

Period 8 - 2008/009 Primary Risk Register

Risk Description											
ARM Risk ID	Cause	Event	Effect	Risk Owner	Significance	Black Flag	Treatment Strategy	Previous Status	Current Status	Due Date	Action Owner
139	Utilities diversion outline specification only from plans	Uncertainty of Utilities location and consequently required diversion work/ unforeseen utility services within LoD	Increase in MUDFA costs or delays as a result of carrying out more diversions than estimated	G Barclay	High - 25.00		Carry out GPR Adien survey	Complete	Complete	31-Oct-07	J Casserly
							Identify increase in services diversions. MUDFA to resource/re-programme to meet required timescales.	Complete	Complete	23-Nov-07	J McAloon
							In conjunction with MUDFA, undertake trial excavations to confirm locations of Utilities and inform designer	On Programme	On Programme	30-Nov-08	A Hill
164	Utilities assets uncovered during construction that were not previously accounted for; unidentified abandoned utilities assets; asbestos found in excavation for utilities diversion; unknown cellars and basements intrude into works area; other physical obstructions; other contaminated land	Unknown or abandoned assets or unforeseen/contaminated ground conditions affect scope of MUDFA work.	Re-design and delay as investigation takes place and solution implemented; Increase in Capex cost as a result of additional works.	I Clark	High - 25.00		Carry out GPR Adien survey	Complete	Complete	31-Oct-07	J Casserly
							Identify increase in services diversions. MUDFA to resource/re-programme to meet required timescales.	Complete	Complete	23-Nov-07	J McAloon
							In conjunction with MUDFA, undertake trial excavations to confirm locations of Utilities and inform designer	On Programme	On Programme	30-Nov-08	A Hill
44	SDS contractor does not deliver the required prior approval consents in line with SDS V31	Late prior approval consents	Delay to programme with additional resource costs and delay to infraco. Impact upon risk balance.	D Sharp	High - 23.00		Evaluation of prior approval programme	Complete	Complete	31-Oct-08	D Sharp
							Hold fortnightly Roads Design Group	Complete	Complete	31-Dec-07	T Glazebrook
							Informal consultation prior to statutory consultation	On Programme	On Programme	31-Dec-08	T Glazebrook
							Integrate CEC into tie organisation/accommodation (office move)	Complete	Complete	4-Jun-07	T Glazebrook
							Weekly Meetings of Approvals Task Force	On Programme	On Programme	31-Dec-08	D Sharp
173	Uncertainty over extent of contaminated land on route	Tramway runs through area of previously unidentified contamination and material requires to be removed and replaced (dig and dump).	Increase in costs to remove material to special and other tip.	R Bell	High - 23.00		Issue containation and gi report to Infracore bidders	Complete	Complete	2-Mar-07	B Dawson
							tie to obtain ground investigation and contamination reports from SDS	Complete	Complete	30-Mar-07	A McGregor

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52	Political and/or Stakeholder objectives change or require design developments that constitute a change of scope; Planning Department requires scope over and above baseline scope in order to give approval (may be as a result of lack of agreement over interpretation of planning legal requirements).	Amendments to design scope from current baseline and functional specification.	Programme delay as a result of re-work; Programme delay due late receipt of change requirements and lack of resolution; Scope/cost creep (dealt with through change process); Project ultimately could become unaffordable.	D Sharp	High - 22.00		Close working relationship with CEC and stakeholders	On Programme	On Programme	31-Jan-11	L Murphy
							Weekly critical issues meeting	On Programme	On Programme	31-Jul-08	T Glazebrook
928	Major single safety incident (including a dangerous occurrence) during construction	Safety incident during construction	Delay (potentially critical) due to HSE investigation and rework. PR risk to tie and stakeholders.	S Clark	High - 21.00		All Site Staff to get CSCS or equivalent	On Programme	On Programme	30-Apr-08	C McLauchlan
							Develop and Implement Incident Management Processes	Complete	Complete	27-Apr-07	T Condie
							HSQE Audits, site inspections and Management Safety Tours to be carried out	On Programme	On Programme	31-Dec-10	T Condie
							Safety Induction to be carried out for all site staff	On Programme	On Programme	31-Dec-10	T Condie
931	Utilities assets uncovered during construction that were not previously accounted for; unidentified abandoned utilities assets; known redundant utilities; unknown live utilities; unknown redundant utilities.	Unknown or abandoned assets impacts scope of Infracore work	Re-design and delay as investigation takes place and solution implemented; Increase in Capex cost as a result of additional works.	D Sharp	High - 20.00		GPR surveys in areas where there are likely to be services	Complete	Complete	1-Apr-07	T Glazebrook
							MUDFA trial holes to verify GPR surveys	On Programme	On Programme	31-Jan-09	P Douglas
977	Legal challenge. Extension of statutory consultation process. Large number of objections. TRO process is subject to a public hearing process.	Delay in achievement of TRO(s) due to a large number of public objections and/or a legal challenge to using a TRO to construct Infracore.	Requirement to start construction using TTROs	K Rimmer	High - 20.00		Use of TTROs to undertake construction of permanent works in advance of permanent TROs being approved.	On Programme	On Programme	30-Jan-11	K Rimmer

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271	Inadequate quality of submission of approval. Partial submission of package. Programme compression. Lack of CEC resources.	Failure to process prior approvals applications within 8 weeks	Delay and disruption to Infracore programme	D Sharp	High - 19.00		Agree approvals submission arrangements with CEC to align with SDS design programme and procurement programme.	Complete	Complete	31-Mar-08	T Glazebrook
							Assure the quality and timing of submissions	On Programme	On Programme	31-Dec-08	D Sharp
							Final agreement to be approved by Roads Authority, CEC Promoter, CEC in-house legal and tie	Complete	Complete	28-Feb-07	T Craggs
							Finalise alignments and gain agreement from CEC	Complete	Complete	29-Dec-06	T Craggs
							Weekly meetings of Approvals Task Force	On Programme	On Programme	31-Dec-08	D Sharp
Where appropriate increase case officer resource to cope with programme compression	Complete	Complete	31-Oct-08	D Fraser							
1033		Failure of Infracore to mobilise in time to commence work in line with programme.	Delay to programme. Cost overruns. Negative publicity. Criticism from stakeholders	S Bell	High - 19.00		Continued focus at Infracore progress meetings as well as programme workshops to mitigate the impacts of any delay	On Programme	On Programme	1-Oct-08	S Bell
							Implementation of Advanced Works programme in order to mitigate potential future issues during construction	On Programme	On Programme	1-Aug-08	R Bell
							Infracore given instructions to proceed at risk	On Programme	On Programme	1-Aug-08	R Bell
							Pressure from Approvals Task Force to ensure Technical and Prior Approvals are delivered	On Programme	On Programme	1-Oct-08	D Sharp

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1076	Utilities do not finish diversion works prior to Tramworks commencing work	Tramworks are unable to commence work or work is delayed/disrupted	Delay and disruption claims from BSC.	R Bell	High - 18.00		Tramworks PMs attendance at Traffic Management meetings. Weekly meetings between tie Tramworks and Utilities PMs. 4-weekly tie Tramworks/Utilities management meetings. Identification of programme clashes between Tramworks and Utilities works tracked	N/A	On Programme	31-Jul-09	R Bell
1077	Lack of visibility of design changes between November 2007 and May 2008	Tramworks price based on a design which may have been altered. Unclear who authorised design change.		R Bell	High - 18.00		Establish a process which will act as a control mechanism for design changes. (If one exists already then ensure process is complied with)	N/A	On Programme	31-Dec-08	T Glazebrook
1078	Lack of effective engagement from BSC leaders towards tie and third parties (NR, BAA, Forth Ports) and the Tram project as a whole.	Failure of partnership approach between tie and BSC. Failure to maintain effective third party relationships with key third parties.		R Bell	High - 18.00		Engagement between tie and BSC at different levels. Regular review of BSC management of third parties as per Employers Requirements.	N/A	On Programme	31-Dec-08	R Bell
1079	Failure of BSC to effectively resource up for project	Lack of competent resources within BSC to safely and effectively deliver Tram project	Delay to programme and additional cost	R Bell	High - 18.00		Ongoing review of BSC resources and formal review at 4-weekly meeting. Objectives to be set for BSC at monthly meetings in order to monitor progress.	N/A	On Programme	31-Dec-08	R Bell
1080	TPB have agreed a 5 week embargo on Leith Walk from 12 Dec 08 to 19 Jan 09.	Leith Walk embargo causes delay to construction and utility diversion works.	Delay to programme, extension of time claim. Additional costs.	R Bell	High - 18.00		Minimise contractors exposure by identifying other work scopes outside the embargo area.	N/A	On Programme	12-Dec-08	R Bell
1081	Traffic modelling has shown that one lane needs to be kept open on Princes Street during works	Princes Street works take longer than programmed due to one lane being kept open.	Delay to programme, extension of time claim. Additional costs.	R Bell	High - 18.00		Production of robust programme to mitigate losses	N/A	On Programme	5-Jan-09	R Bell