

Index		Risk Information									Current - Qualitative				Previous Score			Target - Qualitative				Treatment Plan				
Order	Risk Ranking	Risk ID	Date Identified	Risk Status	Threat/Opportunity	Risk Title	Risk Description	Cause	Effect	Risk Owner	Prob	Cost	Schedule	Score*	Previous Review Score	Status Since Last Review	Prob Target	Cost Target	Schedule Target	Score*	Treat. Strategy	Treatment Plan	Plan Owner	Next Review Date	Cost of Treatment	
0	Ranking	Risk ID	Date Identified	Risk Status	Threat/Opportunity	Risk Title	Risk Description	Cause	Effect	Risk Owner	Prob	Cost	Schedule	Current	Previous Review Score	Status_Since_Last_Review	Prob_Tar get	Cost_Tar get	Schedule _Target	Target	Spare_2	Treatment_Plan	Plan_Owner	Next_Review_D ate	Cost_of_Treat ment	
1	10	R01	5-Aug-20	1-Open	Threat	Potential impact of current planned and future emerging developments on bypass route options (and vice versa).	Route options passing through or adjacent to planned development sites (this is currently being explored and sites will be mapped on GIS).	Planned development (allocated sites, sites with planning permission, current planning applications) and new applications may be located across or adjacent to the various route options.	Potential to delay or undermine the route selection process; potential to amend routes to avoid/reduce the impacts resulting in a suboptimal scheme solution.	Wiltshire Council	3 - Medium - 25%-50%	5 - Very High - > 500K	5 - Very High - > 3months	15	15	No Change	2 - Low - 10%-25%	5 - Very High - > 500K	5 - Very High - > 3months	10	Reduce	Mapping current plans and constraints - closed. Monitor applications against proposed route - ongoing. 1Sep21 update - risk has reduced with the selection of the preferred route but there remains a risk that a new application goes in before the route corridor is secured.		30-Nov-21		
2	28	R02	5-Aug-20	1-Open	Threat	Potential impact of any emerging site allocations to east of Melksham.	Local Plan Review process underway which may identify allocation sites.	Emerging site allocations close to the emerging bypass route options may impact upon or interact with that emerging route.	The effects could potentially relate to:- - public perception of the bypass proposals - the bypass may be welcomed by residents in terms of traffic relief through the town centre, but might be opposed if the bypass is associated as a facilitator of further housing sites coming forward; - the bypass design may need to be amended to respond to any emerging site allocations; and - the scope of the PEAR and eventual EIA may be affected if the future environment around the bypass route changes.	Wiltshire Council	1 - Very Low - 1%-10%	5 - Very High - > 500K	5 - Very High - > 3months	5	25	Improving	1 - Very Low - 1%-10%	5 - Very High - > 500K	5 - Very High - > 3months	5	Reduce	Engagement with WC to discuss emerging sites and bypass planning and interface/programme. RR meeting with developers at appropriate points. 1SEP21 - Risk % reduced to VL as the modelling has included the developments. Risk to be considered for closure in Nov 21.		30-Nov-21		
3	5	R03	5-Aug-20	1-Open	Threat	Major public opposition to bypass proposals at public consultation stage (related to R02)	Public perception of the bypass proposals could be adversely affected if it is perceived that the bypass will also be delivering two major site allocations to the east of Melksham.	Major public opposition to the bypass proposals, undermining project scope and programme.	Delays and cost increases to address and deal with objections.	Wiltshire Council	4 - High - 50%-75%	3 - Medium - 100K - 250K	4 - High - 2months-3months	16	20	Improving	3 - Medium - 25%-50%	3 - Medium - 100K - 250K	4 - High - 2months-3months	12	Reduce	Development of Public Consultation Strategy and Stakeholder Management Plan. 5Nov20 update: non-stat consultation started 4/11/20. Initial reactions from public slightly negative - option 10D. 16Mar21 update: completed non-stat - 60:40 view in favour of doing something. Next round of consultation summer 21. 1Sep21 - Local plan is the driver of growth, not this road scheme. Local plan will be out of consultation early 2022.		30-Oct-21		
4	14	R04	5-Aug-20	1-Open	Threat	Scope of Planning Strategy not clearly defined or agreed by Wiltshire Council (related to R002)	Related to the risks outlined above, the scope of the Planning Strategy could be unclear, delayed or require re-drafting if the objectives, design and environmental assessment of the bypass change.	Changes to the objectives, design and environmental assessment of the bypass could affect the scope of the Planning (and assessment) Strategy going forward.	Delay to finalising the Planning (and assessment) Strategy, which could impact the scope of the PEAR.	Wiltshire Council	3 - Medium - 25%-50%	1 - Very Low - <50K	4 - High - 2months-3months	12	12	No Change	2 - Low - 10%-25%	1 - Very Low - <50K	4 - High - 2months-3months	8	Reduce	Project Planning Strategy has been prepared and submitted for WC planners for consideration. Planning Strategy and Planning Policy changes.	Wiltshire Council	1-Nov-21		
5	1	R05	5-Aug-20	1-Open	Threat	Scheme Value for Money (VfM)	The Benefit Cost Ratio (BCR) at SOBC stage for the eastern Option C was 2.2. This has since changed to 1.3 but the project is expecting 1.5. This places the scheme in the 'medium' VfM category. Schemes with a 'high' VfM are likely to be looked upon more favourably for funding.	There have been recent changes to WebTAG values used in the economic appraisal – the impact of these is uncertain at this stage, VfM could drop if scheme costs increase.	Potential risk to award of funding from central government for scheme delivery	Wiltshire Council	5 - Very High - 75%-90%	5 - Very High - > 500K	5 - Very High - > 3months	25	20	Deteriorating	3 - Medium - 25%-50%	5 - Very High - > 500K	5 - Very High - > 3months	15	Reduce	Maximise benefits and aim to increase BCR and improve VfM. 5Nov20 update: investigating opportunities for enhancements in town Develop 'carbon narrative'.		30-Oct-21		
6	15	R06	5-Aug-20	1-Open	Threat	Alignment with climate change agenda	There is a risk of a material change to the project as a result of the emerging climate change agenda and WC signing up to the Climate Emergency in 2019 to achieve carbon neutrality by 2030.	The climate change agenda has gained increasing prominence. Wiltshire Council signed up to the Climate Emergency in 2019, with a commitment to achieve carbon neutrality by 2030. Large road building schemes could be seen to run contrary to this.	Potential objection from climate change groups on the grounds of the scheme not having regard to climate change policy / commitments. Could be a material consideration at planning stage.	Wiltshire Council	4 - High - 50%-75%	3 - Medium - 100K - 250K	3 - Medium - 1month- 2 months	12	12	No Change	3 - Medium - 25%-50%	3 - Medium - 100K - 250K	3 - Medium - 1month- 2 months	9	Reduce	Atkins-WC engage with climate change team to agree actions and message. Capture carbon/sustainability in	Wiltshire Council	31-Mar-22		

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7	2	R08	5-Aug-20	1-Open	Threat	Local contributions(funding) strategy - Full Business Case	DfT generally requires a proportion of the scheme cost (c.15%) to be provided from local sources. DfT is likely to seek some assurance around the availability of local funding when considering the OBC submission.	Any increases in scheme cost could increase the need for additional local contributions. Wiltshire Council will need to identify potential local funding availability.	The availability of local funding could impact decisions regarding OBC approval, affect the affordability of the scheme, and/or delay scheme progress and delivery.	Wiltshire Council	4 - High - 50%-75%	5 - Very High - > 500K	5 - Very High - > 3months	20	20	No Change	1 - Very Low - 1%-10%	0 - Negligible	0 - Negligible	0	Reduce	Secure local funding. Monitor magnitude of cost.		30-Nov-21	
8	29	R09	5-Aug-20	1-Open	Threat	Stakeholder Consultation to agree proposed outfall and discharge rates.	We have assumed the proposed outfalls to the existing watercourses/ Wessex Water sewers can be agreed with the relevant approving bodies and incorporated into the proposed scheme	There is a risk that following stakeholders consultation (such as Lead Local Flood Authority (WC), Environment Agency, and Wessex Water) and the comments received may require more extensive work than has been allowed for or comments on other disciplines (for example flood modelling).	Resulting in an impact the drainage design.	Wiltshire Council	2 - Low - 10%-25%	1 - Very Low - <50K	1 - Very Low - < 2 weeks	2	3	Improving	2 - Low - 10%-25%	1 - Very Low - <50K	1 - Very Low - < 2 weeks	2	Accept	Design development. Develop drainage strategy.		30-Jan-22	
9	6	R10	5-Aug-20	1-Open	Threat	Land acquisition	Agreement cannot be reached with the landowner for the scheme to obtain the land identified for the scheme.	Lack of adequate stakeholder engagement could result in refusal or elevated price for land acquisition.	Resulting in an impact on the design and cost increase.	Wiltshire Council	4 - High - 50%-75%	4 - High - 250K - 500K	4 - High - 2months-3months	16	16	No Change	1 - Very Low - 1%-10%	4 - High - 250K - 500K	4 - High - 2months-3months	4	Reduce	Engagement with stakeholder. Develop design considering land take.		30-Nov-21	
10		R11	5-Aug-20	1-Open	Threat	Impact on water environment (flood risk, surface water quality and groundwater quality).	Impacts of the route options on water environment including watercourses and flood plains	Significant impact on the water environment identified through the assessment process. Opposition from Environment Agency.	Delay to project whilst mitigation or alternative designs developed. Extra costs required for the project.	Wiltshire Council											Reduce			1-Sep-21	
11	24	R12	5-Aug-20	1-Open	Threat	Impact on water environment (flood risk, surface water quality and groundwater quality)	Impacts of the route options on water environment including watercourses and flood plains	Significant impact on the water environment identified through the assessment process and brings opposition from Environment Agency.	Delay to project whilst mitigation or alternative designs developed. Extra costs required for the project due to re-design or additional land take.	Wiltshire Council	3 - Medium - 25%-50%	3 - Medium - 100K - 250K	3 - Medium - 1month- 2 months	9	9	No Change	2 - Low - 10%-25%	2 - Low - 50K - 100K	3 - Medium - 1month- 2 months	6	Reduce	Agreed parameters with EA and have written a technical note. Ongoing discussions with EA.	Wiltshire Council	30-Nov-21	
12	16	R13	5-Aug-20	1-Open	Threat	Impacts on built heritage and archaeology	Impacts of the route options on built heritage (i.e. existing buildings, including buried and unknown archaeology)	Significant impact on built heritage sites/archaeology identified through the assessment process and brings opposition from Historic England.	Delay to project whilst mitigation or alternative designs developed which would avoid area of built heritage/ archaeology.	Wiltshire Council	4 - High - 50%-75%	3 - Medium - 100K - 250K	2 - Low - 2 weeks - 1 Month	12	4	Deteriorating	3 - Medium - 25%-50%	1 - Very Low - <50K	1 - Very Low - < 2 weeks	3	Reduce	Ongoing engagement with consultees - Historic England and county ecologist. Develop survey spec for the next stage, will be in consultation with the county archaeologist. Engage with County Archaeologist.		30-Jan-22	
13	3	R14	5-Aug-20	1-Open	Threat	Impacts on agricultural land	Impacts of the route options on agricultural land and farm operations.	Significant impacts from land take and severance of agricultural land and residents which brings opposition from residents.	Delay to project whilst discussion and mitigation or alternative designs developed. Increased costs of compensation for quality arable land.	Wiltshire Council	4 - High - 50%-75%	5 - Very High - > 500K	3 - Medium - 1month- 2 months	20	12	Deteriorating	3 - Medium - 25%-50%	1 - Very Low - <50K	3 - Medium - 1month- 2 months	9	Reduce	Consultation with public/land owners. Desk study of land boundaries - completed. Now in 1-2-1 discussions with landowners.		30-Jan-22	

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14	17	R15	5-Aug-20	1-Open	Threat	Survey access	Risk that access to land/properties will be unable to be obtained to carry out surveys.	Landowners are unwilling to allow surveys on their land or contact is unable to be made to carry out surveys for the project	Delay to project while access is granted. Insufficient data collected requiring further surveys.	Wiltshire Council	3 - Medium - 25%-50%	1 - Very Low - <50K	4 - High - 2months-3months	12	9	Deteriorating	2 - Low - 10%-25%	1 - Very Low - <50K	3 - Medium - 1month-2 months	6	Reduce	Letter of introduction to all landowners. Monitoring sheet tracking responses on access. Started formal land owner engagement.		1-Nov-21		
15	18	R18	5-Aug-20	1-Open	Threat	Unexpected ground conditions.	Due to a lack of existing ground and groundwater data throughout the study area there is a risk of unexpected ground conditions	If unexpected ground conditions are identified during ground investigation or construction there is a risk of the need for re-design or uncertainty in design parameters	Cost increase and delay due to re-design.	Wiltshire Council	4 - High - 50%-75%	2 - Low - 50K - 100K	3 - Medium - 1month-2 months	12	12	No Change	2 - Low - 10%-25%	2 - Low - 50K - 100K	3 - Medium - 1month-2 months	6	Reduce	Targeted GI to confirm the ground model, groundwater regime (including seasonal monitoring) and geotechnical parameters to be used in design specification.		31-Jan-22		
16	25	R22	5-Aug-20	1-Open	Threat	DfT Does not Accept WC Submission/Award Funding	Scope of Deliverables does not meet with DfT's approval due to approach of not undertaking Preliminary design ahead of OBC submission.	If there is not sufficient engagement with DfT in scoping the deliverables for submission there is a risk they will not be accepted	Delay to scheme and cost increase as DfT concerns are addressed.	Wiltshire Council	3 - Medium - 25%-50%	1 - Very Low - <50K	3 - Medium - 1month-2 months	9	12	Improving	2 - Low - 10%-25%	1 - Very Low - <50K	3 - Medium - 1month-2 months	6	Reduce	Report review by DfT to get buy-in to the approach. Have had comments back which we have responded to. Maximise BCR to improve likelihood of DfT accepting. Develop and implement stakeholder management plan.		30-Jan-22		
17	30	R26	5-Aug-20	1-Open	Threat	COVID-19 impacts design	Impact of COVID-19 pandemic	The COVID-19 pandemic could cause inefficient working	Causing delays and cost increase on design works.	Wiltshire Council	1 - Very Low - 1%-10%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month	2	9	Improving	1 - Very Low - 1%-10%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month	2	Reduce	Monitor through financial reporting and project governance.		31-Jan-22		
18	4	R27	29-Apr-20	1-Open	Threat	Design development results in cost increase	Development of preliminary design increases costs beyond initial estimate	As a result of the approach of Preliminary design not being undertaken until after OBC submission (PCF Stage 3) there is risk of increased project cost as design matures	Cost of delivery increase.	Wiltshire Council	4 - High - 50%-75%	5 - Very High - > 500K	0 - Negligible	20	12	Deteriorating	2 - Low - 10%-25%	5 - Very High - > 500K		10	Reduce	Ensure robust cost estimate with benchmarking against similar schemes.		31-Jan-22		
19	7	R28	15-Sep-20	1-Open	Threat	Wiltshire Council (WC) resource limitations	WC have limited direct and internal resource availability which could impact timely delivery of the project and quality.	Should the WC resource requirements not be adequately considered, there is a risk that the resources required to deliver the project will not be available. Resources increases will be needed as the intensity of the project increases, and at the delivery / site supervision stage.	Delay to schedule and increased cost if recruitment of interim staff is required.	Wiltshire Council	4 - High - 50%-75%	2 - Low - 50K - 100K	4 - High - 2months-3months	16	16	No Change	3 - Medium - 25%-50%	2 - Low - 50K - 100K	4 - High - 2months-3months	12	Reduce	Monitor resource requirements and understand the time requirements of the programme. Access additional resource as required.		30-Jan-22		
20	11	R29	15-Sep-20	1-Open	Threat	Supply chain limitations	If availability of contractors or materials are limited this could impact cost and programme.	If other projects in the county, south west or nationally run concurrently then this could cause competition in the supply chain and reduce the availability of contractors and materials required for delivery of the scheme. The impact of Brexit on resource availability.	Delay to schedule cause by extended procurement process and limited materials, and increased cost caused by competition for required resources.	Wiltshire Council	3 - Medium - 25%-50%	4 - High - 250K - 500K	5 - Very High - > 3months	15	12	Deteriorating	2 - Low - 10%-25%	4 - High - 250K - 500K	4 - High - 2months-3months	8	Reduce	Consider routes to market in procurement strategy, including potential for use of frameworks. 16Mar21 update: use of locally-won materials in design.		30-Jan-22		
21	31	R30	15-Sep-20	1-Open	Threat	Political support not given	National and local political support may affect the deliverability of the scheme.	Changes in administration (National and/or Local), and/or changes in policy coupled with pressure from public/action groups.	The scheme could be cancelled in its current format.	Wiltshire Council	3 - Medium - 25%-50%			0	0	No Change	2 - Low - 10%-25%			0	Reduce	Stakeholder management plan developed and implemented to ensure engagement with Council		1-Nov-21		
22	19	R31	15-Sep-20	1-Open	Threat	Decision making is called in for judicial review	If the process for the scheme is called in for judicial review then this could impact the scheme design and programme.	Objectors to the scheme could challenge the decisions made in development	Increased cost and delays to go through judicial review.	Wiltshire Council	3 - Medium - 25%-50%	4 - High - 250K - 500K	4 - High - 2months-3months	12	12	No Change	3 - Medium - 25%-50%	4 - High - 250K - 500K	4 - High - 2months-3months	12	Reduce	TBC by Wiltshire Council. Ensure consistency in approach to development of options, particularly in early engagement.		30-Jan-22		
23	8	R35	5-Nov-20	1-Open	Threat	Unregistered land parcels	There are areas of land that currently have no registered owners so it is unclear who should be approached for access for surveys, construction and route alignment consultation.	Unregistered parcels of land along the proposed route mean that it is unclear who owns the land	Delays to the scheme as ownership is investigated and the legalities of surveys and construction on these land parcels is established.	Wiltshire Council	4 - High - 50%-75%	3 - Medium - 100K - 250K	4 - High - 2months-3months	16	16	No Change	1 - Very Low - 1%-10%	3 - Medium - 100K - 250K	4 - High - 2months-3months	4	Avoid	Establish the legal fallback position should no landowner be identified. Investigate owners of the unregistered land.		30-Jan-22		

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24	26	R36	5-Nov-20	1-Open	Threat	Severance of public rights of way	Numerous public rights of way cross the proposed alignments, which would need to be diverted.	Public rights of way crossing the alignments negatively impact public perception of the scheme and must be diverted	Delays to the process for diverting rights of way is implemented and reputational impact of rights of way diversion. Design rework to accommodate landowner feedback.	Wiltshire Council	3 - Medium - 25%-50%	1 - Very Low - <50K	3 - Medium - 1month- 2 months	9	12	Improving	1 - Very Low - 10%	1 - Very Low - <50K	3 - Medium - 1month- 2 months	3	Avoid	Engage with key stakeholders, such as the ramblers association, to involve them in the rights of way diversion. Include diversion process in the baseline programme. 16Mar21: considered in design and assessment with		30-Jan-22		
25	27	R37	5-Nov-20	1-Open	Threat	Time lag between ecological surveys and construction	The time between completion of the main ecological surveys and construction of the bypass will be a few years, so the ecological conditions along the route may change in this time.	The time lag between completion of ecological surveys and construction mean that ecological surveys may not accurately reflect the ecological site conditions and unexpected ecology could be encountered	Increased costs and time delays as unexpected ecology is investigated and new mitigation measures developed and implemented.	Wiltshire Council	3 - Medium - 25%-50%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month	6	6	No Change	2 - Low - 10%-25%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month	4	Reduce	Proposed ecological surveys immediately pre-construction. Ensure the Construction Environmental Management Plan adequately addresses clarification of ecology along the route.		1-Sep-21		
26	9	R40	1-Sep-21	1-Open	Threat	Veteran Trees	Impacts to Veteran Trees could bring opposition from Natural England and WC ecologist. NPPF states that 'development resulting in the loss	Risk that Veteran Trees may be identified in the scheme area during the survey.	Delay to project while route is re-designed to avoid the trees including a mitigation package to be developed as well as consultation with key stakeholders.	Wiltshire Council	4 - High - 50%-75%	3 - Medium - 100K - 250K	4 - High - 2months- 3months	16			4 - High - 50%-75%	3 - Medium - 100K - 250K	4 - High - 2months- 3months	16	Reduce	Undertake Tree Survey in Sept-Oct 2021 to survey all the affected trees and identify any Veteran Trees.		TBC		
27	20	R41	1-Sep-21	1-Open	Threat	Archaeology	Impacts on Archaeology could bring opposition from county archaeologist.	Risk that during Archaeology surveys, significant archaeology is identified.	Delay to project while route is re-designed. Added costs from extra mitigation required and consultation with county archaeologist	Wiltshire Council	3 - Medium - 25%-50%	3 - Medium - 100K - 250K	4 - High - 2months- 3months	12	9	Deteriorating	3 - Medium - 25%-50%	3 - Medium - 100K - 250K	4 - High - 2months- 3months	12	Reduce	Survey Spec is being developed and surveys will be undertaken to understand the presence of archaeology		TBC		
28	32	R42	1-Sep-21	1-Open	Opportunity	Archaeology	Opportunity that following archaeology surveys, the potentially significant archaeology is not identified and the route can be redesigned to be shorter and more direct which will reduce costs.	The archaeology at "the bulge" is found to be less important than expected and the route can be changed.	Removal of one bridge from the route plan.	Wiltshire Council	3 - Medium - 25%-50%	4 - High - 250K - 500K	3 - Medium - 1month- 2 months	-12			3 - Medium - 25%-50%	4 - High - 250K - 500K	3 - Medium - 1month- 2 months	-12		Survey Spec is being developed and surveys will be undertaken to understand the presence of archaeology		TBC		
29	21	R43	1-Sep-21	1-Open	Threat	Existing services (Statutory Undertakers)	There may be existing services clashing with proposed infrastructure when survey information is confirmed.	(1) Services investigations do not happen or provide incomplete information (2) Lack of as built information feeding into preliminary and detailed design	(1) Redesign of scheme (2) Relocation of infrastructure at additional design and construction costs (3) Delays to installation of infrastructure with missed milestone dates.	Wiltshire Council	3 - Medium - 25%-50%	4 - High - 250K - 500K	4 - High - 2months- 3months	12	12	No Change	3 - Medium - 25%-50%	3 - Medium - 100K - 250K	2 - Low - 2 weeks - 1 Month	9	Reduce	(1) Liaison with Contractor for services investigations (2) Atkins undertook a C2 searches. Undertakers provided maps and Atkins modelled statutory location drawings from this.		TBC		
30	23	R44	1-Sep-21	1-Open	Threat	Outcome from/results of public enquiry	Public Enquiry process may be slow moving and will delay project progress and require additional costs for counsels, secretariat, etc.	Failure to achieve agreement with affected landowners leading to CPO process.	Public Enquiry process may be slow moving and will delay project progress and require additional costs for counsels, secretariat, etc.		2 - Low - 10%-25%	5 - Very High - > 500K	5 - Very High - > 3months	10			2 - Low - 10%-25%	5 - Very High - > 500K	5 - Very High - > 3months	10		(1) Engagement and liaison with land owners from early stages to understand their		TBC		
31	12	R46	1-Sep-21	1-Open	Threat	Local contributions(funding) strategy - Construction Delivery	DfT expects a proportion of the scheme cost (c.15%) to be provided from local sources. It is likely to seek some assurance around the availability of this funding for OBC approval.	Any increases in scheme cost could widen the funding gap. Wiltshire Council have not yet identified the funding for the full business case (15% of £170M).	A lack of local funding could jeopardise the affordability of the scheme and delay scheme progress and delivery.	Wiltshire Council	3 - Medium - 25%-50%	5 - Very High - > 500K	5 - Very High - > 3months	15	15	No Change	1 - Very Low - 10%	4 - High - 250K - 500K	5 - Very High - > 3months	5	Reduce	Secure local funding. Monitor magnitude of cost.		30-Nov-21		
32	13	R47	1-Sep-21	1-Open	Threat	Local contributions(funding) strategy - Price inflation	DfT expects a proportion of the scheme cost (c.15%) to be provided from local sources. It is likely to seek some assurance around the availability of this funding for OBC approval.	Any increases in scheme cost could widen the funding gap. Wiltshire Council have not yet identified the funding for the full business case (15% of £34M).	A lack of local funding could jeopardise the affordability of the scheme and delay scheme progress and delivery.	Wiltshire Council	3 - Medium - 25%-50%	5 - Very High - > 500K	5 - Very High - > 3months	15	15	No Change	1 - Very Low - 10%	4 - High - 250K - 500K	5 - Very High - > 3months	5	Reduce	Secure local funding. Monitor magnitude of cost.		30-Nov-21		
33	22		16-Mar-21	1-Open	Threat	National Trust land	If route needs cross National Trust land	There is a risk that the Trust would not agree to the infrastructure	Cost of re-design to re-route or address concerns of the Trust	Wiltshire Council	3 - Medium - 25%-50%	2 - Low - 50K - 100K	4 - High - 2months- 3months	12			1 - Very Low - 10%	2 - Low - 50K - 100K	4 - High - 2months- 3months	4		Engage with National Trust - ongoing consultation - and Lacock Parish Council.		30-Nov-21		
34		R07	5-Aug-20	2-Closed - Retired	Threat	Option assessment / selection	Option identification and selection is likely to come under scrutiny further downstream (e.g. planning	Options have yet to be tested with stakeholders and the wider public.	Potential delay to scheme and cost increases as objections are fielded by the Project Team.	Wiltshire Council	3 - Medium - 25%-50%	2 - Low - 50K - 100K	3 - Medium - 1month- 2		9		2 - Low - 10%-25%	2 - Low - 50K - 100K	3 - Medium - 1month -		Reduce	Re-assessment of SOBC options - link to stakeholder		1-Sep-21		
35		R33	5-Nov-20	2-Closed - Retired	Threat	Major Road Network investment from national government may disappear	Major Road Network investment from national government may be redirected to other sources as a result of COVID-19 reducing traffic numbers and increasing the need for investment in health services.	The continued impact of the COVID-19 pandemic has reduced road user numbers and increased the need for increased spending on healthcare.	Funding would be redirected to other sources and the scheme cancelled.	Wiltshire Council	2 - Low - 10%-25%	0 - Negligible	0 - Negligible		0		2 - Low - 10%-25%	0 - Negligible	0 - Negligible		Accept	No active management - monitor and review. Not a project risk as the scheme would be cancelled.		30-Jan-22		
36		R34	5-Nov-20	2-Closed - Retired	Threat	Reduced BCR due to COVID-19	If reduced traffic as a result of COVID-19 becomes the norm then these traffic flows would be used for BCR calculation and the BCR would reduce	If less road users as a result of COVID-19 becomes the norm and these traffic flows are used for modelling BCR would reduce	The scheme could become unviable.	Wiltshire Council	2 - Low - 10%-25%	0 - Negligible	0 - Negligible		0		2 - Low - 10%-25%	0 - Negligible	0 - Negligible		Accept	No active management - monitor and review.		1-Sep-21		
37		R45	1-Sep-21	2-Closed - Retired	Opportunity																					

Index		Risk Information										Current - Qualitative				Previous Score		Target - Qualitative				Treatment Plan				
Order	Risk Ranking	Risk ID	Date Identified	Risk Status	Threat/Opportunity	Risk Title	Risk Description	Cause	Effect	Risk Owner	Prob	Cost	Schedule	Score*	Previous Review Score	Status Since Last Review	Prob	Cost	Schedule	Score*	Treat. Strategy	Treatment Plan	Plan Owner	Next Review Date	Cost of Treatment	
38		R16	5-Aug-20	3-Closed - Merged	Threat	Public consultation	Risk that at public consultation, the three shortlist options are rejected (preferable to consult on the long list options, to show that routes to the west have been considered)	The public and stakeholders are unhappy with the options presented and object.	Delay to the project while other options are investigated. Re-work is required on the options assessment work.												Reduce	See R03				
39		R17	5-Aug-20	3-Closed - Merged	Threat	Presence of soft/compressible Alluvial Deposits	Potentially 4-5m soft/compressible Alluvial Deposits associated with River Avon flood plain (much worse to west of Melksham than the east)	Could result in differential settlement of structures		Wiltshire Council	4 - High - 50%-75%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month				2 - Low - 10%-25%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month		Reduce	Merge with R018.				
40		R19	5-Aug-20	3-Closed - Merged	Threat	Surface water flooding	The underlying geology is Oxford Clay which has little permeability so likelihood of surface water flooding	If unexpected ground conditions are identified during ground investigation	Could affect the drainage solutions for the scheme i.e. soakaways not likely to be a suitable solution.	Wiltshire Council	4 - High - 50%-75%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month				2 - Low - 10%-25%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month		Reduce	Merge with R018.				
41		R20	5-Aug-20	3-Closed - Merged	Threat	Shrink-Swell potential of Oxford Clay	The underlying Oxford Clay is known for its shrink-swell behaviour	If unexpected ground conditions are identified during ground investigation	The shrink-swell process can result in differential settlement and shrinkage cracks can cause structural issues in shallow excavations and embankments.	Wiltshire Council	4 - High - 50%-75%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month				2 - Low - 10%-25%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month		Reduce	Merge with R018.				
42		R21	5-Aug-20	3-Closed - Merged	Threat	Aggressive ground chemistry of the Oxford Clay bedrock	Thaumasite Sulphate Attack (TSA) on buried concrete causing loss of strength. Any material taken from site will continue to pose a Thaumasite risk (material worsens when exposed to air) so site won material must not be used as backfill to any concrete structures.	If unexpected ground conditions are identified during ground investigation	There is arise that additional protection measures will be required to mitigate the impact of TSA.	Wiltshire Council	4 - High - 50%-75%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month				2 - Low - 10%-25%	1 - Very Low - <50K	2 - Low - 2 weeks - 1 Month		Reduce	Merge with R018.				
43		R23	5-Aug-20	3-Closed - Merged	Threat	Scheme fails to win support from Stakeholders or through Public Engagement process	OBC fails due to inadequate stakeholder consultation or consultee support		Client / Atkins reputation; Client requires Atkins repay fees		4 - High - 50%-75%						2 - Low - 10%-25%				Reduce	WC stakeholder engagement exercise.				
44		R24	5-Aug-20	3-Closed - Merged	Threat	Site Constraints not adequately investigated or overlooked	Scheme proves unviable for political reasons		Client / Atkins reputation; Client requires Atkins repay fees		3 - Medium - 25%-50%						2 - Low - 10%-25%				Reduce	Investigation through cabinet.				
45		R25	5-Aug-20	3-Closed - Merged	Threat	Scheme does not achieve adequate business case	Most viable schemes do not achieve acceptable BCR. Contradicts BCR provided in previous two SOBCs	126825	Client / Atkins reputation; Client requires Atkins repay fees		4 - High - 50%-75%						2 - Low - 10%-25%				Reduce	Consider cost/BCR in sifting process.				
46		R32	15-Sep-20	3-Closed - Merged	Threat	BREXIT	Impacts of BREXIT on resources	As a result of the UK leaving the EU there could be impacts on resources such as increased cost of	Increased costs to scheme.	Wiltshire Council	4 - High - 50%-75%	3 - Medium - 100K - 250K	1 - Very Low - < 2		12		4 - High - 50%-75%	3 - Medium -	1 - Very Low - < 2		Accept	Monitor and review as necessary.		1-Sep-21		