

Risk ID	Risk Name	Risk description	Likelihood x 1 low to 5 high	Effect = 1 low to 5 high	Risk Rating up to 25	Owner	Actions/Plans to Mitigate Risk	Status	Likelihood x 1 low to 5 high	Effect = 1 low to 5 high	Residual Risk post mitigation	Comment
1	Slow procurement processes	Lengthy procurement processes cause delays	5	3	15	PM	- expedited process built around supplier panels for both consultants and contractors (ECI model) - good range of document templates - project specific delegations in place - identification of critical path tasks	active/ ongoing	2	3	6	Strategy in this area needs to balance urgency with the underlying fundamentals around value for money/ expenditure of public money
2	Lengthy consenting processes	Lengthy/ complex consenting processes cause delays	4	4	16	PM	- early identification of key consents required - early identification of key issues and specific strategy development - ensure consenting advice isn't 'making mountains out of molehills' - ensure that permitted activity rules/ CoP are used to their fullest extent (particularly with defining work packages) with the requisite legal advice - use fast-tracking legislation - early engagement with affected parties	active/ ongoing	3	3	9	Need to ensure that in addressing this risk others are not created, primarily we push the envelope too far and find we're at risk of enforcement action.
3	CIP/ PDU lose confidence in Horizons	MBIE/ PDU lose confidence in Horizons, apply a much greater level of project scrutiny and at the extreme end terminate the agreement	2	3	6	GM/ PM	- good process/ best practise documentation - good QA systems to ensure info communicated to PDU is up-to-date and accurate - strong relationships both with PN and Wellington - regular check-ins to ensure PDU comfort with project scope - communicate clearly and often - timely, responsive and sufficiently detailed information provided to the project board - appropriate controls to ensure funding only goes to SR projects	active/ ongoing	1	2	2	GM to assign time to managing key relationships
4	Protracted property agreement/ purchase processes	Lengthy property agreement/ purchase processes delay project	3	3	9	GM/ PM	- ensure multiple project elements are progressed in parallel - project elements that have a property agreement/ purchase component are identified and started at an early stage - specialist expertise - early identification of 'difficult' negotiations for specific action plans - fall back options ie elevate lower ranked project components	active/ ongoing	2	2	4	Urgency may create more complications (perceived leverage) around property purchase/ land entry negotiations than projects with somewhat open-ended timeframes (Reid Line).
5	Iwi engagement	Late/ inadequate iwi engagement causes reputational/ relational damage and delays	2	2	4	PM	- early involvement - commitment to resourcing - improve staff literacy/ understanding	active/ ongoing	2	1	2	Applying the principles of Te Awa Tupua are iwi involvement, not excepting differing appetites for involvement.
6	Resource limitations	Project delays caused by insufficient resources - one or more of: PM resource, consultants, contractors	5	4	20	GM/ Mgr	- regular re-evaluation of staff resource required for timely delivery across all projects - understand construction market and major infrastructure project (eg Te Ahu a Turanga) timelines - end to end examination of Horizons systems/ processes with a focus on making Horizons easy to deal with - open supplier panel, regularly 'testing' the market	mitigated but subject to regular review	2	3	6	Evaluated on the basis of the level of resourcing that existed at the time of notification (early July). Updated contract procedures manual the first step in that end to end process examination.
7	Buildability/ quality issues	Construction issues, works fail or suffer from quality issues requiring re-work (particularly with compressed timeframes)	3	3	9	PM	- ECI model used to build delivery team - design/ specification peer review process for complex/ high risk elements - sufficient/ competent construction supervision - supplier panel process has emphasis on quality	active/ ongoing	2	2	4	inherent challenges balancing quality, cost and timely delivery
8	Disruption	Construction disrupted by flooding, noise/ dust issues, higher COVID alert level	2	2	4	PM	- timing of work packages matches seasonal constraints - flexibility to put down and pick up work packages - having contingency H&S plans to enable work to continue under elevated alert levels (as well as a site wind-down plan) - ensure construction timed/ sequenced in a manner that minimises the risk of getting 'caught out' by a flood	active/ ongoing	2	1	2	as with other river management projects the nature of the works means that this is not a risk than can be completely eliminated
9	Budget exceedance	Delivery cost exceeds budget	3	3	9	PM	- good budget management including an accurate handle on committed expenditure - actively seek funding from other parties eg NZTA for Duck Creek culvert enlargement	active/ ongoing	2	2	4	Care needed to not compromise core funding ('double-dipping' perception)
10	Third party dependencies	Delivery delays with dependency on other projects/ processes eg Kakatangiata PC	2	3	6	GM/ PM	- identify other processes that have the potential to influence SR project delivery - assign staff to be connected to those processes, influence (where possible) to fit with SR delivery programme	active/ ongoing	2	2	4	treatment strategy very much relational
11	Insurance	Insurance cover is inadequate	2	3	6	PM	- accurate estimation of asset and site works values	active/ ongoing	1	3	3	
12	Reputational Damage	Central government and/ or Horizons incurs reputational damage with SR project delivery	2	2	4	Mgr/ PM	- ensure required confidentiality are recorded and maintained - update and review on an ongoing basis project management processes - adequate focus on social procurement objectives with project delivery - robust financial controls, good understanding of delegations within delivery team - adequate comms resource - appropriate focus on H&S - robust environmental compliance	active/ ongoing	2	2	4	
13	Works are Fit for Purpose	Works achieve their intended aim, no unintended consequences/ unforeseen impacts	2	4	8	PM	interactive design review sessions involving technical and operational staff, external peer review with critical elements	active/ ongoing	1	3	3	