
The Cambridge South East Transport Order

Transport And Works Act 1992

Transport And Works (Applications And Objections Procedure) (England And Wales) Rules 2006

Appendix 4.0 Risk Register

Document Reference	CSET-21-15
Revision Number	00
Applicant	Cambridgeshire County Council
Date	January 2025

Risk/Opportunity	Current Status	Ref No.	Risk Category	Project Stage	Project Risk Title	Project Risk Cause	Potential Impact (Then)	Risk Owner	Note	Inherent Risk/Outcome	Likelihood	Impact	Score	GCP Lead Officer	Risk Mitigation / Reassurance Measures	Risk/Likelihood	Impact	Score	Risk/Opportunity Action	Actions Identified/Taken	Reassurance Target Resource Date	Estimate #	Minimum Impact (G)	Likely Impact (G)	Maximum Impact (G)	Suggested client	Date risk was last updated:	New Comments 2023	Comments:	Mitigation Action:	Mitigation Owner:	END
Risk	LIVE	36	Design	DS3 - Preliminary Design	Stapleford Countryside Park	Land is being transferred from Rangeford to Gogmagog Trust. CSETs requires some of that land that is being transferred	Land would become public open space - if we take the land we need to provide appropriate replacement land - legal route - S106	Jane Osayimwen	0108 - Section 106 needs to be extended from April 2023 to Dec 2027 05.09. Section 106 Draft extension licence with rangeford		5	5	25	Peter Blake	Understanding the land take - Jo to obtain S106 and to circulate to learn identifying suitable alternative route provision. Prepare unilateral undertaking following negotiations with alternative land owner. Need to get parties to S106 to agree changes. 08/11/22 - producing a CE to look at possible alternative land. Objection raised at RMA consultation 15/05/2024 - Section 106 variation under discussion	2	2	4	GCP PM		1	01/07/2023					13/06/2023		08/11/22 - producing a CE to look at possible alternative land. Objection raised at RMA consultation 10/01/23 - concerns that this wont be sorted in time to go to March board and could be delayed 3 months to June board 14/02/23 - above has materialised, keeping open until received signed deliberation 09/05/23 - hoping by 12/05/23 will have update and will be signed 13.06.23 has been signed - will find out on 26/06/23 if judicial review by Parish Council	Obtain S106 and to circulate to team	Jane Osayimwen	END
Risk	LIVE	37	Statutory Process	DS3 - Preliminary Design	Consent for transport infrastructure in the Green Belt	National planning policy protects the Green Belt The Preferred Option for the Travel Hub and the PT route connecting to it are within the Green Belt. There is a need to demonstrate that a Green Belt location is required for the proposed development and it would preserve the openness of the Green Belt and not conflict with the purposes of including land in Green Belt.	Additional work (cost and delay) to justify the use of a Green Belt location relative to other options. Additional mitigations required to landscape and/or screen the facility, incurring additional cost and time into the programme.	Caroline McDade	0108 - Alex to provide advice to Caroline where required. Risk owner changed from Alex to Caroline.		4	5	20	Peter Blake	The Planning Appraisal prepared by Shutt & Parker demonstrates that a Green Belt location is required for the proposed development. Assessment of the impact of the project on the Green Belt, consistent with other GCP transport projects, completed. Report included in evidence base for scheme. Continue to engage with key stakeholders on Green Belt issues. Development of a robust design and assessment evidence base. Reassessment of the strategic option stage in line with Green Belt appraisal best practice. 17/08/22 - legal advice to revisit optioneering process, alternative routes and travel hub - submitted 30/09/22 awaiting response 15/05/2024 - S&P Planning statement document outlines green belt justification.	2	5	10	GCP		1	01/07/2023			13/06/2023		S&P Planning Appraisal and LDA Green Belt Assessment report provide evidence base to support case for development in the Green Belt. Green Belt Assessment report to be used to inform development of measures to mitigate impact of the scheme on the Green Belt. Green Belt Assessment updated in line with the preferred option Planning statement being prepared to support application Due diligence has identified that previous reports may not provide evidence to support case 20/07/22 - LDA have been instructed to review previous stages work 11/10/22 - received report back from LDA. 08/11/22 - went back to LDA with comments - awaiting report back 13/12/22 - LDA to scope assessment work going forward following conversation last week 19/01/23 - Jane commissioned brown route assessment. Atkins to provide LDA with most recent drawings to enable assessment 14/02/23 - ongoing risk as application ongoing. 19/04/23 - The GB risk has been acknowledged and addressed in the application documents. The Planning Statement will be the core document that addresses Green Belt policy compliance	review of the optioneering process for discussion	David Fletcher Jane Osayimwen	END		
Risk	LIVE	44	Planning/Consenting	DS3 - Preliminary Design	Strategic dimension of OBC and High Growth paper	Strategic Dimension paper doesn't fully align with high growth paper	At Inquiry part of the outline business case is undermined	Caroline McDade	0108 - Managing with amendments being carried out in line with S&P Research - Reassess Future Growth Paper		4	4	16	Peter Blake	Future Growth paper to form appendix to SD. Conclusions in FGP to pull through to SD.	2	2	4	GCP PM												END	
Risk	LIVE	47	Scheme Development	DS3 - Preliminary Design	Affordability of Preferred Option	Budgets are based on the OBC project cost estimates. Work for the FBC will provide greater detail and cost certainty. Update from OBC to FBC - allowance in the cost estimate goes above the allowance Inflation (covered in strategic programme risk register)	Re-evaluation and value engineering of the Preferred Option will result in delays and additional costs.	Jane Osayimwen			4	4	16	Peter Blake	Cost estimates will be calculated in a rigorous manner in accordance with GCP guidance, with appropriate risk allowance included. EC and value engineering workshops to be held during Preferred Option design development. Cost Manager to be appointed by GCP. Control of change impacting on cost estimates. Business case takes into account optimism bias at the stage of development. Costs to be reviewed at FBC	3	3	9	Service Provider		1	01/08/2023		19/04/2023		ELC workshops included in programme. GCP engaging Skanska to provide ECI input during EIA and TWA0 stage. Gohar to provide ECI programme, which needs to be incorporated into overall programme - Gohar emailed re status of ECI programme. Budget estimates being revisited for scheme prior to board approval - costing completed from DF3. Cost manager to review and appraise current scheme estimate prior to board approval. Summary of design opportunities to be prepared to aid cost reduction during detailed design. Value Engineering exercise undertaken by Atkins - COMPLETE WSP appointed as cost manager and reviewing cost estimates and variations from OBC to DF3 - COMPLETE Bk prepared revised PC2 (£2m lower than original DF3 PC2) - COMPLETE Savings identified in Utilities and vehicle charging. Review cost estimates in light of the scheme design changes and revised land and compensation estimates to update OBC. Mitigation action: Cost Manager to be appointed by GCP (COMPLETE); WSP appointed last year 11/10/22 - Atkins providing cost estimate by end of January 13/12/22 - Atkins providing cost estimate by end of year, then assurance by WSP by end of Feb 23 19/01/23 - CSET budget review scheduled for Feb 14/02/23 - meeting is 20th Feb - will get update after 14/02/23 - budget review postponed, value engineering session to take place on 16/03 and GCP		END				
Risk	LIVE	50	Design	DS3 - Preliminary Design	Employers Information Requirements	Assumes GCP and CCC do not have a county or project specific Employers Information Requirements (EIR). Models will not support asset data and level of detail as defined in the Bim Execution Plan (BEP)	Impair the usefulness of the services to the Employer	GCP	16.10 - Kuwant to review		4	4	16	Jane Osayimwen	Atkins have written a Bim Execution Plan- which largely replicates the work that MMD completed. This is a low level approach to BIM 3D models will be produced for clash detection purpose at 3D detail design stage	4	4	16	GCP PM		2	01/03/2023				10/01/2023		No EIR from CCC or GCP. Atkins to continue as per MMD data and models and provide level 2 BIM co-ordinated data 10/01/23 - Atkins have written their own BIM execution plan			END	
Risk	LIVE	52	Statutory Process	DS3 - Preliminary Design	Planning consent	The scheme schedule assumes that permissions and consents are granted according to typical timescales based on experience of previous similar applications. There may be delays during the inspection, Public Inquiry and the decision-making process by the Secretary of State.	Delay pending processing of applications. Additional costs, if further information is required.	Kevin Gibbs	0108 - Risk owner changed from Alex Blake to Kevin Gibbs as dates are based on legal advice		4	4	16	Peter Blake	Early discussions with DfT TWA0 unit to understand key issues and evidence base required. Include activities and products associated with TWA0 submission in the plan, as soon as they are identified, to inform programme for submission and determination of application and resourcing of these activities. TWA0 tracking document established - sits with WBD Establish service level agreement with DfT once submission date for TWA is known. Review TWA0 docs with GC prior to submission	2	3	6	GCP					13/09/2022		Consents via TWA0. WBD coordinating TWA0 tracker. Had an initial meeting with DfT in Sept 2020. TWA0 documents to be submitted for legal review November 2022 Travelling drafts to be submitted in time for formal review in October 2022		END				
Risk	LIVE	53	Scheme Development	DS3 - Preliminary Design	Technology readiness for service	The scheme is dependent on the development and production of the technological solution that is capable of running guided vehicles at the required speeds. - Sensor Guidance	Delay and possible additional costs for the design and delivery of infrastructure associated with implementing a sensor-guided system. Technology readiness level risks impacting the TWA0 application	Jane Osayimwen			4	4	16	Peter Blake	Review state of art in technology areas, and establish maturity at early stage. Avoid reliance on emerging technology unless risk can be managed. Development and implementation of testing programme to provide assurance of capability of the selected technology to support running guided vehicles at the required speeds, and associated design requirements. WSP will carry out market testing exercise for other technologies Trials taking place early 2025 for sensory guidance Proof of concept have undertaken fee paying customers	3	3	9	GCP		1	45/08		13/08/2023		21/2 Work underway with Stagecoach, ALM, and Siemens to develop testing programme for OptiGuide system. Site visits to Rouen and Castillon - 2 optically guided busways. Better understanding of state of development. 21/10/20 - System testing still required, may require alternative options to be explored. Optical guidance trials planned for June 2021. Vehicle supplier and technical partners appointed. Further trials planned with Siemens/MIRA following review of safety standards. Trials planned Q1 2022 Engagement with Present Mason, WBD Counsel advice obtained, further engagement with DfT based on legal advice. Meeting between GCP, CPCA and DfT to discuss change to GTMO held on 01/07/2020. Monitor outcome of DfT consultation Need to agree a cut off date for this Mitigation action: Monitor outcome of DfT consultation - ends 12th May (COMPLETE); DfT is now preparing a response to the consultation and will inform us when this is published. Subject to Ministers agreement, it will be put to the legislation in Parliament by 13 October after the parliamentary summer recess. Following that, I understand, the SI is subject to Parliamentary scrutiny, perhaps a debate before the legislation comes into force. 17/08/22 - ICP role to be undertaken by MM 11/10/22 - ICP role still to be appointed 11/10/22 scheme design at risk until ICP sign off 13/12/22 - optical guidance is now legal 19/01/23 - optical guidance trials have been planned for Feb/March 23. ICP to be appointed to review safety aspects of this scheme and optical guidance 30/03/23 relevant, strategic case being reviewed		END				
Risk	LIVE	54	Scheme Development	DS3 - Preliminary Design	Preferred Option not acceptable to Cambridgeshire and Peterborough Combined Authority	Political considerations that may influence the selection of a Preferred Option have not been available.	Extensive work to identify further options and develop to a stage where they can be supported by CPCA.	Jane Osayimwen			4	4	16	Peter Blake	GCP to engage with CPCA at a strategic level. At a project level, demonstrate compliance with the CPCA LTP Sub-Strategy Objectives. Consultants to develop Preferred Option to align with emerging plans. Consider issues raised in Jacobs review of CBC project and the extent to which recommendations made for addressing these issues are also relevant to CSET. 20/07/22 - Continue discussions at senior management level and feedback to the project team 17/08/22 - Atkins to prepare report on updating and strengthening MM optioneering work - submitted 30/09/22 awaiting feedback 15/05/2024 - GCP are engaging with CPCA on strategic level.	3	4	12	Executive Board		1	01/09/2023		19/04/2023		Strategic level risk: Following review in Summer 2018 Phase 2 scheme was considered to be aligned with the Mayoral Interim Transport Strategy Statement. However, it is understood that CPCA raised some concerns with GCP following publication of shortlisted options. Issues raised in Jacobs review that are relevant to CSET are: 1) Commitment to use of electric / zero emission vehicles, with appropriate infrastructure included within the scheme 2) Route and vehicle stops future proofed to cater for CAM City Tunnels vehicles within the constraints imposed through the TWA0 process 3) Review of current Bus Strategy service pattern to understand whether it provides an "adequate Metro service". Engaging with CPCA currently. Presentation to CPCA Transport and Investment Committee in October 2020, awaiting response. Response from CPCA received to EIA consultation - key issue in relation to sizing of travel hub which has been addressed as part of DF3 in reduction to 1,250 spaces 20/07/22 - discussions ongoing at senior management 19/01/23 - GCP director Peter engaging with CPCA on a monthly basis	interface meeting 22/07/22 -TBC, will be discussed	Jane Osayimwen	END			
Risk	LIVE	55	Programme	DS3 - Preliminary Design	May be challenged on traffic modelling not matching with opening year	CSET2 was paused in Q3 2023, 6 month delay has had impact on programme which has changed opening year.	May be challenged at inquiry	James Lindsay	16.10 Extrapolation exercise undertaken, will monitor risk to see if this is raised at inquiry		5	3	15	Peter Blake	The delay in traffic growth caused by covid which wasn't modelled, effectively compensates for later opening date and therefore traffic modelling remains valid	2	2	4	GCP PM											Narrative to be added in the Economic Dimension Addendum explaining the review undertaken on opening year impact.	James Lindsay	END
Risk	LIVE	58	Design	DS3 - Preliminary Design	Hobsons conduit - flooding	Immature design/FRA	We will require more land than previously thought needed and/or a more expensive viaduct solution	Rohan Joshi	0108 - Happy with design, water quality assessment has been undertaken in the ES		5	3	15	Jane Osayimwen	Review design and do flood modeling 17/08/22 - continue engagement with flood team	2	3	6	GCP PM		2	01/02/2023					13/12/2022		FRA model does not include Hobsons conduit. Hand calcs were completed for flood compensation volumes. Busway site at grade at ch 750- this is likely to flood according to drainage drawings. We need to bring this up in level to future proof scheme. The flood compensation required in and around hobsons conduit is not included in the red line models, we plan to flood a field that Pembertons want to keep for their own BNG for CBC south expansion. Circa 2,300 mcu displaced volume noted to deal with that we have no home this displaced water at present. ch 750 level changed. Working on solutions for displaced volume and regime of surface water in areas 13/12/22- awaiting engagement with Pembertons to bottom out flood issue and impacts			END

Risk	LVE	81	Scheme Development	DS3 - Preliminary Design	Engagement with the local Highway Authority (CCC)	GCP developing the scheme. Highway Authority (HA) is CCC. Limited engagement with CCC to date. CCC as HA are able to affect GCP requirements and design direction, especially considering operation and maintenance work and costs, which may lead to additional scheme costs to cover future operation and maintenance.	Rework to design increases costs and delays scheme submission or approval by GCP, delaying start of works and eventual completion of the scheme. Reduced or delayed benefits.	Rohan Josh	Engagement with CCC is ongoing, departures have been prepared and passed to CCC.	3	4	12	Peter Blake	17/08/22 - preparing departures from standard and non-compliance log to report to CCC - to be completed by end of October 22. PPA agreed with CCC for feedback.	3	3	9	GCP	1-Aug-23	13/06/2023	Stage 1 Road Safety Audit brought forward in programme, preliminary comments received, which will be incorporated into the design for the next RSA. Draft MOU between GCP and CCC prepared to record the basis on which they will collaborate with each other on the project and their respective roles and responsibilities. DF1 doc submitted for review, any comments to be addressed as part of DF2. MOU yet to be signed - delays in agreeing scheme promoter, terms now agreed and pending signing RSA to be updated following alignment of preferred option for FCA 20/07/22 - conversations held - new risks added Mitigation action: Commission further Stage 1 Road Safety Audit of the Preferred Option Design from CCC, to provide the basis for further engagement. Maintain contacts and relationships with CCC technical leads. To avoid rework arising from CCC influencing changes to GCP requirements, collaboration between the parties is needed. Develop MOU to record basis for this collaboration and the roles and responsibilities of each organisation (COMPLETE). MoU signed with CCC, in place since last year.	END	
Risk	LVE	86	Design	DS4 - Detailed Design	Travel hub electricity demands	New connections to travel hub, unknown building and car charger specifications and demands (demands unknown at present)	There is a risk that these connections may not have sufficient capacity at the detailed design stage	GCP		5	2	10	Jane Osayimwen	Atkins will apply for connections based on similar facilities and recent work undertaken as a best estimate to update the cost plan.	3	3	9	GCP PM	01/02/2023	13/12/2022	17/08/22 - engagement has begun - meetings were held in July 17/05/22 - this is ongoing and work has back until next month Connections are back - Electricity appears to be a reasonable sum. 13/12/22 Elec supply quote was based on PV study from MMC. New installation uses the % of	END	
Risk	LVE	94	Environment	DS3 - Preliminary Design	We need to do something about the water features score in order to meet the local plan policy requirement of minimum BNG 10% gain. There is an opportunity to create new linear water habitat at the travel hub by connecting the existing proposed ponds to the River Granta.	We are currently predicting a 66% BNG increase in habitat area, and 100% increase in hedgerows, but a 13% decrease in linear water features because of the curbing of existing ditches and cannot aggregate these scores	This would be a change to the landscape design so would need a CE. An alternative option would be to specify mitigation in the ES to address the issue at detailed design, but this is more open to challenge at the P as we would not be able to calculate the actual BNG score that could be achieved in	Daniel Parsons	Testing dealt with, Completed stress test to achieve necessary BNG within red line boundary. Remain open until we confirm approach with environment agency.	5	2	10	Peter Blake	Options: 1. Look at a solution at detailed design 2. Amend design to be reviewed at application	1	1	1	GCP PM	01/07/2023	13/06/2023	09/05/23 - submitted EIW and CE. Awaiting instruction to do the work	END	
Risk	LVE	96	Scheme Development	DS3 - Preliminary Design	Agricultural Drainage Systems	Agricultural drainage installations within the construction footprint - potential requirement to divert or risk of damage	Costs to reinstate, delay to delivery	GCP	Risk should be owned by contractor (construction company). Change risk owner to GCP until they appoint 01/08 - To be endorsed, will be resolved at detail design	3	3	9	Peter Blake	Request drainage plans from agricultural land owners. CPP to include mitigation	2	2	4	GCP PM	27/06/2022	The task of analysing the surround surface water catchments, draining regime and altering the system with CSET dewatering the scheme is a complex task. This is beyond the scope of the preliminary design	It is suggested this forms part of the detailed design tasks, and an allowance is made in the cost estimate for drainage severance works	END	
Risk	LVE	98	Scheme Development	DS3 - Preliminary Design	Landowner objections	Current landowner objects to current alignment and expressed a preference for an alternative.	Unsuccessful in obtaining compulsory purchase Extension to public inquiry period by inspection to review objection. Potential for	Bruton Knowles	Find out outcome of this, Rohan to look into this 01/08 - Have chat with Richard (BX) surrounding this	3	3	9	Peter Blake	Design team to review alternative route alignment proposed by North Farm and assess feasibility- Complete.	3	2	6	GCP PM		13/09/2022	No formal objection received yet. Site walk over complete. Review confirmed alternative not feasible due to Ecology constraints.	END	
Risk	LVE	100	Scheme Development	DS3 - Preliminary Design	Archaeological constraints	Scheme assumes that archaeological impacts can be mitigated to the satisfaction of stakeholders and third parties.	Re-evaluation of different options will result in delays and additional costs.	Atkins	A desktop Archaeological Assessment has been undertaken to identify any archaeological sites of value. Early engagement with CCC archaeological undertaken to identify requirements for archaeological investigations.	3	3	9	Peter Blake		2	3	6	Service Provider	13/09/2022	Trenching layout approved by CCC Archaeologist. Scope and brief for archaeological evaluation agreed and issued to GCP for procurement. Awaiting land access to undertake archaeological surveys - agreeing licenses with S'11, notices have been issued, to get onto land 10/11	END		
Risk	LVE	101	Scheme Development	DS3 - Preliminary Design	Agreement with public transport operator	Scheme will require a public transport operator to run services using the infrastructure. No agreement at this time for an operator to provide services	Delay and additional cost to procure services on terms that will attract offers from operators. Realisation of scheme benefits severely compromised	Jane Osayimwen	Assessment of available operating models for providing services and market appetite to engage with these models. Ongoing engagement with public transport operators.	3	3	9	Peter Blake		3	3	9	GCP	01/12/2023	09/05/2023	Informal market soundings with potential operators will inform the procurement strategy for the scheme. Arrange workshop with bus operators	TBC	
Risk	LVE	102	External Stakeholders	DS5 - Delivery	Land acquisition and availability	Scheme assumes that landowners/holders can be identified, and that acquisition can be achieved by negotiation.	Delay and cost associated with application and use of Compulsory Purchase powers.	Bruton Knowles	30/09 - it is likely that Compulsory powers are needed. The BoR will show the landowners 20/04 agreed during last integrated team meeting (14/8) CCC require 4 weeks prior to submission for review of full sound documents. Project team to submit documents concurrently with WBD and CCC.	3	3	9	Peter Blake	Concurrent with negotiations, prepare applications as required for the use of powers to be instigated in time to secure the land for temporary use and scheme delivery. This avoids the delay to the scheme delivery, albeit at the cost of preparing an Identify scheduled meeting dates for 2022 and include in updated programme. Where dates not yet confirmed, include most likely date based on extrapolation of existing meeting calendars.	2	3	6	Supply Chain other	28/02/2025	27/05/2022	Currently working with WBD and CCC to agree powers. No unregistered land within scheme footprint. Negotiation process for land acquisition started October 2021. Further info in land acquisition Agreed dates for GCP 'summer' meeting cycle are 3 June 2021 for the JA and 1 July 2021 for the Board. Only reason for a change would be a change in election dates. CCC Full Council meeting currently assumed to be on 20 or 27 July 2021.	END	
Risk	LVE	103	City Deal Governance	DS3 - Preliminary Design	Issue: Governance during EIA and TWAO stage	Key Decisions required by GCP Exec Board and CCC Full Council to approve submission of TWAO application	Delay in submission of TWAO application	Jane Osayimwen	Reuse material where possible and find opportunities to do this as much as possible Identify sites for top soil disposal within scheme boundary 17/08/22 - undertake cut and fill analysis; will lead to update of EIA 05/09. GCP Have appointed specialist to investigate the issue across programme	3	3	9	Peter Blake		2	3	6	GCP PM	01/09/2023	13/06/2023	Consider at detailed design and during phasing of construction works 13/12/22 - cut and fill analysis done - discussions with Jane about what to do re top soil 19/01/23 - Atkins to send through options for a decision to be made 14/02/23 - options have been sent through - proceeding with landscape options as design option 1 We need to follow up with Milestone re topsoil reprocessing (potential opportunity) 14/03/23 - Alex H writing up scenario around topsoil processing to do with value engineering - some neighbouring land owners open to discussions to take place after order has been granted 19/04/23 - scenario has been written up and gone into value engineering	END	
Opportunity	LVE	104	Scheme Development	DS3 - Preliminary Design	Offsite disposal of spoil may be required	Design requires significant cut to level route or travel hub site	Cost to dispose, environmental impacts and additional mitigation, cost to import material to backfill if spoil not suitable for reuse.	Jane Osayimwen	Went know until detailed design	3	3	9	Jane Osayimwen		2	2	4	Designer / Construction Contractor	1-May-23	19/04/2023	Instruct BKC to provide minutes/evidence that the landowners are willing to take responsibility - contacted BKC, awaiting response	Jane Osayimwen	END
Risk	LVE	105	Programme	DS5 - Delivery	Ground nesting birds	Nesting birds delay top soil strip. 2) Seasonal constraints	Delay to construction programme.	Milestone	Delete this from FCA, need new risk referring to ground nesting birds	3	3	9	Peter Blake	Construction management plan to consider risk of birds and implement measures to prevent nesting in construction areas. Undertake vegetation removal outside bird nesting season.	2	2	4	GCP PM		26/04/2022	Milestone aware of potential risk and including within CMP	END	
Risk	LVE	106	Design	DS3 - Preliminary Design	Performance by consultants	Not adhering to programme Cost overruns Scope creep	Increase costs and programme delay	Jane Osayimwen	To be provided as part of pre-construction pack Agree Scope of work and programme and monitor closely	2	4	8	Peter Blake	CEs and Early warning to be discussed and agreed timely to avoid delays Weekly meetings and regular catch ups to be initiated	2	4	8	GCP PM	01/08/2023	13/06/2023	Weekly meetings in place Monthly integrated project meeting instituted Commercial Meetings to review EWR, forecast and spend in place	END	
Risk	LVE	107	External Stakeholders	DS3 - Preliminary Design	Utilities works programme	Scheme construction depends on Statutory Undertaker (SU) works being complete prior to scheme activity. Contractor does not have a contractual relationship with SUs.	Delay and cost pending completion of works. Cost of rescheduling construction works around sterile areas.	GCP / Construction Company	Risk should be owned by contractor (construction company). Change risk owner to GCP until they appoint.	4	2	8	Peter Blake	Engage with affected Utility companies to agree delivery programme	3	2	6	Service Provider		13/09/2022	Initial engagement combined with requests for C2. C3s issued and majority of responses received. Scheme programme to be revised once approvals in place Detailed discussions cannot take place until preferred route and detailed design. Current quotes need updating for Atkins Design changes- Old quotes will be out of date at scheme cost update. C3s to be refreshed, engagement with utilities on-going GCP held a Citizens' Assembly in October '19 - report and GCP response published - support for action to reduce congestion / improve air quality / provide high quality and affordable public transport. This risk affects all GCP projects, so is a candidate for escalation to a strategic risk register.	C3 tracker to be reviewed against supplied info. Alex Hayes	END
Risk	LVE	108	City Deal Governance	DS3 - Preliminary Design	Lack of ongoing support through changes in political control and priorities.	Future political changes may affect support for the scheme. Future national elections may replace current politicians with politicians who have different priorities.	Support may be withdrawn, or the continuation of the scheme may be conditional on a review, which would incur delay and additional cost preparing business justification for the review.	Jane Osayimwen	Regular engagement will take place with council members of all parties, including leading members of opposition parties, to secure the support of all political groups. In the event of a change of political control, the programme will remain robust and will provide project update following Preferred Option decision	3	2	6	Peter Blake		2	2	4	Executive Board	30/06/2023	13/06/2023	19/01/23 - July Consultation report to be published and presented to JA meeting in June 2023. Peter was interviewed by local media. 13.06.23 - Report to be published and a press release held - managed by comms team.	Jane Osayimwen	END
Risk	LVE	109	Consultation/Comms	DS3 - Preliminary Design	Stance taken by local media	Planned consultation and stakeholder management activities and project reports to Joint Assembly and Board provide scheme details including benefits and impacts, that may be used by the local media.	Increased objections to the Preferred Option, necessitating further consideration and reporting on repeated options or development of additional mitigation measures.	Tony Taylorson	The communications strategy will ensure local media coverage is balanced or positive and key messages get out, to mitigate any negative stance adopted by the local media Ongoing engagement with local media and PB invited to give views on various comments received by stakeholders in the local media prior to Exec. Board meeting on 1st July. Additional targeted engagement to be undertaken in November 2021 in relation to active travel route beyond A11 not previously included within EIA consultation material. Continuous engagement with Landowners and other stakeholders 08/24 - Consultation Strategy will capture engagement and stakeholder feedback in one place.	2	3	6	Peter Blake	Monitor local media on approach to the TWAO submission.	1	3	3	GCP	01/10/2023	13/06/2023	19/04/23 - Natural England has agreed to a meeting but may be a number of weeks away 09/05/23 - 3rd May had queries from NE ahead of meeting to be arranged 13.06.23 - meeting with NE to discuss engagement and to be arranged to discuss re design not needing to be changed	Emma Newman	END
Risk	LVE	110	Design	DS3 - Preliminary Design	Anglian water will not provide a C3 estimate	2 rising mains and 1 gravity sewer that were excluded from the previous cost estimates. Anglian water will not provide a C3 estimate. They will complete a C4 but we do not have all the necessary information to provide in order to get this	Our estimate will assume protection measures can be deployed as we are above ground levels	GCP / Milestone	No update from Anglian Water, risk remains as is	3	2	6	Jane Osayimwen	F+G to provide protection cost estimate Have assumed some project protection cost estimate, of needs to be produced as early as possible GCP needs to secure C4	2	2	4	GCP PM	01/02/2023	13/12/2022	Cost estimate planned for 2nd week in Jan 23 delivery	END	
Opportunity	LVE	111	Design	DS3 - Preliminary Design	Design of the head height of the bridges to be changed from original design	Reducing height from 3.5m to 2.4m above the top of the river bank has been taken due to cost, carbon, land owner requests and visual impact - NE are concerned re bats and min height of 3m	Cost and Programme delays	GCP	Should be looked into at a later design stage. Believe this could be an opportunity.	2	3	6	Peter Blake	Discusses with Natural England to agree			0		01/07/2023	13/06/2023		END	
Risk	LVE	113	Design	DS3 - Preliminary Design	North Farm Access from Grove Road	It is uncertain if Mr Sillis has an access right over Grove Road	Having to acquire land to give him an access right	GCP	May need to engage with landowner, Rohan to confirm with Alex. Update: North Farm access considered within the redline boundary to minimise the risk. Engagement with landowner successfully undertaken. Heads of terms will be agreed at a later date	1	2	2	Peter Blake	Getting titles and understand what access rights he may have and research if Grove Road is adopted With WBD at the moment.	2	3	6	GCP PM	01/07/2023	13/06/2023	13.06.23 - there was an access right for the owners - been checked if it covers successors. Less of a risk now	END	

Risk	LIVE	114	Scheme Development	DS3 - Preliminary Design	National and Local Planning regime	The scheme was originally scoped to align to the National Planning Policy Framework and Local Plans. There have been changes to NPPF (there is a current consultation March 23) and primary legislation since the project was initially scoped e.g Net Zero Carbon and BNG + 10% Local Plan - loss of CAM	The current scheme may be non-compliant with current and emerging National and Local Policy - risk of failure of TWAO application	Caroline McDade	Risk sits with Caroline McDade as planning lead Need to confirm if Caroline has reviewed	2	3	6	Peter Blake	Fallback actions to ensure that the schemes are consistent with the latest Local Plans and NPPF and continue engagement with local authorities as well as ensuring that appropriate development links are considered Key issues 08/24: Net Zero Carbon BNG +10% Green Belt assessment against statutory tests back to initial optioneering Water scarcity 30/08/24 - Discussion with lawyers to identify gaps undertaken - formal feedback to planning documents awaited from WBD	2	3	6	GCP		01/07/2023								13/06/2023		Relationship between Phase 2 scheme and Wellcome Trust Genome Campus (Hinxton) Expansion planning application reviewed CANDIDATE for strategic RR New local plan progressed with call for sites published. Small additional site at Great Sheffield identified within local plan WBD considered against updated NPPF Workshop with lawyers to identify gaps Updating OBC 20/07/22 - carbon workshops are taking place and looking at business case without CAM 13.06.23 - carbon calculations have been done and believe we are compliant. Aquatic BNG to be resolved			END
Risk	LIVE	115	Planning/Consenting	DS3 - Preliminary Design	Policy compliance	Non-compliance with relevant policy framework	Refusal of consent	Caroline McDade	Check with Caroline if these have been reviewed	1	5	5	Peter Blake		1	3	3	GCP PM	Ensuring need case, scheme design and mitigation enable demonstration that scheme complies with policy											END			