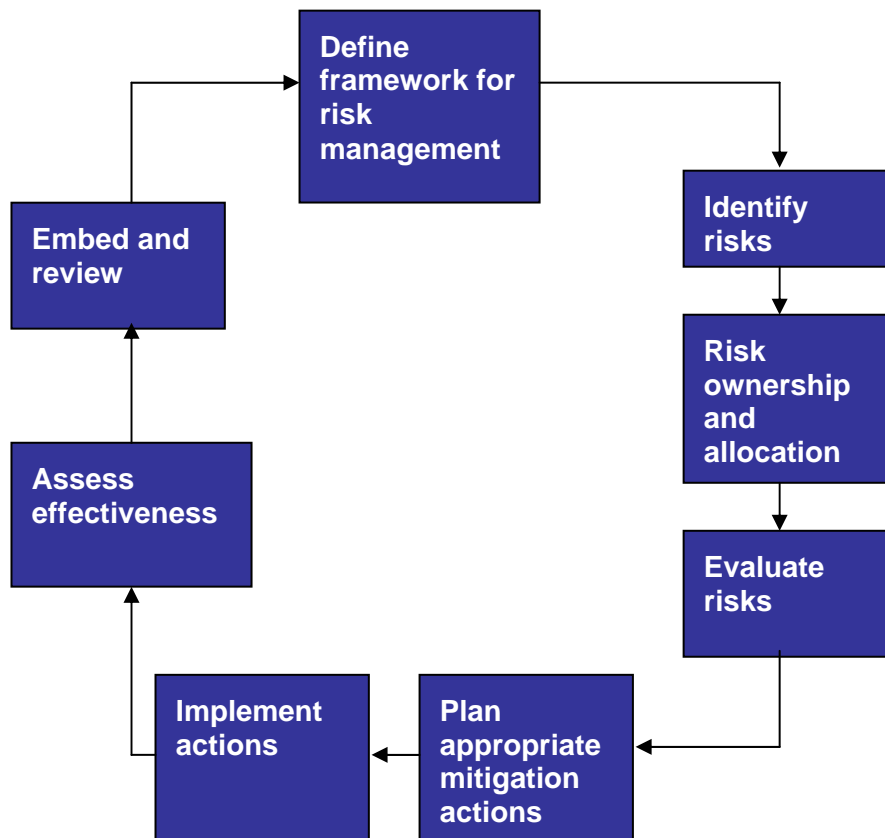


### 3 RISKS TO DELIVERY

#### 3.1 Main risks

It will be impossible to eliminate all elements of risk from delivering our outcomes at the start of the plan. As such we have ensured that we have mechanisms in place to review and monitor our progress at all stages of plan delivery. The process is set out in Figure 3.1.

**Figure 3.1 Risk management process**



#### 3.1.1 Risk identification and quantification

A technical panel has compiled a comprehensive list of risks to each target. This forms our comprehensive risk register. Whilst there are risks associated with each target, not all will have the same impact on outcomes. In order to quantify this we set up a framework for assessing the level of risk and its subsequent management.

To quantify the risk we used a standard approach of identifying the likelihood or probability of the risk occurring and then assessing a potential impact. Both assessments utilise a simple scoring process:

Probability	Impact	Score
Very High	Severe	5
High	Major	4
Medium	Moderate	3
Low	Minor	2
Very Low	Insignificant	1
Nil	Nil	0

The relative assessments were undertaken by a second technical panel. The purpose of the scoring was to highlight the risks that were judged to be of greatest threat to the delivery. This was assessed by producing a Risk Index score which combined both probability and impact. Each risk was then graded into a red, amber or green category. Where red is the most significant risk. The grading criteria were:

Category	Score
Red (Low)	Above 15
Amber (Medium)	10 - 15
Green (High)	Below 10

The risk assessment was originally undertaken for the LTP2. This has been expanded for this Delivery Plan with additional risks that have been identified and to assess the impact of any management or mitigating measures that could be implemented. The risks for the congestion target can be seen in Table 3.1.

### **3.1.2 Risk management**

The management and ownership of the risks is discussed in Part 4.

## **3.2 Other risk issues**

### Competing priorities for resources

This target is one of 27 in WY LTP2 and our programme for the period 2006/07 to 2010/11 has been developed to address all of these targets. The primary risk is that if we are failing to achieve our congestion target but other mandatory targets are on track it may be difficult to 'make the case' to reallocate resources, particularly if traffic problems are not seen to be affecting economic performance in the main centres.

### Data collection

A significant risk is associated with the data collection and interpretation. Are our data collection procedures sufficient to monitor the small changes we are predicting or will noise in the data mean we are unable say with any degree of statistical certainty that we have met the target?

- Manual traffic counts have an accuracy of  $\pm 5\%$ .
- Bus occupancy counts, as currently counted have an accuracy of  $\pm 15\%$ .
- Bus and car journey times have an accuracy of  $\pm 10\%$ .

DfT have calculated that the 90% CI on our target is  $7\% \pm 1.5\%$ .

The measured throughput shown on some of the trajectories in (see Appendices) show considerable variation compared to the base year some positive and some negative.

It should be noted that the target for journey time is in effect for speeds to be less than 1mph slower than at present. The daily and weekly variation is often greater than this.

Table 3.1 Risk assessment framework for the urban congestion target

Risk	Consequences	Inherent risk			Management measures	Residual risk			Revised status	Risk management group
		Likely-hood	Impact	Risk index		Likely-hood	Impact	Risk index		
<b>Economic</b>										
Economic (and traffic) growth does not match forecasts	Excessive growth adds to delay (if infrastructure improvements fail to keep pace) and restricts growth in non car modes.  Lower growth could undermine case for intervention	2	5	10	Review type and programme of interventions – unlikely to be able to respond quick enough, creates uncertainty	2	5	10	Same	External
					Improved project management planning procedures	1	5	5	Better	External
Traffic generation from developments do not match expectations	Increase traffic volumes, increased delay.  Reduced traffic volumes undermine case for intervention.	3	4	12	Better assessment of planning applications, identify additional interventions – unlikely to be able to respond quick enough; creates uncertainty	3	4	12	Same	External
Car ownership costs decline	Adds to delay and restricts growth in non car modes - target fails	3	4	12	Review type and programme of interventions – unlikely to be able to respond quick enough	3	4	12	Same	External

**PART 3**  
**RISKS TO DELIVERY**

Risk	Consequences	Inherent risk			Management measures	Residual risk			Revised status	Risk management group
		Likely-hood	Impact	Risk index		Likely-hood	Impact	Risk index		
<b>Actions of key partners</b>										
Proposals affecting Highways Agency roads e.g. ramp metering, road works	Diverted traffic leads to increased congestion - road works likely to be short lived but could affect target	3	4	12	Better coordination of works and better management by HA	2	4	8	Better	External
Widespread rail disruption as witnessed during LTP1	Greater use of car rather than rail – increased congestion - likely to be short lived but could affect target	1	4	4	None	1	4	4	Same	External
Increased cost of bus and rail use	Passengers transfer to car - adds to delay and restricts growth in non car modes	5	3	15	Review type and programme of interventions	5	2	10	Better	External
<b>Resources and political support</b>										
Staff availability to undertake project development	Projects delayed – increased delays	3	4	12	Use of consultants – most District Councils have a framework agreement	2	4	8	Better	General

**PART 3**  
**RISKS TO DELIVERY**

Risk	Consequences	Inherent risk			Management measures	Residual risk			Revised status	Risk management group
		Likely-hood	Impact	Risk index		Likely-hood	Impact	Risk index		
Significant increase in the overall cost of delivering schemes	Fewer schemes delivered – possible increase in delays	3	4	12	Improved project and purchasing procedures, review type and programme of interventions	3	3	9	Better	General, External, Programme
Major scheme funding not provided (Route WY11 relies on major scheme funds)	Major improvements delayed or abandoned – no reduction in delays	2	4	8	Closer working with DfT on scheme development Improved project management and Business case preparation	1	4	4	Better	External
Lack of political support for projects	Projects abandoned – possible increase in growth no reductions in delays	2	4	8	Improved involvement and consultation processes	2	4	8	Same	General, Programme, Partnership
<b>Programme delivery</b>										
Unable to deliver congestion elements of programme to timescale	Increased traffic volumes, increased delay and restricts growth in non car modes	3	4	12	Improved project and programme management	2	4	8	Better	General, Programme, Partnership

**PART 3**  
**RISKS TO DELIVERY**

Risk	Consequences	Inherent risk			Management measures	Residual risk			Revised status	Risk management group
		Likely-hood	Impact	Risk index		Likely-hood	Impact	Risk index		
<b>Monitoring data</b>										
Monitoring methods unsuitable	Achievements under estimated or undetected	3	4	12	Revised methodology using Real Time Information implemented	1	4	4	Better	Monitoring
<b>Other risks</b>										
Public Transport patronage does not grow at expected rate	Adds to delay and restricts growth in non car modes	2	4	8	Review type and programme of interventions	2	4	8	Same	External, Programme, Partnership
Smarter Choices, Travel plans, etc. ineffective	Increased traffic volumes, increased delay and restricts growth in non car modes	3	3	9	Review type and programme of interventions. Include behavioural change measures within delivery strategy	3	2	6	Better	External, Programme, Partnership