

MAUAO BASE TRACK REALIGNMENT

WSP PROJECT RISK REGISTER

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Risk Type	Risk	Implication of Risk	Probability	Impact	Risk Management	Residual Risk Rating	Risk Owner	Escalation Point
	<i>What could happen, and why?</i>	<i>Why would this matter?</i>	<i>How likely is risk to happen?</i>	<i>What would be the impact if it did?</i>	<i>What's our plan to control/mitigate this risk?</i>	<i>What's residual risk taking into account controls?</i>	<i>Who is accountable for managing this risk?</i>	<i>Who do we escalate to if it materialises?</i>
Construction	Lack of availability of key resources to meet tight project deadlines - including subcontractors, materials and machinery	Work not be completed by Christmas	Likely	High	Early communication & engagement with all suppliers; Consideration of payment up front with penalty clauses for failure to deliver at specified times	High	Waiotahi	Henry Claydon
Consenting/stakeholders	Poor communication and the availability of key decision makers significantly impacts project timelines	Project has very little float for slippage created by protracted decision making; Delay to open date.	Likely	High	Single communication plan developed for overall project with key hold points noted. Comms plan disseminated across the groups; Key senior decision makers (TCC/WSP/Waitohi) will meet as required to rapidly agree solutions to critical path	Medium	TCC	Marty Grenfell
Project Management	Availability of key expertise/skills - Design Staff, Construction Personnel, Council Staff, Trustees and Archeology	Work not completed before Christmas	Possible	High	Resource plan in place for all disciplines across each organisation involved in the project	Low	TCC	Gareth John
Consenting/stakeholders	Preferred design options create necessity for new consent processes which significantly impact delivery	New consenting likely to take 3-6 weeks; Work not completed before Christmas	Likely	High	Consider design options that do not require new consents; Early communication and engagement with Consenting Authorities if any doubt exists	Low	WSP	Gareth Francis
Construction	A severe weather event/natural disaster significantly damages the track further	Work halted and not completed before Christmas	Possible	Catastrophic	Look at long term weather forecasts; use probabilistic approach in determining actual risk to construction	High	Waiotahi	Henry Claydon
Consenting/stakeholders	Negative public sentiment and/or protests puts pressure on key stakeholders to slow or stop work	Negative public sentiment leads to slow decision making and new concerns from key stakeholders significantly impacting timelines; Work not completed before Christmas	Possible	High	Community consultation through media, open days. Decision-making protocols established with key stakeholders in event of an unexpected issue and agreed action plan implemented to ensure quick and effective resolution	Medium	TCC	Marty Grenfell
Project Management	Preferred design option creates an unacceptable level of public Health and Safety risk	CEO does not approve public Health & Safety risk liability on behalf of Council (as PCBUI), or personally; Preferred design solution no longer acceptable; Work not completed by Christmas	Likely	High	Slip has not moved in 2 years, 4 x Option Assessment; Clear and early communication with risk owner (CEO); Mitigation measures (engineered solutions and signage). Compare design proposal with other parts of track (with similar characteristics) to determine if risk is greater than already exists elsewhere; Independent review of design option to provide assurance on risk	Medium	TCC	Marty Grenfell
Consenting/stakeholders	Mauao Trustees do not find the preferred design solution culturally acceptable	Proceeding without the support of Trustees creates unacceptable stakeholder/community issues; Work not completed before Christmas	Certain	Catastrophic	Use existing HNZ authority for track maintenance, Workshops with Mauao Trust, Calculate cost/benefit, Check soil nailing is acceptable, Retain soil on site, tree removal is last option. Proactive early consultation is key	Low	TCC	Marty Grenfell
Project Management	Unexpected and unacceptable impact from design exploration and/or construction work on archaeology, fauna and cultural protocols	Work halted for significant time and not completed before Christmas	Possible	High	Review previous projects on Maoau to identify likelihood; Engage with Trustees to confirm Cultural protocols/concerns early; Create an action plan for each (Archeology/Fauna/Cultural) to activate in event of an issue	High	TCC	Gareth John
Construction	We are not able to manage public safety effectively during construction work without closing the track to the public	Track has to be closed for public use during construction work	Possible	High	Waitohai to provide a suitable management plan to meet public Health & Safety requirements of Council	Medium	Waiotahi	Henry Claydon