

Annex A

Risk Management & Strategic Risk Register

1. The technical complexity of the project has necessitated a quantified risk assessment (QRA) which was developed as part of the bid. A revised QRA is being developed to update the project risks against which costs and probability of realisation of risk is applied to each to give an estimated total financial value. A full risk register has been maintained throughout the project which covers construction including health and safety, design and engineering, environmental and reputational risks. The risk register has been split into a single Programme level risks (applicable to all 4 schemes) and four individual scheme risk registers specific to each scheme forming the HIF1 Project. Risk registers have been regularly reviewed and updated throughout the HIF1 project development.
2. In addition, a general contingency allowance has been made as part of the scheme cost build up, which is reflective of the current status of development and will be updated to reflect the latest QRA exercise at the end of the preliminary design stage to validate the contingency level.
3. Table A1 outlines the key strategic risks to scheme delivery;

Table A1 – HIF1 - Strategic Risks Summary

Risk	Mitigation
Delivery programme timescales remain challenging – if exceeded Council pays all subsequent capital investment costs	Engage early contractor involvement to advise on programme, phasing, material etc. Investigate potential for early works. Resource programming/planning critical friend to continually monitor programme. Continued liaison with Homes England and monitoring of key milestones.
Inability to acquire all necessary land and rights to deliver the scheme within the available funding window	Secure use of Highways CPO powers as a matter of last resort and running in parallel with private treaty negotiations
Need for Side Roads Orders to facilitate scheme delivery	Secure use of Side Roads Order powers from Cabinet
Contested statutory process leading to local Public Inquiry (planning / CPO / SRO)	Ensure adequate time and cost allowances are included within the scheme programme and budget to allow for a local Public Inquiry
HIF1: statutory processes (Highways CPO / Planning) running in parallel with HIF2 and other major schemes promoted by OCC.	Careful programming between the Programmes to avoid clashes where possible. Early engagement with decision making authorities to highlight resource risk.
Statutory Blight	Assess potential for Statutory Blight and design out wherever possible. Any Statutory Blight identified to be brought to Cabinet to set out position and seek

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	necessary delegated approvals to deal with any such claims.
Spend beyond funding window e.g. Part 1 claims and mandatory post scheme monitoring.	Dialogue ongoing with Homes England to agree mechanism to draw down funding in advance of spend, which could be several years post scheme opening. Reserve s106 funding allocated to project for post-scheme claims/monitoring.
Client and supply chain resources to ensure successful delivery.	OCC resourcing forecast in place, secure client delivery team for duration of project where practicable. Robust procurement strategy in place and being delivered.
High value statutory undertaker diversions required to facilitate works – long lead times and high values	Early identification and engagement with statutory undertakers to agree extents and costs of diversions. Design out wherever possible. Potential to include as early enabling works package in advance of main construction (depending on land assembly).
Interdependency with adjacent development sites and programmes	Continuous liaison with development industry to identify programme clashes and opportunities. Use the development planning system to ensure OCC requirements can be accommodated.