

Wiltshire Council - Highways Asset Risk Register

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
1. Roads and Footways	1.1	Safety	Inadequate skid resistance results in injury or accidents	4	4	16	Skid resistance policy and Scrim site investigations with an annual programme of treatment including resurfacing and retexturing.	2	4	8	
			Carriageway defects results in injury or accidents	3	4	12	Highway inspections are undertaken in accordance with the Highways Safety Inspection Manual, with a reactive pothole and safety defect repair process to reduce risk	2	4	8	
			Carriageway structural failure results in injury or accidents	3	3	9	Carriageway surveys using scanner and visual inspections identify sites for treatment before serious failure.	2	3	6	
			Obstruction and risks associated with weather incidents	3	3	9	Emergency response team including out of hours service to deal with localised incidents. Winter gritting and flood response managed by Duty Engineer.	3	3	9	
			Injury to operatives or public during roadworks	3	4	12	Safety considered at design stage and measures taken during works to manage risks. Special consideration given to working on high speed roads.	2	4	8	
			Footway defects result in injury or accidents	3	3	9	Footway inspections in accordance with Highways Safety Inspection Manual with repair processes reduce risk.	2	3	6	
	1.2	Functionality	Road closures or restrictions due to structural failure	3	3	9	Carriageway surveys using scanner and visual inspections identify sites for treatment before serious failure.	1	3	3	
			Road closures due to safety issues and concerns	2	3	6	Works programmes reduce risk of serious structural problems. Arrangements in place to react to any issues on the highway.	1	3	3	
			Road closures during adverse weather	3	3	9	Winter gritting of main routes. Resilient Network identified and considered in maintenance priorities.	2	3	6	
			Footways affected by snow and ice	3	3	9	Arrangements made to clear snow and ice in town centres, often with support of Town Councils, but not all footways can be treated.	2	3	6	
			Road and footway closure because of sink holes or geotechnical issues	3	3	9	Inspections and monitoring of roads and footways identifies problems so that remedial work can be planned.	2	3	6	
			Road closures and diversions during works	4	3	12	Some closures are inevitable, but arrangements are made with streetworks team to manage delays and co-ordinate with other work on the network	2	3	6	
	1.3	Cost	Uncertainty over works costs	3	3	9	Contract arrangements in place with works managed through Service Delivery Teams	2	3	6	
			Claims resulting from incidents on highways	3	4	12	Highway and footway inspections in accordance with the Highways Inspection Manual, with a reactive pothole and safety defect repair process to reduce risk	2	4	8	
			Insufficient budget to keep roads in good condition	4	3	12	Capital budgets currently adequate to keep roads safe, but there is still a significant backlog of maintenance required.	3	3	9	
	1.4	Sustainability	Future availability of network	2	3	6	Current programme of major maintenance work reduces longer term risks to network availability.	1	3	3	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
	1.5	Environment	Noise disruption from road surface defects	2	3	6	Current programme of major maintenance works reduces risk of serious disturbance from road noise from roads in poor condition.	1	3	3	
			Tar bound materials in road construction are hazardous waste	3	3	9	Testing for tar bound materials and careful disposal reduces risks associated with the material.	2	3	6	
			Risk of damage to sensitive sites during works	3	3	9	Processes in place including Blue/Green rules to ensure operatives are aware of risks and works are planned accordingly.	2	3	6	
			Carbon footprint from road maintenance works	3	3	9	Use of Warm asphalt in place of HRA is reducing carbon footprint. Development of in-situ recycling will also reduce use of new materials.	1	3	3	
	1.6	Reputation	Low public satisfaction with road and footway conditions	4	3	12	Programme of footway works should start to improve public satisfaction.	2	3	6	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
2. Bridges and Structures	2.1	Safety	Structural failure of bridge	3	3	9	Bridge inspection programme, including principal bridge inspection processes reduces risk of failure.	2	3	6	
			Bridge with inadequate carrying capacity	3	3	9	Bridge assessments undertaken and programme of strengthening where appropriate. Weight limits and signing used in short term.	2	3	6	
			Structural failure of retaining wall or other structures	3	4	12	Inspections of bridges and structures carried out as problems identified. However risk remains of failure particularly in connection with private retaining walls.	3	4	12	
			Incident involving bridge parapet damage	4	3	12	Bridge inspections carried out following incidents reduces the risk. Emergency response team attend incidents to make safe.	2	3	6	
			Injury to operatives or public during bridge works	3	4	12	Safety considered at design stage and measures taken during works to manage risks. Special consideration given to working over water.	2	4	8	
			Safety incident in connection with road or footway surface defect	3	3	9	Footway and carriageway inspections in accordance with highways Inspection Manual with repair processes reduce risk.	2	3	6	
	2.2	Functionality	Bridge closures or restrictions due to structural failure	3	4	12	Bridge inspection programme and bridge inspection processes reduces risk of failure.	1	4	4	
			Bridge closures due to safety issues and concerns	2	3	6	Works programme reduces risk of serious structural problems. Arrangements in place to react to any issues on the highway network and guard or make safe.	1	3	3	
			Damage by third parties including public utilities	3	3	9	Works are supervised and inspected but damage can occur through work by others on bridges.	2	3	6	
			Road closures and diversions during bridge works	4	3	12	Some closures are inevitable, but arrangements are made with streetworks team to manage delays and co-ordinate with other work on the network	2	3	6	
	2.3	Cost	Uncertainty over works costs	3	3	9	Contract arrangements in place with works managed through Service Delivery Teams	2	3	6	
			Claims resulting from incidents on bridges	3	4	12	Highway and footway inspections in accordance with the Highways Inspection Manual, and bridge inspections reduce risk	2	4	8	
			Insufficient budget to keep bridges in good condition	4	3	12	Capital budgets currently adequate to keep bridges in good condition. Will need to be kept under review.	2	3	6	
	2.4	Sustainability	Future availability of bridges and highway network	2	3	6	Current programme of major maintenance work reduces longer term risks to network availability.	1	3	3	
	2.5	Environment	Pollution from bridge works over rivers	4	4	16	Management of bridge maintenance programme takes into account environmental aspects to reduce pollution or damage risks.	2	4	8	
			Issues in connection with listed monuments and those in conservation areas.	3	4	12	Management of bridge maintenance programme takes into account status of structures and special treatments needed in some cases.	1	4	4	
	2.6	Reputation	Local concerns about bridge conditions and proposed works.	3	3	9	Programme of bridge works includes public consultation and information as necessary.	2	3	6	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
3. Drainage Infrastructure	3.1	Safety	Risk of incidents and collisions due to poor drainage on high speed roads.	3	4	12	Standing water on high speed roads is treated as a priority and investigated as soon as possible, with sites treated as priority for works. Responsive gully emptying service in place.	2	4	8	
			Health risks associated with pollution from flood waters.	3	3	9	Schemes are developed for those sites with known flooding issues. Working with water companies to reduce risk of sewer flooding.	2	3	6	
			Danger to public from flooding	2	4	8	Schemes implemented through Operational Flood Working Groups to reduce flood risk, but risk still remains in many areas.	2	4	8	
			Injury to operatives or public during drainage works	3	4	12	Safety considered at design stage and measures taken during works to manage risks. Special consideration given to working in deep excavations and near water.	2	4	8	
			Damage to structures and infrastructure associated with flooding.	2	3	6	Inspection regime to repair work following flooding, but some risk to drainage infrastructure from flooding remains.	2	3	6	
	3.2	Functionality	Road closures or restrictions due to flooding	3	3	9	Drainage improvement schemes carried out at many known flooding sites, but risk still remains.	2	3	6	
			Road closures due to safety issues and concerns	2	3	6	Works programmes reduce risk of flooding. Arrangements in place to react to any issues on the highway.	1	3	3	
			Road closures and diversions during flooding	3	3	9	Some closures are inevitable, but arrangements are made to provide suitable diversion routes if required. Emergency response team to deal with localised issues.	2	3	6	
	3.3	Cost	Uncertainty over works costs in connection with drainage schemes	3	3	9	Contract arrangements in place with works managed through Service Delivery Teams, but costs can be difficult to predict with drainage works.	2	3	6	
			Claims resulting from flooding and incidents on highways	3	4	12	Highway inspections in accordance with the Highways Safety Inspection Manual, with a reactive pothole and safety defect repair process to reduce risk of damage from flooding.	2	4	8	
			Insufficient budget to maintain drainage	3	3	9	Capital budgets used to improve highway drainage at many locations, but will need to be kept under review if budgets reduced.	2	3	6	
	3.4	Sustainability	Future maintenance of drainage systems	3	3	9	Current programme of drainage improvement work reduces longer term risks.	2	3	6	
	3.5	Environment	Pollution from highways drainage	3	3	9	Current programme of drainage works reduces risk of pollution, but some risk still remains.	2	3	6	
			Pollution from flooding	3	3	9	Current programme of drainage works reduces risk of pollution, but risk remains.	2	3	6	
	3.6	Reputation	Public concern about flooding and poor highway drainage	3	3	9	Current programme of drainage works reduces risk of flooding, but risk remains.	2	3	6	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
4. Street Lighting	4.1	Safety	Accidents due to structural failure of columns or brackets.	4	4	16	Inspection regime reduces risk, but with aging equipment risk remains	3	4	12	
			Accidents due to faulty electrical equipment.	3	4	12	Inspection and testing regime reduces risk, but with aging equipment risk remains	2	4	8	
			Risk of damage resulting from vehicle impacts	3	4	12	Response to incidents, including out of hours service, reduces risk of serious injury or further damage but risk remains	2	4	8	
			Injury to operatives or public during roadworks	3	4	12	Safety considered in planning of works and measures taken during works to manage risks. Special consideration given to working on high speed roads.	2	4	8	
			Damage to equipment through vandalism or unauthorised interference..	3	4	12	Inspection regime to repair work following damage, but some risk of injury in some circumstances remains. My Wiltshire reporting system allows easy reporting by public.	2	4	8	
	4.2	Functionality	Loss of lighting through electrical supply faults	3	3	9	Work closely with electrical supply company but timescales for repairs can result in lighting being out of operation for considerable periods.	2	3	6	
			Loss of lighting due to equipment failure	3	3	9	Inspection regime and maintenance programme reduces risk, but with aging equipment risk remains	2	3	6	
			Reductions in lighting due to funding restrictions	3	3	9	Some closures are inevitable, but arrangements are made to provide suitable diversion routes if required.	2	3	6	
	4.3	Cost	Uncertainty over works costs in connection with street lighting	3	3	9	Contract arrangements in place with works managed through Service Delivery Teams, but costs can be difficult to predict with drainage works.	2	3	6	
			Claims resulting from lighting safety issues	3	4	12	Inspection and maintenance processes reduce risk of incidents and claims.	2	4	8	
			Insufficient budget to maintain street lighting	4	3	12	With current budgets the aging stock of street columns is a risk being managed by regular inspections and testing of high risk units.	3	3	9	
	4.4	Sustainability	Future maintenance of street lighting	4	3	12	Introduction of LED lighting should reduce energy consumption and maintenance requirement.	3	3	9	
	4.5	Environment	Light pollution from street lighting	3	3	9	Part night lighting and dimming programme generally reducing light pollution.	2	3	6	
			Carbon footprint of lighting energy usage	3	2	6	LED installation programme reducing energy consumption.	2	2	4	
	4.6	Reputation	Public concern about lighting levels and operation	3	3	9	Lighting levels being reduced in connection with LED installation project.	2	3	6	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
5. Traffic Signals and Control	5.1	Safety	Road traffic collisions or accidents due equipment failure	3	4	12	Maintenance programme reduces risk of failure. Maintenance contractor makes quick response to incidents but some risk remains.	2	4	8	
			Structural failure of signal posts and equipment affecting public or traffic.	3	3	9	Maintenance programme reduces risk of failure. Maintenance contractor makes quick response to incidents but some risk remains.	3	3	9	
			Injury due to faulty electrical equipment	2	4	8	Inspection and maintenance regime reduces risk, but risk remains.	2	4	8	
			Injury to operatives or public during roadworks	3	4	12	Safety considered at design stage and measures taken during works to manage risks. Special consideration given to working close to traffic.	2	4	8	
			Traffic collisions at junctions resulting from driver confusion	3	4	12	Reviews of junction operation and consequent changes reduce risk but risk remains.	2	4	8	
	5.2	Functionality	Loss of operation through road traffic collision	3	3	9	Maintenance contractor makes quick response to incidents, and repairs are made to restore operation as soon as possible.	2	3	6	
			Loss of equipment for long term maintenance	3	3	9	Planned maintenance programme reduces risk of long term loss of function.	2	3	6	
			Loss of operation through equipment failure	3	3	9	Planned maintenance programme reduces risk of long term loss of function. Maintenance contractor makes quick response to incidents.	2	3	6	
	5.3	Cost	Uncertainty over works costs in connection with traffic signals schemes	3	3	9	Contract arrangements in place with works managed through Service Delivery Teams, but funding renewal programme will be an issue.	2	3	6	
			Claims resulting from incidents at traffic signals	3	3	9	Maintenance regime and incident monitoring processes reduce risk of claims.	2	3	6	
			Insufficient budget to maintain traffic control systems	3	3	9	Budgets currently adequate to maintain equipment but future renewal costs will be an issue. Will need to be kept under review.	2	3	6	
	5.4	Sustainability	Future maintenance of traffic control systems	3	3	9	Current programme of maintenance reduces short term risks, but concerns about budget for equipment renewal in the longer term remain.	2	3	6	
	5.5	Environment	Light pollution from signal controlled junctions	2	3	6	Junction layouts and arrangements need to take into account environmental impact. However, road safety remains a priority and options may be limited in some cases.	1	3	3	
			Visual intrusion of traffic signal control systems in sensitive environmental areas	3	3	9	Design and renewal schemes will need to consider impact of schemes especially in conservation areas and other sensitive locations..	2	3	6	
	5.6	Reputation	Public concern about delays and operation of traffic signals	3	3	9	Maintenance and review of signals to ensure optimum operation reduces risks, but capacity is often finite and traffic volumes are likely to increase.	2	3	6	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
6. Signs and Road Markings	6.1	Safety	Accidents due to poor signs and road markings on high speed roads.	3	4	12	Reviews of signing on key routes undertaken, and maintenance or damage issues responded to.	2	4	8	
			Damage or injury from collapsing signs.	2	3	6	Replacement of signs when problems apparent, but with aging sign posts risk remains	2	3	6	
			Poor maintenance of signs and lines resulting in accidents	3	3	9	Schemes implemented as funds allow, concentrating on those areas with highest accident figures. Structural testing of illuminated signs being undertaken.	2	3	6	
			Injury to operatives or public during roadworks	3	4	12	Safety considered at design stage and measures taken during works to manage risks. Special consideration given to working close to traffic.	2	4	8	
			Temporary obstruction of signs by hedges and trees causing accidents	3	3	9	Issues dealt with as identified but obstruction of signs is a seasonal issue which is likely to remain an issue with current budgets.	3	3	9	
	6.2	Functionality	Ineffective or inaccurate signing causing safety issues	3	3	9	Reviews of routes undertaken in response to identified safety problems.	2	3	6	
			Poor or missing signs affecting journeys	3	3	9	Signs are replaced when issues become apparent.	2	3	6	
			Inadequate temporary signing during road works and other diversions Road closures and diversions during flooding	3	2	6	Diversion routes are reviewed by streetworks team prior to implementation, and monitored during operation.	2	2	4	
	6.3	Cost	Uncertainty over works costs in connection with signing and road marking schemes	3	2	6	Contract arrangements in place with works managed through Service Delivery Teams.	2	2	4	
			Claims resulting from poor or inadequate signing	3	3	9	Signs and road markings are monitored. However, with limited budgets immediate replacement and renewal is not always possible.	2	3	6	
			Insufficient budget to maintain signs and road markings	3	2	6	Current budgets are not adequate to fully meet demand, and renewal and replacement has to be risk based.	3	2	6	
	6.4	Sustainability	Future maintenance of signing and road markings	3	2	6	Current programme of signing and road markings reviews reduces immediate risks, but concerns about longer term budgets remain.	3	2	6	
	6.5	Environment	Visual intrusion of signs in sensitive areas	3	2	6	Careful consideration of designs given to sensitive locations, but limitation of regulations often restricts options.	2	2	4	
			Need to reduce unnecessary signs to declutter especially in urban areas	3	2	6	Decluttering of signs undertaken as part of schemes where appropriate.	2	2	4	
	6.6	Reputation	Public concern about poor signing and road markings and their effectiveness	3	2	6	Reviews of signing undertaken, particularly on a route based basis and in response to concerns raised.	2	2	4	

Category	Ref No.	Risk Type	Risk	Risk			Mitigation in place	Residual Risk (03.01.20)			Key Risk or Residual Risk Score Trend
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
7. Trees and landscaping	7.1	Safety	Accidents due to poor tree and landscape maintenance.	3	4	12	Programme of tree maintenance undertaken in appropriate season.	2	4	8	
			Damage or injury from collapsing trees in extreme weather.	3	4	12	Programme of tree maintenance reduces risk, but some risk remains in very extreme weather	3	4	12	
			Damage or injury caused by tree diseases	3	4	12	Tree maintenance programme adjusted in accordance with growing knowledge about particular diseases	2	4	8	
			Danger caused as a result of growth obscuring signs	3	4	12	Safety inspections used to identify issues with key signs, especially give way signs.	2	4	8	
			Temporary obstruction of signs by hedges and trees causing accidents	3	3	9	Issues dealt with as identified but obstruction of signs is a seasonal issue which is likely to remain an issue.	2	3	6	
	7.2	Functionality	Overhanging trees reducing height clearance on roads	3	4	12	Reviews of routes undertaken in response to identified safety problems.	2	3	6	
			Overgrown hedges affecting footways	3	3	9	Action taken when problems identified, with process for hedge letters to private owners.	2	3	6	
			Fallen trees obstructing roads	3	4	12	Processes in place to arrange additional resources to clear roads when required, but in extreme storms resources may need to be prioritised.	2	4	8	
	7.3	Cost	Uncertainty over works costs in connection with tree and landscaping works	3	2	6	Contract arrangements in place with works managed through Service Delivery Teams.	2	2	4	
			Claims resulting from poor or inadequate maintenance	3	3	9	Tree maintenance programme reduces risk, but in some cases potential issues may not be immediately apparent.	2	3	6	
			Insufficient budget to maintain signs and road markings	3	3	9	Current budgets are adequate to meet current demand, but diseases may require substantial additional expenditure.	2	3	6	
	7.4	Sustainability	Future maintenance of trees landscaping	3	2	6	Current maintenance programme is effective but changing climate and diseases may cause issues.	3	2	6	
	7.5	Environment	Environmental damage caused by inadequate maintenance	3	3	9	Careful consideration of maintenance and planting should reduce risk of inappropriate maintenance.	2	3	6	
			Environmental benefits of trees and landscaping not delivered	3	3	9	Planting and protected verge schemes enhance the environmental value of trees and landscaping	2	3	6	
	7.6	Reputation	Public concern about poor maintenance	3	3	9	Tree maintenance programme is generally well received, but needs to ensure public are informed out works.	2	3	6	

Wiltshire Council - Atkins - Ringway Highways Operational Risk Register

Category	Ref No.	Risk		Likelihood	Impact	Risk Score	Mitigation in place	Residual Risk (03.01.20)			Key Risks or Residual Risk Score Trend
								Likelihood	Impact	Risk Score	
1. Staff & Resources	1.1	Staff and operatives availability, retention, recruitment, succession planning and change	Wiltshire	3	3	9	Periodic staff recruitment freezes. Peer review highlighted lack of planning for staff succession. Apprentices being recruited.	2	3	6	
			Atkins	3	3	9	Ability to utilise staff from other offices, recruiting includes apprentices and summer placements & development of staff for niche services. Succession plan in place. Forward visibility of work loads identified to ensure resource requirements are clear and flexible.	2	3	6	
			Ringway	3	3	9	Currently have staff in place, but recruitment of operatives remains a challenge with current skills shortages in the industry.	3	3	9	
	1.2	Availability of Plant, Equipment and Materials necessary to Deliver the Service	Wiltshire	3	4	12	Monitoring through SDT meetings for early resolution or elevated through to Contract Management Meeting to agree necessary actions	1	4	4	
			Atkins	3	4	12	Monitoring through SDT meetings for early resolution or elevated through to Contract Management Meeting to agree necessary actions	1	4	4	
			Ringway	3	4	12	Monitoring through SDT meetings for early resolution or elevated through to Contract Management Meeting to agree necessary actions; Ringway have a variety of SLA agreements with multiple companies to provide materials, plant and, if necessary, additional skilled labour enabling flexibility on a potentially fluctuating programme driven by budgetary and/or political constraints	1	4	4	
	1.3	Staff have lack of appropriate skills and technical training	Wiltshire	3	3	9	Training arrangements are reviewed but reduced training budgets are having an adverse effect. Risk of increasing reliance on outside parties for technical skills.	2	3	6	
			Atkins	3	3	9	Assessments undertaken to establish training requirements. Appropriate training programmes in place, mandatory training, lunchtime training, structured skills training for apprentices, graduates and technicians. Secondment opportunities available.	2	3	6	
			Ringway	3	4	12	Skill gaps and training being undertaken by Ringway. Training updated periodically to maintain standards.	2	4	8	
	1.4	Risk of IT system failures e.g. Mayrise / Exor & availability of office accommodation and equipment	Wiltshire	2	4	8	The Wiltshire IT systems are generally stable and are regularly monitored for issues. Should there be any failure in the systems possible to revert to a paper system as a back up, this ensures safety issues are still addressed promptly.	1	4	4	
			Atkins	2	4	8	Co-located at Ascot Court with surfacing contractors. Councils digital platforms such as HIAMS, Mayrise etc. are fairly resilient and continuity plans are in place.	1	4	4	
			Ringway	2	4	8	Office in Melksham with IT systems set up to link into Wiltshire systems are working. Regular backups taken for all IT systems and documentation; disaster recovery plan in place and SLA agreements with all key providers to minimise system disruption.	1	4	4	
2. Safety	2.1	Risk of staff and operatives being unaware or not following or applying the appropriate safety behaviours and processes	Wiltshire	3	4	12	Staff complete on line safety training modules. Risk assessments in place for typical works operations all staff kept aware of these and any updates. Further consideration to be given to H&S training and monitoring.	2	4	8	
			Atkins	3	4	12	Safety given top priority on meeting agendas, developing a strong safety culture through use of notice boards, QSE briefings, Safety Training, awareness training and protocols. Alignment of approach to safety to contractor and client. Atkins able to provide training to client and contractor	1	4	4	
			Ringway	3	4	12	All staff trained on site safety with regular updates; programme of briefings and toolbox talks both local and corporate to ensure legislative updates disseminated, safety audits at all levels to confirm compliance, any incidents fully investigated and learning disseminated post investigation, group and industry learning disseminated via H & S corporate team; health and safety forum incorporating all levels of workforce.	1	4	4	
3. Work Load	3.1	Risk of insufficient forward visibility of workload	Wiltshire	3	3	9	Workloads monitored and reported through SDT meetings.	1	3	3	
			Atkins	3	3	9	Forward work loads and programmes discussed through SDT meetings. Monitoring work loads against financial commitments/budgets throughout the year.	1	3	3	
			Ringway	3	3	9	Monitored through the SDT meetings. Work programmes, budgets and potential workloads discussed at SDT and CMM levels to highlight potential budgetary issues and mitigation measures taken when issues noted.	3	3	9	
	3.2	Risk of Task Orders not being processed in a timely manner	Wiltshire	3	3	9	Issue of orders monitored and reported and managed through the SDT meetings and Contract Management Progress Meetings.	3	3	9	
			Atkins	3	3	9	Process set out in Contract Quality Plan. SAWF process being used. New Highways consultancy contract may cause a delay on the issuing of Orders for end of 2019/20. Tarmac / Council order interface up and running	3	3	9	
			Ringway	3	3	9	Orders monitored, reported and managed through the SDT meetings; local meetings (weekly) to highlight any potential orders missing or late and actions to mitigate initiated.	2	3	6	

Wiltshire Council - Atkins - Ringway Highways Operational Risk Register

Category	Ref No.	Risk		Likelihood	Impact	Risk Score	Mitigation in place	Residual Risk (03.01.20)			Key Risks or Residual Risk Score Trend
								Likelihood	Impact	Risk Score	
4. Financial	4.1	Budget variation leads to shortage of work	Wiltshire	3	4	12	Budgets set for the financial year. Works ordered based on available budget. Reported and managed through the SDT meetings.	2	4	8	
			Atkins	3	4	12	Forward visibility of work loads being monitored, works contract changes will result in change of rates that will effect budgets, especially revenue. Impact being managed by the Council and budgets being discussed.	2	4	8	
			Ringway	3	4	12	Resources currently available to meet the requirements of the contract. Potential impact on providing some key labour intensive services such as the Winter Service if work loads fall and staff numbers have to be reduced.	2	4	8	
	4.2	Budget variation leads to increase in work	Wiltshire	3	4	12	Budgets set for the financial year. Works being ordered based on the available budget. Reported and managed through the SDT meetings	2	4	8	
			Atkins	3	4	12	Atkins have the ability to call upon a wider resource pool, including sub-consultants.	2	4	8	
			Ringway	3	4	12	Increasing resources to meet the requirement of the contract as necessary. Have access to additional resources through the supply chain. Ringway have a variety of SLA agreements with multiple companies to provide materials, plant and, if necessary, additional skilled labour enabling flexibility on a potentially fluctuating programme driven by budgetary and/or political constraints.	2	4	8	
	4.3	Ability to demonstrate value for money	Wiltshire	3	3	9	Improvement and Innovation Forum has been set up to consider ways of working to achieve best value	2	3	6	
			Atkins	3	3	9	Access to broad range of skills and services through the Atkins Group. Efficiencies through contract undertakings. KPI and satisfaction scoring provides Clients view of value for money. Continuous Improvement & Innovation Forum set up	2	3	6	
			Ringway	3	3	9	Improvement and Innovation Forum has been set up to consider ways of working to achieve best value; Ringway wider business has a variety on methods of dissemination of good practice ensuring that innovations identified elsewhere are brought to the contract or can be taken from the contract for the good of the wider business or the industry as a whole.	2	3	6	
5. Quality	5.1	Risks associated with inconsistencies in standards of delivery and supervision	Wiltshire	3	4	12	Monitoring through SDT meetings for early resolution or elevated through to Contract Management Meeting to agree necessary actions. Protocols being developed to provide guidance and ensure consistency.	2	4	8	
			Atkins	3	4	12	Quality plan in place, design standards, guidelines and processes developed. Including training and management of staff. KPI's to monitor performance. LRQA certification for ISO 9001, ISO14001 and OHSAS18001. Processes reviewed. Watching brief going forwards for site supervision / monitoring.	2	4	8	
			Ringway	3	4	12	Supervision of operatives and staff training will ensure there is a consistently high standard of supervision across the contract. Staff receive training which ensures constantly updated skill sets and leads to maintaining quality of delivery of service.	2	4	8	
	5.2	Inadequate stakeholder and community engagement leading to customer satisfaction issues and loss of reputation	Wiltshire	3	4	12	Area boards, CATG meetings, area news letters, the My Wiltshire App and the Parish Steward scheme all promote community engagement.	2	4	8	
			Atkins	3	4	12	Communication and stakeholders strategy in place. Clear understanding of roles and responsibilities. Agreed contract undertakings include customer engagement. The council lead on communications but Atkins support and provide informatio. Forms of active communications such as Twitter and website information could be developed further.	2	4	8	
			Ringway	2	4	8	Direct engagement with Parishes through the Parish Stewards. Suitably trained operatives on larger sites trained to directly address public concerns and answer questions. Ringway senior management attend local Council briefings and meetings as required.	2	4	8	
6. Environmental	6.1	Risk of adverse environmental impact	Wiltshire	3	4	12	Environmental issues considered and managed through the SDT meetings and the Environmental Management Meetings	2	4	8	
			Atkins	3	4	12	Environmental management plan in place, SDT meetings manage environmental issues on individual projects. Monthly Environmental Management meetings. Green and Blue rules issued and protocols being reviewed.	2	4	8	
			Ringway	3	4	12	Environmental issues considered and managed through the SDT meetings and the Environmental Management Meetings. Staff trained in environmental risks in delivery, all incidents recorded and reviewed and disseminated for both local and corporate learning.	2	4	8	

WILTSHIRE HIGHWAYS - RISK CRITERIA

SCORING CRITERIA FOR IMPACT/SEVERITY									
THREATS	Score	Effect on Service	Embarrassment/reputation	Personal Safety	Personal privacy infringement	Failure to provide statutory duties/meet legal obligations	Financial	Effect on Project Objectives/Schedule Deadlines	ICT
	4 Significant	Major loss of service, including several important areas of service and /or protracted period. Service Disruption 5+ Days	Adverse and persistent national media coverage Adverse central government response, involving (threat of) removal of delegated powers Officer(s) and/or Members forced to resign	Death of an individual or several people	All personal details compromised/ revealed	Litigation/claims/fines from Departmental £250k + Corporate £500k +	Costing over 1M 50% of budget	Complete failure of project/ extreme delay – 3 months or more All benefits fail to be realised	Total replacement of existing system. Major redevelopment required Substantial impact on service
	3 Moderate	Complete loss of an important service area for a short period Moderate effect to services in one or more areas for a period of weeks Service Disruption 3-5 Days	Adverse publicity in professional/municipal press, affecting perception/standing in professional/local government community Adverse local publicity of a major and persistent nature	Severe injury to an individual or several people	Many individual personal details compromised/ revealed	Litigation/claims/fines from Departmental £100k to £250k Corporate £250k to £500k	Costing between £250,000 and 1M 35% of budget	Significant impact on project or most of expected benefits fail/ major delay – 2-3 months Majority of benefits fail to be realised	Major configuration of existing system Disruption to service
	2 Minor	Minor effect to an important service area for a short period Adverse effect to services in one or more areas for a period of weeks Service Disruption 2-3 Days	Adverse local publicity /local public opinion aware Statutory prosecution of a non-serious nature	Minor injury to an individual or several people	Some individual personal details compromised/ revealed	Litigation/claims/fines from Departmental £25k to £100k Corporate £50k to £250k	Costing between 50,000 and £250,000 25% of budget	Adverse effect on project/ significant slippage – 3 weeks–2 months Some benefits fail to be realised 3 weeks - 2 months	Basic IT requirements. Some minor confirmation Minimal disruption to service
	1 Insignificant	Brief disruption of important service area Significant effect to non-crucial service area Service Disruption 1Day	Contained within section/Unit or Directorate Complaint from individual/small group, of arguable merit	Slight injury or discomfort to an individual or several people	Isolated individual personal detail compromised/ revealed	Litigation/claims/fines from Departmental Below 25k Corporate Below 50k	Costing less than Less than £50,000 10% of budget	Minimal impact to project/ Minimal benefits fail to be realised slight delay less than 3 weeks	Basic It requirements met No disruption to Service

SCORING CRITERIA FOR LIKELIHOOD		
Score	Description	Indicators
4 - Almost Certain	More than 75% chance of occurrence	Regular occurrence. Circumstances frequently encountered - daily/weekly/monthly
3 - Possible	40% - 75% chance of occurrence	Likely to happen at some point within the next 1-2 years. Circumstances occasionally encountered a few times a year
2 - Unlikely	10% - 40% chance of occurrence	Only likely to happen once in 3 or more years
1 - Rare	Less than 10% chance of occurrence	Has happened rarely / never before

Risk Profile					
Impact	Significant (4)				
	Moderate (3)				
	Minor (2)				
	Insignificant (1)				
		Rare(1)	Unlikely (2)	Possible (3)	Almost Certain(4)
		Likelihood of occurrence			

	Red = High Risk (Score 12 – 16) Significant risks which are unacceptable - reduce the likelihood and / or impact through control measures.
	Amber = Medium Risk (Score 6 – 9) Manageable risks – Controls to be put in place managers should consider the cost of implementing controls against the benefit in the
	Green = Low Risk (Score 1 – 4) risks - to be considered and monitored as costs may out way benefits. Negligible