

Activity ID	Category	Potential Hazard / Impact	Initial Risk Rating Without			Controls (Eliminate so far as is reasonably practicable)	Highest Control Type	Residual Risk Rating			Responsible Person
			C	P	Risk			C	P	Risk	
1	2 - Scope	Scope change due to political direction results in delay to commencement of construction	4	Moderate	High	Minister to be kept updated regarding stakeholder matters and design development progress to align with project direction	Admin Control	4	Unlikely	Medium	
2	2 - Scope	Timeliness of decision making leads to delays in design development resulting in delay to commencement of construction	3	Moderate	Medium	Protocol for steering committee to be developed and integrated in Project Management Plan	Admin Control	3	Unlikely	Low	
3	2 - Scope	Service alteration costs exceed estimate	3	Moderate	Medium	Identify impact in Concept Design and allow for sufficient contingency. Review when authority estimates have been received	Eng Control	3	Moderate	Medium	
4	2 - Scope	Extent and type of pavement rehabilitation	5	Likely	Critical	Assume existing pavement requires rehabilitation and asphalt inlay for full area	Admin Control	4	Moderate	High	
5	2 - Scope	Stormwater model results in increase to drainage to meet current standard and aquaplaning issues caused by steep grades.	3	Likely	High	Like-for-like pavement areas retaining the existing kerb levels, therefore no additional drainage provided. Drainage pits provided where kerb is modified however drainage upgrades outside of scope.	Eng Control	2	Unlikely	Low	
6	2 - Scope	It is determined that the proposed Concept Design cross sections departures are unacceptable, resulting in kerb realignments, footpath reductions, relocation of signals and other infrastructure.	4	Moderate	High	Departures determined in Concept Design where like-for-like conditions for shoulder widths are maintained at these constrained locations.	Admin Control	4	Rare	Low	
7	2 - Scope	Existing powerpoles are within the clearzone and often unprotected. This is determined to be unacceptable and power is relocated/undergrounded	5	Unlikely	High	Departures determined in Concept Design. Existing hazards in the clearzone are not proposed to be relocated or protected.	Admin Control	5	Rare	Medium	
8	2 - Scope	Underlying lighting issue is identified which results in lighting upgrade to Davey Street and Macquarie Street.	3	Moderate	Medium	Detailed street lighting investigation proposed in Concept Design report.	Admin Control	3	Unlikely	Low	
9	3 - Stakeholder	Project is poorly received by the community. Negative press.	4	Likely	High	Utilise stakeholder experts with local knowledge to develop engagement plan early. Develop and engage Stakeholder Engagement plan early in the Concept Design phase.	Admin Control	3	Likely	High	
10	3 - Stakeholder	Stakeholders and public not engaged in project	4	Likely	High	Implement local stakeholder lead. Develop and engage Stakeholder Engagement plan early in the Concept Design phase.	Admin Control	3	Likely	High	
11	3 - Stakeholder	Unable to get meeting with councils at required time leading to project delays	4	Moderate	High	Anticipate and schedule meetings early. Gain visibility of council meeting schedule upfront.	Admin Control	2	Unlikely	Low	
12	3 - Stakeholder	Agreement on design not reached between key stakeholders	4	Moderate	High	Develop and engage Stakeholder Engagement plan early in the Concept Design phase	Admin Control	2	Unlikely	Low	
13	3 - Stakeholder	Dissatisfied stakeholders results in media attention	4	Moderate	High	Justification for decisions regarding preferred option to be conveyed to all stakeholders Stakeholder Engagement Plan to be reviewed and updated on a regular basis	Admin Control	4	Moderate	High	
14	3 - Stakeholder	Long-term traffic delays due to construction results in media attention	4	Likely	High	Carry out Construction Staging design early in Concept Design to determine impact and determine concept solutions.	Admin Control	3	Moderate	Medium	
15	4 - Design	At intersection of Barrack St and Davey St, the additional bus lane has resulted in a shift of alignment of all subsequent lanes reducing the ability for larger vehicles to turn. Resulting in changes to kerb/signals or reducing operations.	4	Almost Certain	Critical	Swept paths have been prepared as part of the Concept Design package and show larger vehicles can use the outside lane to make the turn tracking into the bus lane. Linemarking and intersection geometry to be further reviewed during Detailed Design.	Admin Control	3	Moderate	Medium	
16	4 - Design	Developed solution does not sufficiently enhance or consider the passenger experience	4	Moderate	High	Ensure to communicate importance of customer experience to all working on project. Include within design reviews. Include within monthly reporting.	Training	2	Unlikely	Low	
17	4 - Design	Developed solution is too expensive or unable to be delivered effectively	4	Unlikely	Medium	Utilise challenge team early to guide design solutions	Admin Control	3	Rare	Low	
18	4 - Design	Designed solution fails to achieve traffic operational improvements	3	Unlikely	Low	Utilise traffic modelling information and engage challenge team.	Admin Control	3	Rare	Low	
19	4 - Design	Satisfying Council and potentially Federal WSUD water quality requirements results in complex drainage systems being required resulting in higher than anticipated costs	3	Moderate	Medium	Design criteria is only to account for additional impervious area. In this case there is no (or negligible) additional impervious areas.	Admin Control	2	Moderate	Low	
20	4 - Design	Horizontal lane shifts results in reduction of speed limit or side swipe crashes	3	Moderate	Medium	Adopt a lane shift rate of 1.0m per second of travel time for 50km/h. This is acceptable for a diverge taper, while not ideal this is a constrained urban environment so is considered to be acceptable. All lane shifts occur after the intersection and are linemarked accordingly, this is an improvement to existing conditions in some locations.	Admin Control	3	Moderate	Medium	
21	5 - Approvals	Impact to unforeseen Aboriginal Heritage	4	Unlikely	Medium	A search of the Aboriginal Heritage Register must be conducted	Admin Control	2	Unlikely	Low	
22	5 - Approvals	Development Application appealed resulting in delay to commencement of construction	4	Moderate	High	Justification for decisions regarding preferred option to be conveyed to all stakeholders Stakeholder Engagement Plan to be reviewed and updated on a regular basis	Admin Control	4	Unlikely	Medium	
23	5 - Approvals	COVID19 results in project delays	4	Moderate	High	Utilise stakeholder experts with knowledge to develop engagement plan early.	Admin Control	2	Moderate	Low	
24	5 - Approvals	Referral required but not deemed a controlled action and timeliness of approval results in delays to commencement of construction	3	Moderate	Medium	Selection of preferred concept to be confirmed early to enable process to be commenced	Admin Control	2	Unlikely	Low	
25	6 - Construction	Contract claim during construction	3	Moderate	Medium	Quality and completeness of documentation, comprehensive investigations, performance requirements in the specification, clarification of risk allocations between Contractor and Principal	Admin Control	2	Moderate	Low	
26	6 - Construction	Construction staging complexity results in traffic congestion during construction leading to media attention(not a cost)	4	Moderate	High	Construction staging considered in Concept Design and throughout design development	Eng Control	2	Moderate	Low	
27	7 - Other	Design input from public utility authorities causes delay to other design activities	3	Moderate	Medium	Seek early meeting with potentially effected utility owners to ensure they are onboard with delivery timeframes and to avoid requests for additional information	Admin Control	2	Unlikely	Low	