



Supported by Futuregroup »

Let's GET Wellington MOVING

# Appendix J - Golden Mile SSBC Risk Register

October 2021

Golden Mile Single Stage Business Case | Contract No. 1851



Futuregroup »



Project/Contract Description	Golden Mile Single Stage Business Case 1851
Contract ID	1851
Contract Value	\$2,500,000

Waka Kotahi NZTA Lead	Eddie Anand
Supplier Lead	Selwyn Blackmore
Supplier Risk Mgmt Specialist (if applicable)	Not Applicable

Contract Risk Register

Risk Identifier	Date raised (dd/mm/yyyy)	Risk Description (include whether this is a threat or an opportunity)	Risk Cause(s)	Risk Consequence(s)	Risk Owning Organisation	Risk Owner	Controls	Current Risk Likelihood	Current Risk Consequence	Consequence Category	Current Controlled Risk Level	Level of risk acceptable, when compared to Risk Tolerance Threshold (Y/N)	Planned Risk Treatment Actions	Treatment Owner(s)	Planned Treatment Implementation Date(s)	Risk Treatment Progress Updates	Residual (Target) Risk Likelihood	Residual (Target) Risk Consequence	Residual (Target) Risk Level	Risk status	Comments
ED13	06-06-19	There is a threat that members from within the Partner organisations feel that they have not had any input into the development of individual project scopes	The cause of the threat is that the wrong people have been consulted during the project development phases	The consequence of the threat is delays to the Early Delivery programme. Cost increases as additional requirements were not fully understood before the RFT documents were issued to the market	LGWM	Workstream Lead	Workstream Lead / Project Steering Group to hold scoping workshops;	Possible	Severe	Stakeholders	High	N	Technical advisory group from partner organisations appointed and involved in individual projects within the Workstream.	FutureGroup	On-going	There has been a lot of communications during the delivery phase, such as the TAC, and assessment processed have been put in place. LGWM internal health check introduced new systems.	Unlikely	Minor	Low	Live-Treat	Project Managers from individual projects will need to match deliverables to technical skillsets (14/11/2019)
DP01	15-11-19	LGWM approval processes take longer than anticipated	Roles and responsibilities not clearly defined	This results in delay and / or rework for the consultant part of the team.	Waka Kotahi NZTA	Client PM	Ensure role and responsibilities are clearly defined identifying who is responsible for approvals	Possible	Moderate	Delivery	Medium	N	Golden Mile project team to ensure consultation process is robust. Establish feedback loops and general engagement processes with TWG, OIMs, PSG and GG to ensure there are "no surprises" during LGWM's 10 working day approval process	FutureGroup	20-11-19	Roles and responsibilities understood and delegation process clarified	Unlikely	Minor	Low	Live-Treat	EC Team leader appointed. Need to review if Team changes (18/12/2019). LGWM approval processes have impacted delivery programme (04/05/2021). Programme adjusted. Most decisions now made for the SSBC stage so risk reduced. (07/07/21)
DP12	18-11-19	There is a threat that project will exceed the available budget	Budget was indicative only and is likely to change during the SSBC as more information is received.	The consequence is that there are insufficient funds available or that there is a misrepresentation of the options available. Approval of the SSBC is delayed which impacts the pre-implementation and implementation	FutureGroup	FutureGroup	Establish a compressive list of items that require further details. Liaise with suppliers of infrastructure or specialist contractors. SSBC to include staging and phasing considerations. Prepare a robust cost estimate as part of the SSBC	Likely	Severe	Cost	Critical	N	Produce and keep updated Engineer's Estimates for the project. Ensure robust cost estimates are added into the business case process;	FutureGroup	On-going		Unlikely	Severe	Medium	Live-Treat	Current controls are adequate but monitor to ensure they are enacted (04/02/2020). Prelim design work to be sufficiently detailed to enable accurate estimating. (04/05/21) FG are preparing a robust cost estimate for the project (07-Jul-2021)
DP04	18-11-19	There is a risk that Stakeholders reject the proposals or not come to an agreement	The cause is that proposals do not meet the expectations of the local community and Stakeholders	The consequence is that additional costs are incurred and damage to the reputation of all parties	FutureGroup	FutureGroup	Ensure thorough consultation is undertaken with all Stakeholders and key points throughout the project life cycle. Adhere to communications management plan at all times.	Possible	Minor	Public/Media	Medium	N	Maintain a correspondence or communications database to track liaison and consultation actions. Review regularly for potential gaps or conflicts.	FutureGroup	On-going	Consultation has helped define who are the key stakeholders and their issues. Has also helped define who are the key stakeholders for the future phase	Unlikely	Moderate	Medium	Live-Treat	Communication channels established and being maintained (18/12/2019). Preferred option announced and
DP09	18-11-19	Resources -There is a risk that the programme not achieved leading to late delivery of project	The cause is that resources are diverted to other projects	The consequence is that the programme is delayed resulting in late delivery of the project and reputational damage to project parties	FutureGroup	FutureGroup/Waka Kotahi NZTA	Confirm programme and resource requirements with work stream leads. Maintain regular communications throughout.	Possible	Moderate	Delivery	Medium	N	Maintain and update resource histograms (or equivalent management tool) and use in weekly meetings with team leads.	FutureGroup/Waka Kotahi NZTA	On-going		Unlikely	Minor	Low	Live-Treat	No issues identified. Resources in place to complete the SSBC (07/07/2021)
DP14	04-01-20	There is a threat that the programme for Golden Mile is delayed due to C-19	Spread of Covid-19 in NZ has resulted in the country being locked down. Social distancing measures in place for the foreseeable future	Difficult to progress elements of the project with measures in place. Appetite for trials may be reduced due to financial impact of C-19 Level 4 restrictions	Waka Kotahi NZTA	Waka Kotahi NZTA	Maintain regular communications via Skype and MS Teams. Review programme as the situation develops	Almost certain	Moderate	Delivery	High	N	Liaise with LGWM regarding programme and seek agreement to what is achievable. Re-arrange delivery if Covid-19 restrictions are applied.	FutureGroup	On-going		Unlikely	Minor	Low	Live-Treat	Lockdown rules changed to 1 on the 9 June 2020. Increased activity and resources were needed to maintain the programme.
DP32	09-04-20	Lack of engagement with Iwi delays the Golden Mile Public Engagement programme	1) LGWM have yet to identify preferred engagement processes with Iwi, which results in poor engagement outcomes with Iwi 2) Iwi lack engagement resources to engage properly on SL options due to C-19	Public engagement in June is delayed due to inadequate Iwi engagement processes	LGWM	LGWM PM	LGWM establish Iwi engagement processes as soon as possible	Likely	Severe	Stakeholders	Critical	N	Develop Iwi engagement processes and material. Invite Iwi to attend MCA workshop	LGWM PM	30-11-20		Unlikely	Moderate	Medium	Live-Treat	Iwi were involved during the MCA process and they indicated that their focus would be during pre-implementation. (07/07/21)
DP35	09-04-20	Lack of construction resource to implement preferred option.	1) Specialist resource not available for implementation (e.g. signal phasing) 2) Resource prioritised/allocated to other LGWM/WCC projects 3) C-19 may bring forward the implementation	Implementation delayed due to lack of resource planning, which potentially impacts on general C-19 recovery efforts	FutureGroup	FutureGroup	SSBC to include resourcing requirements for implementation	Possible	Severe	Delivery	High	N	Staged and well-thought out release of projects over time	FutureGroup	30-04-21	Commence engagement with the market at an early stage. Prepared a procurement plan. Consider issuing a EOI	Unlikely	Severe	Medium	Live-Treat	Early indications are that the market is currently buoyant and resources could be stretched. Recommended EOI
DP18	09-04-20	Lack of integration with MRT, City Streets, Thorndon Quay projects delays SSBC delivery	1) The other LGWM projects have only just commenced investigations, and the processes for engaging with other project teams is currently unclear 2) Other projects may dictate the design of the GM SL options and preferred option development resulting in SSBC re-work 3) Whilst waiting for information/decisions to be made	1) SSBC requires re-work resulting in it being delayed 2) SSBC delivery is paused to allow other projects to make decisions (eg Taranaki St) 3) FG's approach for cycling needs to change if the alternative routes for cycling are not provided by the City Streets project as currently assumed	LGWM/FutureGroup	LGWM PM/Stantec PM	Establish formal engagement processes with other project teams	Almost certain	Severe	Delivery	High	N	Engage with other project teams as early as possible understand interdependencies and critical project milestones.	LGWM PM/Stantec PM	On-going		Possible	Severe	High	Live-Treat	Golden Mile project is progressing with MCA being held on the 30/11/2020. SSBC nearing completion but assumptions have been made regarding the other projects and their
DP24	09-04-20	Golden Mile project baseline assumptions are based on "old behaviours", which may change post C-19	1) PF and ped movements may differ post C-19, and some of these changes may become permanent. Such changes may render decisions made on pre-C-19 assumptions redundant. 2) C-19 leads to a change in business/retail patterns, which changes the business/retail requirements for the GM (e.g. access requirements to loading bays for retailers may differ)	1) Option development based on pre-C-19 planning assumptions leads to the preferred option being over/under design. 2) Criticism of the preferred option delaying delivery of the SSBC.	LGWM	FutureGroup	Post C-19 planning assumptions are considered in SSBC preparation (i.e. sensitivity tests).	Possible	Moderate	Cost	Medium	N	Communicate the updated processes clearly to decision makers	FutureGroup	On-going		Unlikely	Moderate	Medium	Live-Treat	Impact has been accounted for in SSBC. Continue to monitor during the next phase (07/07/2021)
DP26	09-04-20	SSBC development processes are insufficient impacting on the delivery and/or quality of the SSBC	1) Preferred option doesn't give effect to the IO objectives, for example: -insufficient public realm or resilience provided in the preferred option -essential services are not adequately considered in the preferred option 2) Lack of baseline data leads to wrong planning assumptions. 3) IOs are not sufficiently robust to meet RMA tests or other legal tests. 4) Preferred option does not consider the climate change agenda. 5) Safety is not addressed adequately by the preferred option (or safety in design is not considered adequately). 6) Location of utilities are not well understood (e.g. stormwater).	1) SSBC is rejected through the IQA processes 2) SSBC is rejected through the LGWM decision making processes 3) Preferred option is rejected as it does not align with key WCC/GWRC planning documents (e.g. placemaking framework) 4) Cost estimate is not robust	LGWM/FutureGroup	LGWM PM/Stantec PM	1) SSBC development is to follow best practice 2) Timely engagement on the SSBC's critical milestones through the establish TWG/OIM processes 3) Ensure sufficient time is allowed for TWG/OIA and IQA processes	Unlikely	Moderate	Delivery	Medium	N	Project managers/team leads to ensure compliance with the proposed controls. Peer Review process will be adopted to ensure a high quality is maintained.	FutureGroup	On-going		Rare	Moderate	Low	Live-Treat	No issues to date with the processes to deliver of the SSBC (04/05/2021). SSBC nearing completion and no further issues identified (07/07/2021)
DP36	09-04-20	Physical works not integrated/coordinated with other transport/utility projects	Implementation of Golden Mile physical works conflicts with the implementation timing of other transport/utility works	1) Implementation of the Golden Mile works is delayed 2) Criticism of the lack of coordination between the Golden Mile project and other projects	FutureGroup	FutureGroup	SSBC to include coordination requirements for implementation	Possible	Moderate	Delivery	Medium	N	Early engagement with other transport project teams and utility providers	FutureGroup	on-going		Unlikely	Moderate	Medium	Live-Treat	Further discussions to be held once the detailed design delivery programme has been agreed/appointed. Ongoing so continue to monitor (07/07/2021)
DP40	07-07-21	Threat that the preferred option had a negative impact on the discharge of stormwater	Accurate detailed stormwater information was not available during the development of the SSBC. Preferred option blocks natural overland flow paths (side streets).	Increased risk of flooding to the Golden Mile and adjacent properties during storm events	Futuregroup	Futuregroup	Utility apparatus survey and stormwater modelling	Likely	Severe	Environmental	Critical	N	Obtain accurate data about existing stormwater system and develop a stormwater model to analyse effects and prepare solutions	FutureGroup	30-11-21		Unlikely	Moderate	Medium	Live-Treat	Undertake modelling during detailed design (07/07/21)

Project/Contract Description: Golden Mile Single Stage Business Case 1851  
 Contract ID: 1851  
 Contract Value: \$2,500,000

Waka Kotahi NZTA Lead: Eddie Anand  
 Supplier Lead: Selwyn Blackmore  
 Supplier Risk Mgmt Specialist (if applicable): Not Applicable

Contract Risk Register

DP37	07-07-21	Lack of progress of other projects in the programme leads to compatibility issues with Golden Mile preferred option	Slower than anticipated progress in other LGWM projects	Outcomes for Golden Mile project are not fully realised. Negative publicity arising from incompatibility. Increase health and safety risk if connections are not made.	Waka Kotahi NZTA	Waka Kotahi NZTA	Assumptions made to be highlighted in SSBC	Likely	Moderate	Public/Media	High	N	Consider developing interim options for connections if becomes clear there is an issue.	FutureGroup	20-12-21		Possible	Moderate	Medium	Live-Treat	Consider impact during detailed design (07/07/21)
DP38	07-07-21	Threat due to retailers and hospitality resistance to preferred option	Preferred option not popular with all sections of the community as there is a perception that it will have a negative effect on their wellbeing.	Project not supported and leads to negative publicity in the media. Increased scrutiny to project increases delivery risk.	Waka Kotahi NZTA	Waka Kotahi NZTA	Public engagement	Likely	Severe	Public/Media	Critical	N	Follow agreed comms and engagement plan into detailed design. Identify key stakeholders and hold face-to-face meetings to better understand concerns.	FutureGroup	30-11-21		Possible	Moderate	Medium	Live-Treat	Develop engagement plan and implement during detailed design (07/07/21)
DP39	07-07-21	Threat due to lack of utility information to inform the detailed design.	Accurate detailed utility information was not available during the development of the SSBC. Assumption have been made regarding their location which could lead to issues during detailed design.	Increased time and cost to develop detailed design. Increased construction costs to overcome issues or reduced scope.	Waka Kotahi NZTA	Waka Kotahi NZTA	Utility apparatus survey	Likely	Severe	Cost	Critical	N	Engage a surveyor to capture utility information (eg GPR survey) to identify any critical areas	Waka Kotahi NZTA	30-11-21		Unlikely	Severe	Medium	Live-Treat	Services are likely to be present in number in the corridor. Design can be adjusted to avoid clashes in all cases. (07/07/21)



## Contact

Stantec Building

Level 15, 10 Brandon Street

Wellington Central, Wellington 6011

+64 4 381 6700

**Futuregroup** >>



Boffa Miskell



local