







INFRASTRUCTURE - SERVICE RISKS				LAST UPDATED 08/02/2023			Inherent Score		Residual Risk Score						Action Owner			
ID	Category	Date entered on register	Risk Description	Risk Impact	L	I	Priority	Mitigation	L	I	Score	Trend	Target Date for mitigation	Owner		Status	Date of Last Update	
INF-R011	Delivery	17/11/21	Resource & Capacity: There is a risk that there is insufficient resource and capacity to deliver the Infrastructure work programme; this risk applies to the Combined Authority and our Unitary Authority partners. This risk is conflated by tight timescales from DfT and overall lack of resource in the supply chain.	That programmes have a slow start and we risk the overall delivery programme. Progress will be reported to the public via DfT heightening the reputational risk.	4	4	16	TREAT 1: Utilise procurement frameworks/specialist resource agencies to bolster resource and capacity to support major strategic procurement projects and peaks in resource requirements. Ensure that all staff and organisations understand how to access and forward plan to maximise change of availability of resources. TREAT 2: Agree resource plan with programme teams and refine scheduling capabilities so that critical path roles are easily identified and resourced for. TREAT 3: Discuss resource position with Bristol City Council and BaNES on options for projects, staff to ensure delivery of the programme is protected. TREAT 4: Market Testing to demonstrate comparable rates for project management roles by HR working with the PMO to increase recruitment and retention	3	3	9	↑	TREAT 1: February 2023 TREAT 2: March 2023 TREAT 3: March 2023 TREAT 4: March 2023	Director of Infrastructure	TREAT 1: Interim Head of Commercial TREAT 2: Head of PMO TREAT 3: Interim Director of Infrastructure TREAT 4: Head of PMO/Head of HR	Open	08/02/23	
INF-R007	Statutory function	29/09/20	Reduction in Bus Services - Commercial & Supported: There is an issue that there is a reduction in bus services due to the residual impact of the pandemic, inflationary pressures, reduction in bus passenger numbers which has also lead to reduced commercial viability of bus services	Funding pressures cannot be met by Government, leading to service cuts across the region, including where services are deemed to be socially necessary i.e. Supported Bus Services. Services require additional public funding to maintain. It also undermines our ability to deliver the bus service improvements set out in the BSIP.	4	4	16	TREAT 1: Secure BSIP funding and deliver the Enhanced Partnership TREAT 2: Work with Operators and UA's on BSIP to develop a financially sustainable network using BSIP funding to pump prime services where appropriate e.g. increasing frequencies towards "turn up and go". TREAT 3: Work with CRSTS to provide infrastructure to enable faster bus journeys. Ensure Trans Ops is included in scope and design decisions to ensure that the infrastructure improves the ability to improve journey times.	3	3	9	↔	TREAT 1: Jan 2023 Completed TREAT 2: March 2025 TREAT 3: Various as per OBC/FBC dates	Head of Integrated Transport Operations	TREAT 1+2: Head of Transport Ops TREAT 3: Head of Capital Delivery	Open	09/02/23	
INF-R005	Policy	28/02/19	Evidence Base: There is an issue that the legacy impacts of the Covid Pandemic still uncertain and may impact the current evidence base.	The impact of this is that as we move towards decarbonisation there is a risk that the information currently available is not sufficient to monitor our key metrics such as car dependency and measure the impact of the programmes we are delivering	3	4	12	TREAT 1: Update our transport model and evidence base (WERTM project - west of England transport model); update our transport carbon data and evidence base (transport decarb project), following this the updated data will be used to review and if required refresh our Joint Local Transport Plan - JLTP5 Continued work with partners nationally (e.g. DfT, UTG M9 etc) to look at national and international trends, scenario planning and steps to connect people post pandemic. TREAT 2: Agree what measures and KPI's need to be put in place to monitor performance; determine what additional data should be collected and agree funding and plan to deliver this.	2	4	8	↔	TREAT 1: Summer 2024 TREAT 2: Summer 2024	Director of Infrastructure	TREAT 1 + 2: Head of Transport Strategy	Open	09/02/23	
INF-R002	Delivery	20/01/19	Programme Management Maturity: There is a risk that there is a residual resistance to the implementation of a Authority programme office by teams within the CA and UA's leading to delays in implementing new ways of working. This risk is compounded by the relatively low level of maturity in project, programme and portfolio management across all organisations	Programme delays and lack of efficiency leading to additional costs, unnecessarily constraining funding across the portfolio. Distorting ability to manage Interfaces and dependencies with a lack of clarity in programme responsibility ultimately losing funding or not making best use of allocated funds. Unable to demonstrate economic growth with gainshare funding being withdrawn. Misaligned processes and procedures across different organisations	3	4	12	TREAT 1: Maturity Assessment, Gap analysis and Improvement plan to be implemented TREAT 2: Robust Financial management and Scheduling information to be implemented to ensure MI is adequate for decision making TREAT 3: Set up a PMO project to roll out and define best practice. Work with UA colleagues to obtain buy in to key processes to ensure consistency where possible	2	3	6	↔	TREAT 1: May 2023 TREAT 2: May 2023 TREAT 3: Aug 2023	Director of Infrastructure	TREAT 1: Head of PMO TREAT 2: Head of PMO + Head of Finance TREAT 3: Head of PMO	Open	09/02/23	
INF-R005	Delivery	30/08/22	Cost Inflation: There is a risk that due to inflationary pressures the current funding available is not sufficient to deliver the agreed scope of works for the Infrastructure Portfolio of works	Descoping may be required or value engineering of projects	5	5	25	TREAT: Risk contingency pot for CRSTS is to be held by CA, MOU agreed to ensure decisions on scope/descope and impact of inflation are made by the accountable body; also to ensure risk of price increases is spread among partners. Commercial Partner commenced on 13th February 23 who are responsible for undertaking Cost Estimation exercise on the baseline (detailed forensic review) across all major projects (Feb 23-May23). This will be part of the Deep Dive reviews. Exploring options for commercial and procurement value for money through portfolio benefits across all projects and through the tendering for Tier One (Design and Build) Contractor, which could potentially streamline procurement exercises and or leverage economies of scale and achieve better rates.	4	4	16	↔	TREAT: July 2023	CEO/SMT and Director of Investment and Corporate Services	Head of Capital Delivery, Interim Head of Commercial	Open	02/02/23	
INF-R008	Delivery	30/08/22	Schedule Delays: There is a risk that there will be significant delays to project delivery schedules, particularly for the M32 and Bristol to Bath Projects, due to complicated approvals processes or highly sensitive nature of project scopes and necessary political sign off for key decisions	Delay to schedule, impact on project mandates, scope, quality and benefits	5	5	25	TREAT 1: Agree MOU on the City Regions Programme (of which M32 and Bristol to Bath are projects) to agree ways of working and decision pathways, outline governance and decision pathways for projects as part of meeting terms of reference, hold joint discussions between all key stakeholders on M32 including DfT and National Highways. Input clause into Grant Conditions to ensure escalations, early warnings of slippage and potential recovery capabilities on the project are available. TREAT 2: Agree additional delegations to ensure more frequent decisions can be made.	4	5	20	↑	TREAT 1: Sept 2023 TREAT 2: March 2023	Director of Infrastructure	Head of Capital Delivery	Open	09/02/23	
INF-R009	Statutory function	30/08/22	Statutory Authority: There is a risk that the Combined Authorities lack of statutory authority to conduct certain elements of Highways works, land purchase, CDM or CPO will impact our ability to progress project works	Inability to act as main deliver vehicle on projects, such as M32 and Bristol to Bath, inability to purchase land or carry out CDM, CPO activities	5	5	25	TREAT 1: Identify what statutory authority powers are required. Discuss options with Unitary Authority colleagues on how best to meet these to ensure efficient and effective delivery. TREAT 2: Agree with our delivery partners in the Unitary Authorities what our role as a client and sponsor is and what can be delivered by the Combined Authority and via the Unitary Authorities. TREAT 3: Establish integrated project teams to ensure that the client sponsor and deliver agents work collaboratively to deliver the required outcomes	4	4	16	↔	TREAT 1: May 2023 TREAT 2: March 2023 TREAT 3: April 2023	CEO	Director of Infrastructure	Open	09/02/23	
INF-R010	Delivery	02/02/23	Health & Safety: There is a risk that the Combined Authority is unable to meet its responsibilities as Client under CDM for projects where the Combined Authority has allocated this role.	Significant health and safety risk occurs causing serious injury or fatality on site. Risk of legal action against the authority and specific senior officers who hold nominated safety roles.	3	4	12	TREAT 1: Set up CDM strategy for Portfolio. Review CDM strategies for all projects for which the Combined Authority is not the direct, use interim experience resource. TREAT 2: Organisational assessment to be undertaken to assess the Combined Authority's competence and capability to undertake the Client role on projects. TREAT 3: CDM plans to be created for all live projects. TREAT 4: Recruit Health and Safety team to ensure we have the correct set up and assurance in place. TREAT 5: As an interim, utilisation of experienced team members within Capital Delivery team to support more junior members of the team in conducting reviews of Risk and Method Statements and Safety Audits for any on-site works.	2	4	8	↑	TREAT 1: July 2023 TREAT 2: July 2023 TREAT 3: April 2023 TREAT 4: Sept 2023 TREAT 5: Feb 2023	Director of Infrastructure	TREAT 1: Head of HSQE/Capital Delivery TREAT 2: Head of PMO TREAT 3: Programme Managers TREAT 4: Head of PMO TREAT 5: Programme Managers	Open	08/02/23	

INF-R011	Governance	02/02/23	Governance: There is a risk that the Combined Authority governance requirements and meeting timetables are not conducive to the speed of decision making required for a complex portfolio of infrastructure works.	Delay to schedule, cost and risk profile.	3	5	15	TREAT 1: Provide detailed forward plan for key decisions to governance forums to ensure visibility of plan progress and key decisions required. Ensure this is part of reporting processed and look to automate from project schedules. Request Committee agree a 3 year schedule for Committee meetings to enable projects to plan. Develop a detailed project lifecycle and agree decision points/makers and stage gates. Roll out formalised monthly reporting to all remaining projects in Infrastructure TREAT 2: Seek to delegate change control to monthly forums, to ensure pace of delivery is maintained. TREAT 3: Provide additional resource to Grant Assurance team and PMO teams to ensure capacity in the assurance of business cases and stage gates and support quicker feedback and assurance processes. Look to align Grant Assurance and PMO processes where appropriate. TREAT 4: Conduct Business case and delivery assurance workshops to explore efficiencies in both processes. Work with Head of Grant Management on a streamlined business case process for smaller lower risk projects.	2	2	4		TREAT 1: July 2023 TREAT 2: March 2023 TREAT 3: Sept 2023 TREAT 4: April 2023	CEO	TREAT 1: Head of PMO TREAT 2: Head of PMO TREAT 3: Head of PMO & Head of Grant Assurance TREAT 4: Head of PMO & Head of Grant Assurance	Open	08/02/23
INF-R012	Procurement	02/02/23	Market Capacity: There is a risk that the level of infrastructure programmes across the UK will reduce the markets capacity to provide sufficient resources to undertake the portfolio of works.	Delay to schedules, increased cost due to hyper competitive sellers market	3	3	9	TREAT: Commercial have completed first round of market engagement which has confirmed appetite and capacity. Further rounds of engagement will be undertaken to ensure the right suppliers (and their supply chains) are included in the large strategic tenders to be undertaken during 2023. process. Continued discussions on the procurement strategy and procurement plan with Unitary Authorities to incorporate holistic view on market requirements and agree mitigation plans for key peaks	2	3	6		TREAT 1: July 2023	Interim Head of Commercial	Interim Head of Commercial	Open	08/02/23
INF-R013	Resource	02/02/23	Skills Lack of personnel with the skills to deliver on programmes within the Combined Authority and partner Unitary Authority delivery agents. Risk is conflated by tight timescales from DfT and overall lack of resource in the supply chain.	Incorrect or lack of relevant skill set may impact the quality of delivery and value for money on commercial aspects, or more severe impacts due to breach of contract or other critical failures	4	4	16	TREAT 1: Utilise procurement frameworks to bolster resource and capacity for call off arrangements - update Jan 23. now available to CA and UA- now have Strategic Delivery Partnership arrangement with Arcadis, Arup, Nichols; Professional Services Framework with Atkins, Aecom & WSP, Cost Estimator and Legal Frameworks are work in progress along with Tier One contractor. TREAT 2: Skills - conduct skills plan and gap analysis. Strategic Delivery Partner to work with HR/PMO to propose career planning, progression and self assessment using APM capability framework and bespoke framework for non project skills set.	2	3	6		TREAT 1 - March 2023 TREAT 2: Sept 2023	Director of Infrastructure	TREAT 1: Head of PMO TREAT 2 - Head of PMO	Open	08/02/23
INF-R014	Funding	02/02/23	Future Funding: There is a risk that the level of funding in the future will not be sufficient to deliver the level of change of required in the region	Impact on achieving climate change objectives, impact on ability to delivery Future for West mass transit programme	4	4	16	TREAT 1: Transport Strategy to identify options for alternative funding sources, work with MP's and Leaders/Majors Councillors to gain political support and champion to central government TREAT 2: Production of walking & cycling investment plan, 10 Year Rail Plan, decarbonisation strategy and EV strategy; which will identify future development projects; review of JLTP and major scheme programme delivery plan and demand management against these strategies TREAT 3: Complete the Future4WEST Strategic Outline Case and agree next steps and prioritisation and identify necessary funding to deliver these works	3	4	12		TREAT 1: Ongoing TREAT 2: Various for different strategies TREAT 3: July 2023	Director of Infrastructure	Head of Transport Strategy	Open	08/02/23
INF-R015	Political	02/02/23	Political: There is a risk that the current method of deciding which projects to deliver is based on a split by population rather than prioritised against impact or benefits.	Impact on achieving climate change objectives and political mandate; funding allocated does not achieve strategic impact for the region	4	4	16	TREAT 1: Provide a robust evidence base to ensure that decision makers are informed on the impact of their decisions on benefits. Incorporate this evidence base to ensure it is clear on reasoning for recommendations TREAT 2: Strategy Team are working with Mayors and Leaders to agree Regional Strategic priorities against which the portfolio can be prioritised.	3	4	12		TREAT 1: Ongoing TREAT 2: April 2023	Director of Infrastructure	Head of Transport Strategy	Open	08/02/23
INF-R016	Political	02/02/23	Political and Public Mandate: There is risk that the decisions that need to be made to deliver on the climate change commitments may meet significant political and public opposition	Delivery of schemes which achieve climate change do not proceed	5	5	25	TREAT 1: Build engagement with Environment team, Transport Board, MPs, Mayors and Leaders on big choices TREAT 2: Public engagement on real terms impact of climate change key issues, the need for change and decisions required as well as the benefits. Look to use the model for behaviour training on climate change and its impact that North Somerset are developing	4	4	16		TREAT 1: Ongoing TREAT 2: Jun - Dec 2023	Director of Infrastructure	Head of Transport Strategy	Open	08/02/23
INF-R017	Political	02/02/23	Comms & consultation: There is a risk that the level of comms and consultation required by the Infrastructure Programme will overwhelm the public and or not reach the full audience required to ensure robust feedback	Scheduling conflicts and resource capacity issues; confusion on key messages unless its co-ordinated sufficiently; feedback on consultations from select members of the public so holistic view is not achieved	3	3	9	TREAT 1: Comms team to produce integrated comms plan for the region and include this in monthly Regional Comms meetings. TREAT 2: Look to integrate comms and consultations on a location basis to ensure consistent and coherent messages to the public TREAT 3: Appoint a comms partner via supply chain to bolster capacity when required	2	2	4		TREAT 1: March 2023 TREAT 2: March 2023	Head of Comms	Infrastructure Comms Business Partner	Open	08/02/23
INF-R018	Delivery	09/02/23	Rural Services: There is a risk that there is a loss of rural connectivity due to service reductions and timely implementation of alternative transport solutions.	Impacted rural areas may not be adequately served by public transport; rural areas may need to resort to car traffic; decarbonisation targets will not be achieved, social isolation. If Demand responsive transport is not delivered in time and to the contracted standard of service this will have a reputational impact on the Combined Authority and exacerbate political sensitivities with the Unitary Authorities.	5	5	25	TREAT 1: Roll out a Demand Responsive Transport service to rural areas, which will improve connectivity with existing commercial services supported by capital investment in modal interchange. TREAT 2: Work with Operators and UA's to develop higher frequency conventional services to enable DRT to connect people with main urban areas.	2	5	10		TREAT 3: June 2023 TREAT 1: April 2023 TREAT 2: April 2023	Head of Integrated Transport Operations	Programme Manager for BSIP	Open	08/02/23
INF-R019		21/02/23	Modal Shift: There is a risk that the portfolio of works will not achieve modal shift nor increase capacity in more sustainable modes of transport across the region.	Climate change and modal shift targets not met. Value for money and benefits not achieved. Continued rise in congestion and subsequent impact on poor air quality and health issues	4	5	20	TREAT 1 - Long Term: Introduce a future mass transit solution to provide sustainable transport options. Develop business cases following approval of the SOC at Committee. TREAT 2 - Long Term: Explore demand management and behaviour change initiatives to incentivise use of sustainable transport modes. TREAT 3 - Medium Term: Deliver City Regions programme to enable improvements to bus, walking & cycling networks to improve journey times, reliability and convenience. TREAT 4 Short Term: Deliver Future Transport Zones Programme and develop mobility (modal) interchange hubs to enable easier end to end journeys TREAT 5 Short Term: Deliver Future Transport Zones Data Hub and MaaS app to enable improved decision making on future transport projects and deliver improved, integrated end to end customer travel choices. TREAT 6 Short Term: Increase Electric Vehicle charging infrastructure across the region, by utilising Green Recovery Funding and bidding for the LEVI funding.	4	4	16	New	TREAT 1: SOC at July Committee TREAT 2: Summer 2024 (JLTP) TREAT 3: March 2027 TREAT 4: March 2024 TREAT 5: March 2024 TREAT 6: March 2024 and summer 2023 for LEVI	Director of Infrastructure	TREAT 1: Head of Transport Strategy TREAT 2: Head of Transport Strategy TREAT 3: Head of Capital Delivery TREAT 4: Head of Integrated Transport Operations TREAT 5: Head of Integrated Transport Operations TREAT 6: Head of Capital Delivery and Head of Transport Strategy	Open	21/02/23