

Safety Health Environment Quality Risk Register

Activity	Potential Hazard / Impact	Initial Risk Rating Without Controls			Controls (Eliminate so far as is reasonably practicable)	Residual Risk Rating			Responsible Person
		Consequence	Prob.	Risk		C	P	Risk	
PBC	Lack of alignment between organisations around the scope, resourcing, and findings of the CAM PBC causing delays to the CAM PBC	3. Moderate	Possible	Medium	Organisations brought on PBC journey to minimise risk.	3. Moderate	Unlikely	Low	
SSBC / Design	Connections are more complex than anticipated in the CAM-PBC e.g. More kerb moving is needed than assumed or more complex and costly intersection and crossing treatments required. Higher cost per km and therefore fewer km / areas delivered.	3. Moderate	Likely	High	CAM-PBC Business Case Framework and prioritisation tool enable next stage business cases to be halted if they identify routes are higher cost that anticipated and reprioritisation of routes. Bundles of connections will be procured with the understand that not all investigation will proceed to implementation (i.e. risk is recognised and managed through reprioritisation).	2. Minor	Possible	Low	
Funding - CAPEX	Additional funding over the \$306 million On-going Cycling Programme of the RLTP does not become available and/or can not be rephased causing the existing area projects of Henderson, Mangere East, and Manukau to take all available funding for the next five or so years resulting in a lack of pipeline for delivery and inability to meet outcomes	3. Moderate	Possible	Medium	Start the investigation phases of other area and connection projects, so that when the larger quantities of funding are available in the later years of the On-going Cycling Programme (when more of the rear loaded funds are sequenced) projects are ready to move into design and construction phases. With the associated business cases being completed, AT will be able to apply for Waka Kotahi co-funding (meaning RLTP funding is not lost, and the pipeline does not stall).	2. Minor	Possible	Low	
Funding - OPEX	CAM PBC OPEX not included in long-term plan causing less customer growth initiatives to be delivered and poor outcomes	3. Moderate	Likely	High	CAM PBC details OPEX needed. Customer growth initiatives have been capitalised (CAPEX) as much as practical.	3. Moderate	Possible	Medium	
PBC	Industry does not have capacity to undertake the work. CAM-PBC does not deliver as many km / mode share increase as anticipated.	3. Moderate	Likely	High	CAM PBC has prioritised less-construction heavy connections (i.e. road space reallocation). Bundle up connections to improve deliverability for the industry. Test procurement with the industry. Prioritise connections that the industry can deliver more easily should it become an issue.	3. Moderate	Possible	Medium	
Policy changes	Policy changes not delivering on 3% mode share by distance for cycling. The CAM-PBC will need to deliver more infrastructure to reach the 7% mode share by distance aspiration.	3. Moderate	Possible	Medium	The CAM-PBC has been set up to enable it to quickly adapt if more funding becomes available. Modelling shows infrastructure could get Auckland to almost 6% mode share by distance but would require all streets to be safe for cycling.	3. Moderate	Possible	Medium	
SSBC / Design	More consultation required than anticipated (egg AT does not have political mandate to implement without consultation, and/or parking removal consultation may be required even with changes to AT parking policy) causing delays and more costly consultation	3. Moderate	Likely	High	Strategic communications are part of customer growth initiatives. Bundle consultation to gain efficiencies	3. Moderate	Possible	Medium	
PBC	CAM PBC results in more people riding and therefore greater exposure to accidents causing reputational risk to AT and AC	3. Moderate	Possible	Medium	Good messaging around reduced risk per km / personal risk	2. Minor	Possible	Low	
SSBC / Design	External changes (egg technology and new devices) cause design to be out of date and infrastructure not fit for purpose	2. Minor	Possible	Low	Consider bolt down (semi-permanent) infrastructure on critical links	2. Minor	Possible	Low	
PBC	Opportunity - External changes (egg road user costs, Autonomous vehicles) make it more appealing/safer to cycle	2. Minor	Possible	Low	CAM PBC recommends policy changes that would positively affect mode share and safety etc	4. Major	Possible	High	
PBC	Travel patterns change (egg from technological changes or Covid impacts) causing cycle demand across the network to change and therefore benefits change	3. Moderate	Possible	Medium	Prioritisation is agile	2. Minor	Possible	#N/A	
PBC	Other projects/programmes could delay or disrupt progress of CAM PBC (egg utilities works delay implementation, delay of another cycling project delays implementation or benefits realisation of CAM PBC projects that links) because of different priorities etc	3. Moderate	Likely	High	Prioritisation has considered timing of other projects and has been built in an agile way to enable reprioritisation. A dissemination plan (including external and internal comms) will ensure the CAM PBC is socialised and accessible. WK and AT both in governance team. Internal comms to make sure other projects aware of CAM-PBC.	2. Minor	Possible	Low	

Safety Health Environment Quality
Risk Register

Activity	Potential Hazard / Impact	Initial Risk Rating Without Controls			Controls (Eliminate so far as is reasonably practicable)	Residual Risk Rating			Responsible Person
		Consequence	Prob.	Risk		C	P	Risk	
SSBC / Design	Change to design and delivery standards not being understood throughout AT (and consultants) causing design and delivery delays or cost overruns	3. Moderate	Likely	High	Include design and delivery team in standards discussions. Internal comms about design departure.	3. Moderate	Unlikely	Low	
PBC	Opportunity for streamlined investment pathway for cycling to reduce need for BC speeding up delivery (will still need investigation, just less approvals needed)	2. Minor	Likely	Medium	Prioritisation identifies connections that could be delivered by SSBC Lite and are also more likely to be streamlined, therefore can quickly take advantage of any streamlined investment pathway	3. Moderate	Likely	High	
SSBC / Design	SSBC-lites have not been delivered before in AT, so it will be a new process to learn	3. Moderate	Possible	Medium	Bundle connections to enable learning to be applied quickly	2. Minor	Possible	Low	
PBC	Programme level design departure not approved, causing delays to CAM PBC delivery with each SSBC needing to seek more departures (and potential cost increase if it prevents road space reallocation)	3. Moderate	Possible	Medium	The AT Design and Standards team have been involved in developing the departure, and it has been reviewed by AT Tier 3 Leadership, including the Chief Engineer.	3. Moderate	Unlikely	Low	
PBC	Approvals not gained (egg board, planning committee etc) which delays the CAM PBC	2. Minor	Possible	Low	Pipeline is already set up for the next 3 years with the Henderson, Mangere East and Manukau Cycling SSBCs well underway.	2. Minor	Possible	Low	
PBC	Slow culture/behaviour change results in slower than anticipated benefits realisation	3. Moderate	Possible	Medium	Customer growth initiatives targeted at behaviour change, strategic comms	3. Moderate	Possible	Medium	
PBC	Low bike ownership because of cost or security (egg in area of social deprivation) cause lower than expected cycling trips and therefore lower benefits	3. Moderate	Likely	High	Policy recommendation to lower cost of bike ownership. Customer growth initiatives to support uptake of bikes. CPTED to be considered in SSBC. Consider reprioritisation during 3 year review.	3. Moderate	Possible	Medium	
PBC	Trade offs to deliver the CAM PBC connections through road space reallocation may adversely affect other modes, or bike users experience and therefore benefits of the investment (egg lower uptake of bikes than anticipated, greater impact on PT etc)	3. Moderate	Likely	High	Although a programme level design departure is being sought for the CAM PBC, each SSBC / SSBC lite will still investigate impacts at a local level and consider the users of their connections to ensure an appropriate design is delivered.	3. Moderate	Possible	Medium	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	
				#N/A				#N/A	