almost Certain	5. Severe	4. High	4. High	25	87.5%	£200,000	£300,000	£400,000	£300,000	£262,500		Geotechnical surveys to be undertaken to establish ground conditions which will inform the design			Open	4. Likely	3. Moderate	2. Low	4. High	16	62.5%	£40,000	£70,000	£100,000	£70,000	£43,750		Open	24-Sep-19		All Geotechnical Ground Condition surveys have been undertaken, results as far as show that any contaminated land. There are still some outstanding results to be reviewed, however, it is deemed the scheme won't be impacted by contaminated land.	
2	Environmental	Approvals to undertake intrusive geotechnical surveys are dependent upon the cooperation of land owners		Access to the land and agreement to undertake potential surveys will be obtained by the land owners once the land is acquired			3. Possibly	3. Moderate	1. Negligible	2. Low		0.0%	£40,000	£70,000	£100,000	£70,000			Early engagement with land owners regarding access and land acquisitions undertaken by project			Open	2. Unlikely	1. Negligible	1. Negligible	2. Low		0.0%	£0	£5,000	£10,000	£5,000		Archived	24-Sep-19		19/10/19 - trial holes took place on Council owned land		
3	Technical	Statutory Undertakers - Privately owned High Voltage Cables within the verges currently owned by Royal Blackburn Hospital which provide power to buildings 1-4 of the hospital		There is a potential for the current service to be diverted for the hospital which will impact both on cost and programme			3. Possibly	3. Moderate	5. Severe	4. High		0.0%	£40,000	£70,000	£100,000	£70,000			Coordination meetings have been set up. The hospital to provide us with details of where their cables start and ends in relation to the service. This section may have to be stalled/not worked. The rest of the scheme will need to continue.			Open	2. Unlikely	3. Moderate	3. Moderate	3. Moderate		0.0%	£40,000	£70,000	£100,000	£70,000		Archived	24-Sep-19		19/10/19 - cables to stay within the footpath, risk to be reviewed		
4	Construction	Electricity substation located within verge area in front of Royal Blackburn Hospital will require re-locating.		There is a potential for the current service to be diverted which will impact both on cost and programme			3. Possibly	3. Moderate	5. Severe	4. High		0.0%	£40,000	£70,000	£100,000	£70,000			Gateway review following receipt of the CE's to assess amounts of abnormalities and whether progression with this section of the scheme is continuing.			Open	2. Unlikely	3. Moderate	3. Moderate	3. Moderate		0.0%	£40,000	£70,000	£100,000	£70,000		Archived	24-Sep-19				
5	Regulatory / Legal	All property and land acquisitions		The property/land owners may refuse to cooperate leading to delays to the programme or potential redesign of the scheme. Both will impact on cost and programme			5. Almost Certain	3. Moderate	2. Low	2. Low	15	87.5%	£40,000	£70,000	£100,000	£70,000	£81,250		T2 has been communicating with the majority of property owners to ensure timely acquisitions are negotiated.			Open	5. Almost Certain	2. Low	1. Negligible	2. Low	10	87.5%	£10,000	£25,000	£40,000	£25,000	£21,875		Open	24-Sep-19		Trevor James has been in continual dialogue with the hospital Heads of Terms have been issued	
6	Regulatory / Legal	Capacity of existing BwD Framework to undertake the scheme.		Potential delays to procurement process or extended procurement timescales			2. Unlikely	2. Low	2. Low	2. Low	4	12.5%	£10,000	£25,000	£40,000	£25,000	£3,125		Work with BwD PMO and provide programme updates. Potential engagement with the framework in advance.			Open	1. Very Unlikely	1. Negligible	1. Negligible	1. Negligible	1	2.5%	£0	£5,000	£10,000	£5,000	£125		Open	24-Sep-19		Mike Cliffe held a meeting with the Framework contractors which was reported as positive.	
7	Contractual	Form of NEC Contract and risk profile proposed by Client to unacceptable risk levels		Erosion of risk budget allocation and project costs			1. Very Unlikely	4. High	1. Negligible	1. Negligible		0.0%	£100,000	£150,000	£200,000	£150,000			Capita to carry out an assessment of the NEC Forms of Contract and advise the Client accordingly.			Open	1. Very Unlikely	1. Negligible	1. Negligible	1. Negligible		0.0%	£0	£5,000	£10,000	£5,000		Archived	24-Sep-19				
8	Stakeholder Management	Stakeholder consultation exercises for the end of November to discuss the detailed design.		Detailed design requires linking prior to any consultation taking place.			4. Likely	4. High	3. Moderate	5. Severe		0.0%	£100,000	£150,000	£200,000	£150,000			Gateway Review with Design Freeze to be scheduled pending above risks in relation to risk: 1, 4, 5, 6 & 7. Mitigation of bad publicity through consultation even promoting the scheme benefits.			Open	2. Unlikely	2. Low	1. Negligible	2. Low		0.0%	£10,000	£25,000	£40,000	£25,000		Archived	24-Sep-19				
9	Technical	Cost for the Statutory undertakers, potential diversion works as part of the scheme i.e. United Utilities, Virgin Media, BT etc.		Existing services will need to be diverted on Haslingden Road, the costs associated with this have the potential to be quite high.			4. Likely	3. Moderate	3. Moderate	3. Moderate	12	62.5%	£40,000	£70,000	£100,000	£70,000	£43,750		Review following receipt of the CE's to assess final costs associated with this have the potential to be quite high.			Open	4. Likely	2. Low	2. Low	2. Low	8	62.5%	£10,000	£25,000	£40,000	£25,000	£15,625		Open	24-Sep-19		We have now received C4 Estimates for over half of the stat undertakers which has decreased from the original C3 Quotes received. Update to be provided following receipt of all C4 Estimates.	
10	Stakeholder Management	Stakeholder aspirations/scope creep - scope changes may be requested internally or by external stakeholders		Additional design and construction costs, delays to schedule should stakeholder requirements require substantial design amendments.			4. Likely	4. High	3. Moderate	5. Severe		0.0%	£100,000	£150,000	£200,000	£150,000			Ensure communication strategy well defined and agreed with stakeholders. Ensure that the scope is clearly defined and communicated with the stakeholders and obtain their buy in early on. Ensure that there is regular and on-going liaison with stakeholders. Ensure stakeholder communication plan is in place and followed through.			Open	3. Possibly	4. High	2. Low	4. High		0.0%	£100,000	£150,000	£200,000	£150,000		Archived	24-Sep-19		19/10/19 - stakeholder consultation has taken place throughout design process in order to prevent negative publicity.		
11	Stakeholder Management	The impact of consultation under the Disability Equality Duty (DED) is unknown until consultation is underway. Risk that DED consultation may severely impact on design proposals and significant changes may be required to address their comments.		Regulation affected - Bad press, legal proceedings and financial penalties, additional works post completion. Delay in programme to allow comments to be addressed.			3. Possibly	3. Moderate	3. Moderate	3. Moderate		0.0%	£40,000	£70,000	£100,000	£70,000			Ensure current proposals and benefits are communicated effectively to Disability Forums			Open	2. Unlikely	2. Low	2. Low	2. Low		0.0%	£10,000	£25,000	£40,000	£25,000		Archived	24-Sep-19		19/10/19 - proposals and benefits have been communicated as necessary.		
12	Technical	Gateway approvals may take longer or be more onerous than anticipated/additional approvals are identified during the design process delaying detailed design process		Delay securing gateway approvals may affect the delivery programme, design completion, and contract award date.			4. Likely	4. High	5. Severe	3. Moderate		0.0%	£100,000	£150,000	£200,000	£150,000			Ensure requirement is fully understood prior to submission and submission meets and addresses the requirement. Ensure that approval process is understood and communicated with team as required.			Open	3. Possibly	3. Moderate	3. Moderate	2. Low		0.0%	£40,000	£70,000	£100,000	£70,000		Archived	24-Sep-19		19/10/19 - detailed design gateway approval has been obtained.		
13	Contractual	Risk that final tender price from preferred supplier exceeds project budget		Cost increase may lead to re-tender and overall schedule delays			4. Likely	3. Moderate	5. Severe	4. High		0.0%	£40,000	£70,000	£100,000	£70,000			Ensure procurement process is robust and any assumptions/conditions and omissions are clearly stated in the cost plan.			Open	3. Possibly	4. High	2. Low	3. Moderate		0.0%	£100,000	£150,000	£200,000	£150,000		Archived	24-Sep-19				
14	Construction	The SE extents of the project intersects/interfaces with the Highways England network.		Highways England may have planned works that coincide with the construction works, traffic management proposals on Haslingden Road may impact on the Highways England network.			3. Possibly	4. High	4. High	3. Moderate		0.0%	£100,000	£150,000	£200,000	£150,000			Close liaison with Highways England to discuss potential traffic management proposals and planned works on the Highways England network.			Open	2. Unlikely	2. Low	2. Low	2. Low		0.0%	£10,000	£25,000	£40,000	£25,000		Archived	24-Sep-19				
15	Environmental	Asbestos contained within existing sectional garages		Delays in construction periods to allow safe removal of asbestos, and additional unanticipated programme costs			3. Possibly	4. High	3. Moderate	2. Low		0.0%	£100,000	£150,000	£200,000	£150,000			Undertake preliminary and detailed asbestos surveys where necessary to establish whether there is Asbestos present and what type it is in order to plan necessary removal procedures where appropriate.			Open	2. Unlikely	2. Low	2. Low	2. Low		0.0%	£10,000	£25,000	£40,000	£25,000		Archived	24-Sep-19				
16	Environmental	Asbestos contained within existing portal frame workshop		Delays to design programme, additional cost in redecoration of the junction of old bank lane			3. Possibly	4. High	3. Moderate	2. Low	12	35.0%	£100,000	£150,000	£200,000	£150,000	£52,500		Undertake preliminary and detailed asbestos surveys where necessary to establish whether there is Asbestos present and what type it is in order to plan necessary removal procedures where appropriate. Propose to negotiate land acquisition early to avoid abortive costs, and propose location of signage positioning which provides betterment for KFC to current location			Open	2. Unlikely	2. Low	2. Low	2. Low	4	12.5%	£8,000	£20,000	£30,000	£19,363	£2,420		Open	24-Sep-19		Asbestos survey has been scheduled in by BwD ahead of the demolition of the Hospital portal framed building. Asbestos yet unknown.	
17	Technical	KFC Toilet Signage being relocated to allow for land take at the front of the restaurant		Delays to design programme, additional cost in redecoration of the junction of old bank lane			2. Unlikely	3. Moderate	4. High	2. Low	8	12.5%	£40,000	£70,000	£100,000	£70,000	£8,750		Propose to negotiate land acquisition early to avoid abortive costs, and propose location of signage positioning which provides betterment for KFC to current location			Open	3. Possibly	2. Low	2. Low	1. Negligible	6	35.0%	£8,000	£20,000	£30,000	£19,363	£3,747		Open	24-Sep-19		Trevor James is still in discussions regarding the agreed relocation of the KFC toilet pole.	
18	Project Management	Potential for Haslingden Road Project needing a full planning application.		Major delays and impact to the programme and budget. Potential for the scheme to not go ahead if planning permission is refused.			5. Almost Certain	3. Moderate	4. High	2. Low		0.0%	£40,000	£70,000	£100,000	£70,000			Engage with planning authority early through pre application meetings to understand what requirements are needed for the planning application			Open	5. Almost Certain	1. Negligible	1. Negligible	1. Negligible		0.0%	£0	£5,000	£10,000	£5,000		Archived	24-Sep-19		Full planning application was submitted for Haslingden Road 13/09/19		
19	Regulatory / Legal	Side Road Orders being objected to		Major delays and impact to the programme and budget. Potential for the scheme to not go ahead if objections are raised.	BwD		3. Possibly	3. Moderate	3. Moderate	2. Low	9	35.0%	£40,000	£70,000	£100,000	£70,000	£24,500		Engage with Legal Department and Local Authority early through meetings to understand what requirements are needed for the Side Road Orders			Open	2. Unlikely	3. Moderate	3. Moderate	1. Negligible	6	12.5%	£32,000	£70,000	£97,500	£63,167	£7,896		Open	24-Sep-19			
20	Project Management	LEP Business Case		Approvals and submission dates are becoming a risk to the programme which could impact by delaying the scheme.	BwD		3. Possibly	3. Moderate	5. Severe	3. Moderate	15	35.0%	£40,000	£70,000	£100,000	£70,000	£24,500		Continuous engagement with the LEP and Jacobs providing them with an insight into our programme			Open	2. Unlikely	2. Low	3. Moderate	2. Low	6	12.5%	£10,000	£25,000	£40,000	£25,000	£3,125		Open	24-Sep-19			
21	Technical	Queries surrounding existing drainage system	Limited knowledge from Local Authority	Drainage System won't be suitable for the project	BwD	Detailed Design	6. Issue	3. Moderate	4. High	2. Low	24	100.0%	£40,000	£70,000	£100,000	£70,000	£70,000		CCTV Drainage Survey to be undertaken. Discussions with United Utilities to be held			Open	4. Likely	3. Moderate	2. Low	2. Low	12	62.5%	£40,000	£70,000	£100,000	£70,000	£43,750		Open	11-Oct-19			
22	Technical	Objections to the Traffic Regulation Order	Insufficient consultation / consultation period	Relocation of signs. Damage to statutory undertakers equipment and costs incurred	BwD	Detailed Design	3. Possibly	2. Low	4. High	2. Low	12	35.0%	£10,000	£25,000	£40,000	£25,000	£8,750		Continual communication with the Local Authority			Open	2. Unlikely	1. Negligible	3. Moderate	2. Low	6	12.5%	£0	£5,000	£10,000	£5,000	£625		Open	11-Oct-19			
23	Technical	Signage Locations clash with statutory undertakers	Late receipt of Signage information	Relocation of signs. Damage to statutory undertakers equipment and costs incurred	BwD	Detailed Design	3. Possibly	3. Moderate	4. High	2. Low	12	35.0%	£40,000	£70,000	£100,000	£70,000	£24,500		Information regarding the signage to be issued to Capita Design Team from BwD as soon as possible.			Open	3. Possibly	3. Moderate	3. Moderate	2. Low	9	35.0%	£40,000	£70,000	£100,000	£70,000	£24,500		Open	11-Oct-19			