



## Risks, Issues and Lessons Learned Log

Project Title: Hard Ings Road  
Project Ref Code: 14 - WY+TF  
Document Number: WYCA-HIR-0006  
Version No: Version 1.5 23/03/2015  
Author Name: Sara Brook/Charlotte Wright  
Author Department: WY+TF

### Appendix 10

Issue No	Description	Raised By and Date	Risk Rating			Risk Response	Response action	Owner	Date last reviewed	Estimated Completion	Current Status	Lessons Learned
			Probability	Impact	Total	Avoid / Reduce / Fallback / Transfer / Accept / Share / Exploit / Enhance / Reject					New / Reducing / No Change / Increasing / Closed	
			1 - 5	1 - 5	>12 High 5 - 12 Med 1 - 4 Low							
<b>COMMERCIAL</b>												
C1	Costs increase above budget set out in WY+TF Portfolio Baseline. WY+TF will only release total funds approved at GW3. Any potential shortfall would have to be met by others - CBMDC/third party contributions.	Risk Workshop 21/10/2014	3	5	15	Reduce	Robust cost estimates to be produced at each Gateway Review including an appropriate allowance for risk, contingency, optimism bias, land assembly and Part 1 claims.		22-Jan-15	Gateway 3 Approval	No change	
C2	Preferred Option reduces journey time savings below initial assumptions which impacts on GVA/£ used to prioritise the scheme. WY+TF funding relies on GVA/£ indicator as set out in Portfolio Baseline. Limited tolerance on GVA/£.	Risk Workshop 21/10/2014	2	5	10	Reduce	Review journey time savings and GVA/£ as part of each Gateway approval.		22-Jan-15	Gateway 3 Approval	No change	
C3	Identified benefits are not fully realised due to transfer of trips as a result of increased capacity or due to unlocking of development sites in the vicinity.	Risk Workshop 21/10/2014	3	3	9	Accept	Proceed on current knowledge. Modelling and subsequent design to take account of growth and known committed development.		22-Jan-15	Post completion	No change	
<b>LEGAL</b>												
L1	CPO required if land cannot be assembled by agreement - results in delays to programme, increase in time and cost especially if Public Inquiry required.	Risk Workshop 21/10/2014	4	5	20	Reduce	Early contact with affected parties, run CPO proceedings alongside negotiations to prevent extensive delays should CPO powers be required. Allow sufficient time for CPO proceedings in delivery programme.		22-Jan-15	Gateway 3 Approval	No change	
L2	CPO required but not granted.	Risk Workshop 21/10/2014	4	5	20	Reduce	Early contact with affected parties to assemble land by agreement and make any permissible design changes that would facilitate assembly by agreement.		22-Jan-15	Gateway 3 Approval	No change	
L5	Planning approval required for accommodation works such as replacement car parking.	Risk Workshop 21/10/2014	3	3	9	Accept	Early engagement with Planning Authority re: scope of works. Design to avoid, so far as is practicable, accommodation works that require separate planning consent.		22-Jan-15	Gateway 2 Approval	No change	
L6	TROs may be required to control parking for residents and businesses. These would require approval at Area Committee. Uncertainty at this stage that approval of TROs/overruling of objection would be forthcoming.	Risk Workshop 21/10/2014	3	3	9	Reduce	Early engagement with affected businesses and residents to prevent/reduce objections to TROs. Potential for CBMDC Executive to deal with objections on a strategic scheme.		22-Jan-15	Gateway 3 Approval	No change	
L7	Part 1 Claims arising from scheme implementation.	Risk Workshop 21/10/2014	4	3	12	Reduce	Pre and post surveys to be carried out to establish likely properties to qualify for mitigation. Budget for mitigation works to be included within scheme cost estimate.		22-Jan-15	Post completion	No change	
L8	Lack of specialist legal/land assembly resource within CBMDC. Scarce resources working to capacity on schemes with competing priorities resulting in delays to programme.	Risk Workshop 21/10/2014	5	4	20	Avoid	Use of external resources? Legal framework? Can WYCA provide central support in this area?		22-Jan-15	Ongoing	No change	
L10	Possible restrictive legislation may be involved with land purchase from the allotments	Risk Workshop 21/10/2014	3	4	12	Reduce	Early engagement with Legal/Estates to assess the nature of the allotments legislation and possible impact on design options		22-Jan-15	Gateway 2 Approval	No change	
L11	Land from the Filling Station (Spar) , Hard Ings Road.	Areas of land take Doc MH/102582/LA-01A	4	4	16	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	



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L12	Land from Keighley Cougars Rugby League Club	Areas of land take Doc MH/102582/LA-01A	4	3	12	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L13	Forecourt of Hard Ings Motor Company	Areas of land take Doc MH/102582/LA-01A	4	5	20	Accept	Loss of forecourt could result in business extinguishment. Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L14	United Carpets (Keighley) incl Coronation Business Park	Areas of land take Doc MH/102582/LA-01A	4	4	16	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L15	Fibreline	Areas of land take Doc MH/102582/LA-01A	4	4	16	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L16	Allotments access road - and 1 or 2 allotments affected.	Areas of land take Doc MH/102582/LA-01A	4	4	16	Accept	Contact Estates to determine risks associated with appropriation process.		03-Mar-15	Gateway 2 Approval	New	
L17	Yorkshire Ambulance Service	Areas of land take Doc MH/102582/LA-01A	4	3	12	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L18	Yorkshire Spring Mineral Company	Areas of land take Doc MH/102582/LA-01A	4	3	12	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L19	Keighley Cricket Club	Areas of land take Doc MH/102582/LA-01A	4	4	16	Accept	Contact land owner to attempt acquisition by private treaty in first instance. Report back to Executive for CPO delegations if required.		03-Mar-15	Gateway 2 Approval	New	
L20	Victoria Park/Leisure Centre - listed building and park.	Areas of land take Doc MH/102582/LA-01A	3	2	6	Accept	CBMDC Planning have confirmed that the scheme would be considered permitted development but in the buffer zone of Conservation Area/Listed Building and may require special finishes.		19-Mar-15	Gateway 2 Approval	New	
<b>STAKEHOLDERS</b>												
S1	Local businesses and affected land owners - some businesses may be result in extinguishment if severely compromised by land requirements	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S2	Local residents and affected land owners	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S3	Users of the link / junction by all applicable modes	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S4	Portfolio Holder and Ward Members	Risk Workshop 21/10/2014	2	5	10	Accept	Early engagement with Portfolio Holder and Ward Members to secure political buy in.		22-Jan-15	Gateway 2 Approval	No change	



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S5	Ambulance Station - access in and out during and post-construction. Will right turning out of the station be permitted or will they use the roundabout to turn right?	Risk Workshop 21/10/2014	2	5	10	Accept	Early liaison with the Ambulance Station		22-Jan-15	Gateway 2 Approval	No change	
S6	Other CBMDC Departments - Victoria Park/Allotments	Risk Workshop 21/10/2014	2	5	10	Accept	Liaise with District Colleagues to keep informed of scheme proposals.		22-Jan-15	Gateway 2 Approval	No change	
S7	Keighley Cricket Club	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S8	Allotment Association and Tenants	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S9	Keighley Cougars Rugby League Club	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S10	Hard Ings Motor Company - forecourt used for car sales - possible acquisition of whole site/business required	Risk Workshop 21/10/2014	2	5	10	Accept	Identify interested/affected parties in the first instance-consultation with all stakeholders to take place when preferred option and extent of land acquisition identified.		22-Jan-15	Gateway 2 Approval	No change	
S11	Bus Operators and customers - impact on bus route on Lawkholme Lane.	Risk Workshop 21/10/2014	2	5	10	Accept	Early engagement with Bus Services team at WYCA		22-Jan-15	Gateway 2 Approval	No change	
S12	Keighley Town Council	Risk Workshop 21/10/2014	2	5	10	Accept	Liaise with Town Council to keep informed of scheme proposals.		22-Jan-15	Gateway 2 Approval	No change	
S13	NYCC - Craven District Council re: cross boundary impacts	Risk Workshop 21/10/2014	2	5	10	Accept	Consultation with NYCC/Craven District of preferred scheme		22-Jan-15	Gateway 2 Approval	No change	
<b>DESIGN</b>												
D1	Presence of Statutory Undertakers - known to be significant on south side of railway bridge.	Risk Workshop 21/10/2014	3	4	12	Accept	To be dealt with as part of the design process. Issue C2/C3 notices to obtain relevant apparatus information.		22-Jan-15	Gateway 2 Approval	No change	
D2	Does modelling allow for growth - future proofed for development sites that will be opened up as a result of the scheme, transfer trips, committed development and general growth?	Risk Workshop 21/10/2014	3	3	9	Accept	Modelling and subsequent design to take account of general growth and known committed development in CBMDC and NYCC/Craven district planning areas.		22-Jan-15	Gateway 2 Approval	No change	
D4	Dualling of Hard Ings Road may result in left turning HGVs (into existing commercial premises or Lawkholme Lane) manoeuvring into the outside lane in order to be able to negotiate the radii.	Risk Workshop 21/10/2014	3	4	12	Reduce	Review impact of HGV left turns at initial design stage and accommodate requirements. Scheme to have S1-S4 Road Safety Audits carried out and recommendations incorporated where possible and justified where not possible. Record departures in design file.		22-Jan-15	Gateway 2 Approval	No change	
D5	Restriction on right turns across Hard Ings Road results in more demand for right turns at roundabouts. If signal controlled this can result in cars becoming stuck in the reservoir between cycles and obstructing other arms.	Risk Workshop 21/10/2014	3	3	9	Reduce	Modelling and subsequent design to take account of the need for right turns across Hard Ings Road and the requirement/potential to signalise the roundabouts.		22-Jan-15	Gateway 2 Approval	No change	





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D6	Junction design at Lawholme Lane may have implications on Petrol Filling Station (north side) exit which would be located within the junction. Accommodations works or design alterations required.	Risk Workshop 21/10/2014	3	3	9	Reduce	Design to consider access to the Petrol Filling Station.		22-Jan-15	Gateway 2 Approval	No change	
D7	Reduction in link capacity and journey time savings as a result of facilitating right turns across Hard Ings Road.	Risk Workshop 21/10/2014	3	3	9	Accept	Review the potential impact during the modelling of the scheme to identify most used right turns and determine if these can be accommodated within the scheme.		22-Jan-15	Gateway 2 Approval	No change	
D8	Restrictions to design to accommodate abnormal load route requirements.	Risk Workshop 21/10/2014	3	3	9	Accept	Liaise with Abnormal Loads Officer to incorporate requirements as part of detailed design process.		22-Jan-15	Gateway 2 Approval	No change	
D9	Drainage - increase in impermeable areas not acceptable to Yorkshire Water. Soakaway drainage or storage and restricted discharge rate required.	Risk Workshop 21/10/2014	4	3	12	Accept	Incorporate drainage requirements into detailed design of the scheme.		22-Jan-15	Gateway 2 Approval	No change	
D10	Potential for contaminated land - petrol filling station, retaining wall adjacent to Fibreline and cricket ground. Cost implications for treatment or removal and disposal.	Risk Workshop 21/10/2014	3	3	9	Accept	Relevant desktop studies and GI to be conducted as part of detailed design process.		22-Jan-15	Gateway 2 Approval	No change	
D11	Potential for presence of Japanese Knotweed. Cost implications for removal and licenced disposal. Increased costs associated with safe methods of working.	Risk Workshop 21/10/2014	3	3	9	Accept	Surveys to be carried out to identify contaminated areas as part of detailed design process. Design and construction in or near to contaminated areas to take into account requirement to contain, control and remove Japanese Knotweed.		22-Jan-15	Gateway 2 Approval	No change	
D12	Proximity of carriageway widening to existing retaining walls on the northern side may require alterations to the walls to suit.	Risk Workshop 21/10/2014	3	3	9	Accept	Detailed design to highlight accommodation works required and cost estimates to include for necessary works.		22-Jan-15	Gateway 2 Approval	No change	
<b>GENERAL</b>												
G5	Gateway 1 submission inadequate. Further work required that results in delay to programme.	Risk Workshop 21/10/2014	3	3	9	Reduce	Look at lessons learned from Gateway Submissions for other CBMDC WY+TF schemes to determine appropriate level of detail for each case. Respond to queries for additional information promptly to ensure progression through approval committees is unaffected.		22-Jan-15	Jul-15	No change	
G6	Conflicting works on the corridor restrict available start on site date.	Risk Workshop 21/10/2014	5	2	10	Avoid	Co-ordinate works with NRSWA colleagues, Statutory Undertakers and other CBMDC planned activities		22-Jan-15	Gateway 3 Approval	No change	
G7	Traffic Sensitive Route - Traffic Management restrictions increase construction programme duration and cost of works.	Risk Workshop 21/10/2014	5	2	10	Reduce	Early discussions with NRSWA colleagues to identify likely restrictions. Ensure restrictions are included within tender documents to ensure tender returns take this into account in the programme, costs and methods of working.		22-Jan-15	Gateway 2 Approval	No change	
G8	Changes to political makeup of CBMDC and WYCA following Local/General Elections 2015 results in changed priorities and lack of support for scheme.	Risk Workshop 21/10/2014	3	3	9	Accept	Continue with scheme development work within Mandated stage and budget. Budget for development work upto Gateway 1 approved at Mandate stage and commitment to continue developing WY+TF early win schemes endorsed at CBMDC Executive and Combined Authority.		22-Jan-15	Jul-15	No change	
G9	Lack of political support for the proposed scheme.	Risk Workshop 21/10/2014	3	4	12	Reduce	Early engagement with Portfolio Holder and Ward Members to secure political buy in.		03-Mar-15	Ongoing	reducing	



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G10	Currently unknown ecological issues such as roosting bats, protected species could result in time and cost implications.	Risk Workshop 21/10/2014	3	3	9	Accept	Ecological surveys of the watercourse, park and allotments where required. Early consideration of mitigation works/seasonal restrictions required.		22-Jan-15	Gateway 2 Approval	No change	
G11	Lack of modelling resources within CBMDC results in delay to programme. Scarce resources working to capacity on schemes with competing priority resulting in delays to programme.	Risk Workshop 21/10/2014	2	4	8	Reduce	Prioritise resources to the scheme appropriately. Seek resources/support from district partners and/or external specialists.		03-Feb-15	Ongoing	Reducing	
G12	Lack of dedicated, experienced design resources available to work on this project results in delay to programme. Resources working to capacity on other CBMDC projects with conflicting priorities.	Risk Workshop 21/10/2014	4	4	16	Reduce	Prioritise resources to the scheme appropriately. Seek resources/support from WYCA pool.		03-Mar-15	Ongoing	Reducing	