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| Risk Number | RM14336 | | | | | Date of update | | 05 December 2017 | | |
| Risk Name | Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023) | | | | | | | | | |
| Risk Owner | Tom McCabe | | | | | Date entered on risk register | | 05 December 2017 | | |
| Risk Description | | | | | | | | | | |
| There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes, or procurement put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3 | 4 | 12 | 3 | 4 | 12 | 2 | 3 | 6 | Jan-23 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of £120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are: 1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings. 2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes. This will include independent audits and contract/legal advice on key contract risks as necessary. 3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board. 4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored. 5) All opportunities to be explored through board meetings to reduce risk and programme duration. | | | | | | | | | | |
| Overall risk treatment: Reduce, with a focus on maintaining or reducing project costs and timescales | | | | | | | | | | |
| Progress update | | | | | | | | | | |

Progress update

The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. There is a risk that the scheme development could see changes to the scheme, and therefore to the agreed business case, and any changes will need to be addressed/agreed with DfT. Progress against actions are:

- 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented.
- 2) Specialist cost and commercial consultants have been procured, working with Head of Procurement to secure these key roles. The first element of work for the cost consultant will be to review current forecasts and then continue to assess on a monthly basis, reporting to the board.
- 3) An overall project programme has been developed and will be owned and managed by the dedicated project manager. Any issues will be highlighted to the board as the project is delivered.
- 4) Learning from the NDR and experience of the commercial specialist support will be utilised to develop contract details ahead of the formal commencement of the procurement process.
- 5) The project board will receive regular (monthly) updates on project risks, costs and timescales.