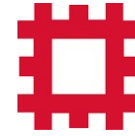


DDC-EH Cable Car Project

Project Risk Register

Revision: 1-03
Date issued: 26-Apr-21

Risk Categories:	Approvals	A
	Communications	C
	Design	D
	Financial – Capital	FC
	Financial – Investment / Model	FIM
	Financial – Revenue	FR
	Procurement	Pcu
	Programme	Prg
	Project Brief	PB
	Project Governance	PG
	Operational Matters	OM
	Site	S
	Site Ownership	SO
	Stakeholders	Sta



ENGLISH
HERITAGE



DDC - EH Cable Car Project - Project Risk Register
Dover District Council / English Heritage



Project Stage: RIBA Stage 1
Revision: 1-03 (Cabinet Report Appendix)
Revision date: 26/04/2021

Risk ID Code	Risk Area	Risk Description	Potential Impact	Assessment of Risk					Action Taken (Provide details of what you have done to date to manage the risk)	Further Action to be Taken (Describe what further actions you will take to reduce the impact / likelihood)	Action Owner
				Impact (1 - 5)	Likelihood (1 - 5)	Score	Trend	Last Review (N/A)			
PB-01	Project Brief	Project Brief - There are changes to project brief and scope creep which adversely impacts the project.	Potential cost and programme implications depending on the extent of changes or scope creep.	2	3	6	→	6	The Project Brief is to be captured in suitable detail at Stage 1 and suitable engagement undertaken with DDC, EH and stakeholders to ensure all matters are considered, or allowances are made for potential inclusions at later stages.	The project requirements are to be continually reviewed against the approved Project Brief and any changes considered via a change control procedure.	Project Team
SO-01	Site Ownership	Land Ownership - That DDC / EH do not own the necessary areas required for elements of the cable car.	That additional costs are incurred to purchase land or that the project can't proceed in it's proposed form / layout.	4	2	8	→	8	DDC Legals are compiling a full schedule of Titles within the overall site area. A fee proposal has been requested for a Title Report to identify any significant ownership / covenant issues that may require further consideration.	During Stage 2, a Title Report will be provided which may identify further areas of work.	Project Team
D-01	Design	Highways - It may be necessary to improve road access or amend highway junctions.	Additional cost / time may be incurred to incorporate Highways requirements.	3	3	9	→	9	Highways England have been engaged to brief them on the overall aims of the project.	Further engagement with Highways England and KCC Highways will take place during Stage 2, as the project / design develops. Access requirements to maintain all aspects of the cable car system are to be confirmed which may result in additional access roads, especially to the Upper Tower.	Project Team
FR-01	Financial – Revenue	Business Plan - Demand for the cable car reduces after the initial period of operation negatively impacting the business case.	Operating revenue is lower than predicted resulting in operational losses or slower repayment of capital.	3	3	9	→	9	Risk identified at Stage 1.	The Revenue Model is to be developed during Stage 2 and the risk of reducing interest in the cable car is to be considered.	Project Team
Prg-01	Programme	Programme - Delay during construction due to weather or unforeseen events.	Delays to construction may incur additional costs.	2	3	6	→	6	Risk identified at Stage 1.	During contractor procurement, construction risks are to be identified and an approach to mitigating / passing risk to the contractor is to be agreed.	Project Team
Prg-02	Programme	Programme - Delivery and / or construction programme is insufficient.	Delays to the overall delivery programme may incur additional costs and frustrate parties involved.	3	4	12	→	12	Risk identified at Stage 1. Outline programme set out to consider the necessary approvals period and benchmarked construction period for similar projects. The Stage 2 programme has been identified as a significant risk due to the number of risks and project issues to resolve / mitigate to an appropriate level before being able to advance detailed designs and progress approvals.	The delivery programme is to be refined and worked up to a more detailed level of information once the necessary specialists are engaged to allow that to take place.	Project Team
OM-01	Operational Matters	Operational Matters - The operator requires changes to the design incurring additional cost or impacting on programme.	Additional cost / time may be incurred to incorporate Operator requirements.	2	3	6	→	6	Risk identified at Stage 1.	The Project Brief is to be as detailed as possible. The end user / Operator is to be identified / confirmed as soon as practical and engaged to ensure requirements are understood and included in the project proposals.	Project Team
FIM-01	Financial – Investment / Model	Financial - Project costs exceed budget / available funding (affordability).	The project may be unaffordable, therefore undeliverable.	4	4	16	→	16	Risk identified at Stage 1.	The Project Budget is to be developed to align with the Project Brief and assessed against the potential funding model.	Project Team
FC-01	Financial – Capital	Budget - Tender prices are returned significantly in excess of the project budget.	The project may be unaffordable, therefore undeliverable.	3	4	12	→	12	Risk identified at Stage 1.	Cost management throughout the project is critical to the success delivery of the scheme. Once engaged, the cost consultant will need to undertake soft market testing and work closely with main contractors and cable car providers to develop a level of confidence in the Project Budget.	Project Team
Sta-01	Stakeholders	Social Value - The project does not provide opportunities (including apprenticeships) to local companies and contractors due to the technical nature of the scheme.	The project is viewed negatively which may result in poor PR and an impact to user numbers.	2	2	4	→	4	Risk identified at Stage 1.	Social Value requirements are to be addressed with DDC / EH and included within the Project Brief. Social Value requirements can be considered when undertaking procurement, then monitored against required outputs once instructions are placed.	Project Team
A-01	Approvals	Neighbourly Matters - It is not possible to reach agreement with adjacent land owners / occupiers, including air rights corridor.	The project will not be able to proceed in it's proposed form.	5	3	15	→	15	Risk identified at Stage 1. A 20m 'air corridor' has been identified and Title Plans within that boundary are being collated for further review.	Neighbourly matters are to be considered more fully in Stage 2.	Project Team
OM-02	Operational Matters	Maintenance - It is not possible to maintain the cable car given the route is directly above the A20.	The project will not be able to be constructed in it's current arrangement and may need realigning so it doesn't fly directly over the A20 for significant distances.	5	3	15	→	15	Risk identified at Stage 1. Highways England have been briefed on the project.	Further engagement with Highways England and KCC Highways will take place during Stage 2, as the project / design develops. Access requirements to maintain all aspects of the cable car system are to be developed so this risk can be addressed more fully.	Project Team
FIM-02	Financial – Investment / Model	Economic Impact - That the cable car project does not deliver significant economic benefit to Dover town centre as well as Dover Castle.	One of the significant aims of the project may not be achieved and the project does not have a significant impact on economic activity in the town centre.	3	2	6	→	6	Risk identified at Stage 1. A scope is being developed for an Economic Assessment to understand the baseline at this stage of the project.	This is to be monitored / reviewed during future project stages.	Project Team
S-01	Site	Ecology - proposed route cannot be delivered due to ecological issues or needs to be significantly altered to avoid impacting on ecology.	The project will not be able to proceed in it's proposed form or significant delays may be incurred to relocate species.	3	4	12	→	12	A Preliminary Ecological Appraisal is to be instructed to identify the potential ecological issues to be addressed.	The recommendations within the PEA will be considered and, where appropriate, acted upon.	Project Team
D-02	Design	Architectural Merit - Design doesn't meet DDC / EH / public expectations for a statement scheme.	The scheme receives negative feedback or does not generate sufficient interest / has low user numbers.	5	3	15	→	15	Risk identified at Stage 1.	The Project Brief is to be as detailed as possible and above all, aim to minimise harm to the heritage assets. A design competition could be considered to allow engagement with the public, stakeholders and potential users and ensure architectural merit is suitably considered. A suitable budget is to be considered to ensure the appropriate level of quality / iconic architecture can be delivered.	Project Team
Sta-02	Stakeholders	Stakeholders - Ensuring that cruise and ferry passengers are able to use the cable car relatively easily.	That user numbers are not as high as forecast and the revenue is reduced.	2	3	6	→	6	Risk identified at Stage 1.	Port of Dover and relevant stakeholders (ferry operators) are to be consulted / engaged during Stage 2 to ensure a suitable strategy is agreed in principle to make use of the cable car as attractive as possible to a significant number of potential users.	Project Team
OM-03	Operational Matters	Maintenance - Poor quality or incorrect finishes are specified given the coastal location, which impacts on maintenance costs and business plan.	The lifespan of the cable car components may be reduced and / or maintenance costs are higher than anticipated.	2	3	6	→	6	Risk identified at Stage 1.	The design and specification is to be carefully considered in later design stages.	Project Team

OM-04	Operational Matters	Customer Experience - that the customer experience will not meet expectations, including views coming back down into Dover town centre.	Negative PR or word of mouth reviews resulting in fewer users and / or repeat customers.	2	2	4	→	4	Risk identified at Stage 1. A flythrough has been developed for Dover Regeneration.	The Customer Experience is to be considered in later design phases. It may be possible to have drone footage captured along the flight path of the cable car, once at an appropriate point of design.	Project Team
FIM-03	Financial – Investment / Model	Financial - That the cable car may not be attractive to potential sponsors / for naming rights.	Reduced funding or revenue impacting the overall business plan.	4	3	12	→	12	Risk identified at Stage 1.	Potential funding options to be reviewed at the next stage.	Project Team
OM-05	Operational Matters	Operational Matters - That new jobs created may be minimum wage / zero hours contracts which may also result in negative publicity.	Negative PR resulting in reduced user numbers.	3	2	6	→	6	Risk identified at Stage 1.	Employment opportunities to be considered once Operator Strategy determined.	Project Team
FIM-04	Financial – Investment / Model	Financial - Change in financial position of DDC / EH resulting in the current phase of work being undeliverable.	The project may need to pause, or stop, failing to deliver the cable car project.	5	3	15	→	15	Risk identified at Stage 1.	Appropriate budget costs are to be allocated for the next project stage and necessary funding streams agreed with DDC / EH and ringfenced where possible.	Project Team
FR-02	Financial – Revenue	Financial - Operator financial projections aren't met meaning project is unaffordable.	The project is undeliverable.	3	3	9	→	9	Risk identified at Stage 1. SCJ have provided an initial revenue model which determines suitable levels of interest / untapped potential for the project to be viable.	The business plan is to be refined and tested during the project stages.	Project Team
PG-01	Project Governance	Governance - Change in DDC / EH administration impacting on project.	The project is delayed or additional costs are incurred.	5	3	15	→	15	A proposed Project Governance structure has been prepared for Stage 2, requiring approval by DDC and EH.	The Project Governance is to be reviewed on a continual and stage by stage basis to ensure it is appropriate for the delivery of the project.	Project Team
PG-02	Project Governance	Project Delivery - Change in key DDC / EH / project team members.	The project is delayed or knowledge is lost due to changes in personnel.	5	3	15	→	15	Risk identified at Stage 1.	DDC / EH are to ensure the necessary resource is made available for the next stages of the project. Procurement of the wider project team is to be carefully considered.	Project Team
D-03	Design	Technical Requirements - that the technical requirements of the cable car provider will not align with the advice received to date from the cable car consultant, including the width of air corridors.	Further work may be required to revisit aspects of the brief considered fixed, which may cause delays or additional costs.	4	3	12	→	12	SCJ are experienced cable car consultants who have delivered a number of similar schemes.	The technical requirements are to be reviewed against the relevant design / regulatory requirements.	Project Team
D-04	Design	Technical Requirements - that the selected cable car system is suitable for the local environment and forecast use.	Potential delays and / or additional costs to redesign / reconsider the cable car system.	4	3	12	→	12	SCJ have provided a number of options relating to cable car technology. The most significant impact on the choice of technology is wind. The Met Office have been instructed to provide 20 years of wind data so a further review can be undertaken.	Cable car providers are to be engaged in a compliant manner at the appropriate time to ensure the cable car technology is suitable / most appropriate.	Project Team
Sta-03	Stakeholders	Public Engagement - that the project is unsuccessful at Public Inquiry and / or the public opposition to the scheme is significant.	Potential delays and costs if changes are required in advance of a further Public Enquiry, or the project may be undeliverable due to the issues identified.	4	4	16	→	16	Risk identified at Stage 1.	The appropriate information to support TWA / SMC applications and Public Enquiries is to be considered and worked up in advance of making applications. The public engagement strategy is to be developed at the next project stage.	Project Team
A-02	Approvals	Approvals - that there are significant delays to the TWA order / planning permission is delayed or not granted causing delay to the programme.	Significant delays to the project and potential additional costs, or the project may be undeliverable.	4	4	16	→	16	Risk identified at Stage 1.	An appropriate specialist is to be appointed to advise on the necessary approvals processes and ensure the relevant processes are aligned.	Project Team
A-03	Approvals	Approvals - that SMC is not achieved as the harm to heritage assets is considered too significant.	The project would be undeliverable in the proposed format.	5	4	20	→	20	English Heritage and Historic England are engaged with the project and a workstream has been established to consider this matter in detail.	Ongoing engagement with key stakeholders as the project develops through design stages, ensuring 'decisions / support in principle' is confirmed where / when possible. Consideration is to be given to enhancements to the Castle / Castle site which may help to offset any harm caused by the cable car project.	Project Team
A-04	Approvals	Approvals - that onerous planning conditions are imposed on the project resulting in changes to the design or incurring additional cost / delay.	Potential delays and / or additional costs to mitigate the onerous conditions, or to submit additional / replacement information.	4	4	16	→	16	The approvals strategy has been identified for the project.	Planning Officers are to be engaged during the next stage of the project to develop the planning information required and mitigation for any potential conditions.	Project Team
S-02	Site	Flood Risk - that aspects of the site need protecting from flooding.	Potential amendments to the design or relocation of sections of the project should the flood risk be considered significant.	3	3	9	→	9	Risk identified at Stage 1.	A Flood Risk Assessment is to be undertaken early in Stage 2.	Project Team
FC-02	Financial – Capital	Financial - that S.106 / Developer Contributions may be significant making the project unviable.	The project needs to support additional costs relating to S.106 or CIL payments, should the charges be applicable to the scheme.	4	3	12	→	12	Risk identified at Stage 1.	Potential charges or confirmation the scheme will not attract any charges is to be reviewed in Stage 2.	Project Team
A-05	Approvals	Approvals - Engagement between Department for Transport and DCMS is not suitable resulting in delays for approvals or unsuccessful approvals.	Potential delays and / or additional costs are incurred.	4	4	16	→	16	The inclusion of an 'Approvals Specialist' has been identified as a key member of the 'Core Project Team' from Stage 2.	An appointment of a suitably experienced specialist is required in the next stage to advise and engage with the relevant Departments to ensure the approvals workstream is understood in detail and the programme is achievable.	Project Team
Pcu-01	Procurement	Procurement - The procurement of the project / consultant team and specialists is to be compliant.	There is the risk of challenge, potentially incurring costs and delay, should the process not be watertight.	4	2	8	→	8	Risk identified at Stage 1.	The procurement strategy for the project / consultant team is to be developed with DDC / EH and captured in the Stage 1 outputs and the necessary approvals received prior to implementation.	Project Team
Pcu-02	Procurement	Procurement - The procurement of the cable car technology is to be compliant.	There is the risk of challenge, potentially incurring costs and delay, should the process not be watertight.	4	2	8	→	8	Risk identified at Stage 1.	The procurement strategy for the cable car technology is to be developed with DDC / EH and the necessary approvals received prior to implementation.	Project Team
Pcu-03	Procurement	Procurement - The procurement of a main contractor is to be compliant.	There is the risk of challenge, potentially incurring costs and delay, should the process not be watertight.	4	2	8	→	8	Risk identified at Stage 1.	The procurement strategy for the main contractor is to be developed with DDC / EH and the necessary approvals received prior to implementation.	Project Team
Pcu-04	Procurement	Construction - That there is a lack of interest in the project by contractors.	Due to a lack of interest, a less experienced contractor may need to be considered potentially impacting the delivery of the scheme.	4	2	8	→	8	Risk identified at Stage 1.	Soft market testing is to be undertaken during Stage 2 to identify suitable preferable contractors and ensure the procurement strategy is appropriate. The Project Team are to ensure a suitably consistent / coherent set of information is prepared to allow a good level of engagement with potential contractors.	Project Team
Pcu-05	Procurement	Construction - That there is a lack of interest in the project by sub-contractors.	The supply chain for the project may be limited, resulting in a weakened delivery.	4	2	8	→	8	Risk identified at Stage 1.	The supply chain of main contractors is to be tested during the procurement of main contractors to ensure a strong supply chain can be evidenced, ideally ensuring local opportunities.	Project Team
S-03	Site	Construction - That access restrictions to key sections of the project are significantly hampered (such as the A20 / Castle site access).	Additional costs or delays may be incurred during the delivery phase of the project to mitigate the issues identified.	4	4	16	→	16	Risk identified at Stage 1.	Further work is to be undertaken during future project stages to ascertain Construction Phase Plans for each area of the cable car site.	Project Team
Prg-03	Programme	Programme - that decisions are not provided in a timely manner causing delay to the programme.	Delay to the delivery programme and additional costs relating to delays.	4	3	12	→	12	Risk identified at Stage 1.	Project governance to be adhered to and key decisions / milestones included in detailed project programme.	Project Team
A-06	Approvals	Approvals - that DDC Cabinet / Full Council / EH approval is not received or delayed.	Delay to the delivery programme and additional costs relating to delays.	5	3	15	→	15	Risk identified at Stage 1.	Approvals strategy to be developed and project governance adhered to. Key decisions / milestones to be included in detailed project programme. Key issues are to be 'socialised' internally in advance of decisions being made.	Project Team

Prg-04	Programme	Programme - that the project / consultant team does not meet programme.	Delay to the delivery programme and a loss of confidence in the project / consultant team.	4	4	16	→	16	Risk identified at Stage 1.	The delivery programme is to be refined and worked up to a more detailed level of information once the necessary specialists are engaged to allow that to take place, and to ensure realistic time periods are included.	Project Team
S-04	Site	Site - that there are poor ground conditions across some or all of the proposed site.	Additional costs and potential delay to mitigate areas of poor ground conditions.	3	4	12	→	12	Risk identified at Stage 1.	Ground investigations will be required during Stage 2.	Project Team
S-05	Site	Site - Underground obstructions found during construction.	Additional costs and potential delay to mitigate obstructions found during construction.	5	3	15	→	15	Risk identified at Stage 1.	Site areas and potential issues are to be reviewed with the contractor, once appointed. This risk will need considering in detail in advance of the construction phase and ownership of the risk determining.	Project Team
S-06	Site	Site - Underground services found during construction, which requires protection or diversion.	Additional costs and potential delay to mitigate services found during construction which may need protection or diversion.	5	3	15	→	15	Risk identified at Stage 1.	Underground services surveys will be required during Stage 2 to identify known services.	Project Team
S-07	Site	Site - Unexploded Ordinance (bomb) found during construction.	Additional costs and potential delay to remove the Unexploded Ordinance.	4	2	8	→	8	Risk identified at Stage 1.	Detailed UXO surveys are to be undertaken in Stage 2 with the Ground Investigations. Appropriate management of this risk during the construction phase is to be reviewed with the main contractor once appointed.	Project Team
FC-03	Financial – Capital	Financial - That currency fluctuations significantly impact the project budget. Major elements of this project are likely to be manufactured abroad.	Potential additional costs relating to currency fluctuations should there be significant movement between cost planning / market testing and tenders being received.	4	4	16	→	16	Risk identified at Stage 1.	The extent of packages that may be impacted by currency fluctuations are to be identified during early stages and a risk mitigation strategy agreed, which may include early procurement.	Project Team
D-05	Design	Heritage - That the visual impact of the cable car is considered to adversely impact the built heritage assets and their setting too significantly.	That the cable car project isn't deliverable in its current form / location.	5	4	20	→	20	Canterbury Archaeological Trust report produced to align with the current cable car proposals which advises further work required around visual impact to built assets. This has been identified as a key workstream for the project.	The design brief for the Upper Station is to be determined, along with the cable car technology, to allow the next level of design to be considered. Key views are to be determined and agreed with English Heritage and key stakeholders (such as Historic England and DDC conservation officers) and tested during the design stages. Heritage Impact Assessment to be undertaken in next stage.	Project Team
Sta-04	Stakeholders	Highways - That abnormal loads access requirements result in Base Station / Land bridge being unworkable in the proposed location over the A20.	That the cable car project isn't deliverable in its current form / location.	5	3	15	→	15	Highways England have been engaged to brief them on the overall aims of the project. Highways England are reviewing the abnormal loads (frequency / maximum size & loads etc) and are to provide background information to the project team.	Criteria is to be issued by Highways England and reviewed to understand the potential implications on the current cable car proposals. Further engagement with Highways England is required to ensure that the developing project / design brief is acceptable in principle to Highways England and stakeholders such as Port of Dover.	Project Team
Sta-05	Stakeholders	Highways - That a cable car flying directly over the A20 (which is part of the Strategic Road Network) is considered unacceptable.	That the cable car project isn't deliverable in its current form / location.	5	5	25	→	25	Highways England have been engaged to brief them on the overall aims of the project. Concerns have been raised regarding the flight path of the cable car which is aligned with the A20, rather than crossing perpendicular to it. This is a critical risk for the project which is to be mitigated to an acceptable level at the earliest opportunity.	The Project Team are to identify Commonwealth (or relevant Middle Eastern) cable cars which have similar flight paths to present to Highways England. (Note: the Portland Aerial Tram, Oregon and the Roosevelt Island Tram, New York are to be presented to Highways England) A DMRB specialist is to be engaged to be able to consider all necessary risks to Highways and potential divergences from the DMRB requirements. Risk assessments will be required for each potential divergence which will need considering by Highways England.	Project Team
OM-06	Operational Matters	Operational - That emergency escape / access to the cable car is impractical to sections of the route or would result in road closures.	That the cable car project isn't deliverable in its current form / location.	5	4	20	→	20	Risk identified at Stage 1.	The emergency escape / access requirements are to be confirmed once the preferred technology is confirmed (following a review of wind data). An escape / access strategy will form part of the design / project brief.	Project Team
D-06	Design	Sustainability - Clarity is required on sustainability criteria to be met for a Major Application of this type.	That the sustainability criteria are unable to be met for a scheme of this nature, or significant additional expense is required to do so.	3	2	6	→	6	Risk identified at Stage 1.	The sustainability criteria (required by DDC, EH or to meet local major application requirements) is to be determined early in Stage 2.	Project Team
OM-07	Operational Matters	Operational - That storage requirements are too great, or there is insufficient capacity or land available in necessary locations.	That additional structures are required (potentially on Castle Hill) further impacting heritage assets, or that the scheme is undeliverable in its current form.	3	3	9	→	9	Risk identified at Stage 1.	A detailed brief relating to the cable car requirements is to be reviewed with / provided by SCJ once the preferred technology is confirmed (following a review of wind data). The storage requirements will be included within this brief.	Project Team
PG-03	Project Governance	Delivery - That the relationship between DDC and EH becomes unworkable or agreement for key decisions is not reached.	The project becomes undeliverable as the working relationship between the key parties breaks down.	5	2	10	→	10	Both parties are working under a Memorandum of Understanding and the project governance for the next stage(s) of the project is drafted for agreement.	Agreement is to be reached on working arrangements for Stage 2 and resource confirmed by both DDC and EH for the foreseen involvement during that stage of work. The proposed governance arrangements have been drafted and are to be considered by DDC Cabinet and EH SMT.	Project Team
PB-02	Project Brief	Parking - It is not practical to achieve a 'car free' site at Dover Castle and / or the requirements for parking within easy reach of the Base Station are unfeasible.	A poor experience by customers, or should spaces remain available at the Castle site, some customers may avoid using the cable car resulting in lower customer numbers than forecast within the business case. Should it not be possible to achieve a 'car free' site, the major heritage benefit associated with the cable car project would not be achieved.	4	3	12	→	12	The parking issue has been identified as a key workstream for the success of the project. WSP have been instructed to provide a parking assessment of Dover town centre. EH have provided an initial parking brief for consideration.	The WSP report is to be reviewed once provided and next steps identified, which may result in a further, more bespoke, parking study. The workstream is to be supported by appropriate resource within the wider project team during Stage 2.	Project Team
OM-08	Operational Matters	Parking - the agreed parking strategy proves unsuccessful upon implementation.	A poor experience by customers or an inability to access the cable car entirely.	3	3	9	→	9	The risk has been identified during Stage 1.	The parking strategy is to be considered in detail and a suitable method for monitoring the success of it should it be implemented, is to be considered.	Project Team
S-08	Site	Known archaeology - Initial archaeological report identifies the potential for significant archaeological finds in several locations along the proposed cable car route.	Significant archaeological finds may result in prolonged investigations / digs impacting both programme and cost.	4	4	16	→	16	Initial archaeological report instructed to review Options 1, 2 & 3 within the SCJ Report, with a focus on Option 1.	A programme of archaeological investigations is to be agreed with key stakeholders, which may need to take place during ground investigations in Stage 2.	Project Team
S-09	Site	Known heritage assets - Shoulder of Mutton Battery - It may not be practical to locate the Upper Tower on the proposed location which is adjacent to the Shoulder of Mutton Battery as the harm caused to the asset may be considered too great.	An alternative location may need to be provided for the Upper Tower which may result in additional costs to ensure the correct rope profile (if a taller tower was required), and / or additional land costs incurred should an area of the previous Dover Leisure Centre site be the only feasible location.	4	4	16	→	16	The risk has been identified during Stage 1.	Further investigative work will be undertaken in Stage 2 to ascertain if the Upper Tower can be located in the proposed location sympathetically.	Project Team
FIM-05	Financial – Investment / Model	Investment - It is not possible to attract suitable private investors or raise the capital funding required for the project.	The project may not be able to proceed without suitable investment / capital funding.	5	3	15	→	15	Risk identified at Stage 1.	The business case / funding model for the project is to be considered in detail during Stage 2 and key activities / milestones included within the delivery programme.	Project Team
S-10	Site	Utilities - There is insufficient electrical supply and / or nothing local to the necessary connections for the cable car.	Additional costs may be incurred should significant utility supplies be required.	4	3	12	→	12	Risk identified at Stage 1.	The potential peak loads for the cable car, and locations power supplies would be required, are to be confirmed to allow capacity checks to be undertaken. This will take place early in Stage 2. A utilities strategy will be developed in Stage 2, including any necessary diversions, new primary routes etc.	Project Team

D-07	Design	Site / Highways - There is insufficient space for the structural elements of the Lower Station and / or the Lower Tower in the locations detailed due to the layout of the A20 and restricted space available for ground bearing structures.	The cable car may not be deliverable in it's current form.	5	5	25	→	25	Risk identified at Stage 1. Highways England have been briefed on the project and this potential issue has been raised.	Once the design brief is fixed and cable car technology confirmed, the potential ground bearing areas are to be developed further and assessed against Highways requirements and underground services. The potential to utilise alternative sites for the Lower Station and Lower Tower should remain a consideration until this risk is suitably mitigated.	Project Team
C-01	Communications	Communications - That poor communication and / or engagement with the public and stakeholders has a negative impact on the project.	That a negative view is taken of the project resulting in poor support during approvals processes, or resulting in lower user numbers.	4	3	12	→	12	The need for a detailed communications and engagement strategy has been identified. The outline approvals process is likely to involve a Public Inquiry therefore suitable communications materials and processes will be critical.	The communications and engagement strategy is to be developed. The timing and form of communications need to align with the project stages to ensure accurate information is provided at all stages, without risk of needing to 'u-turn' or confuse communications.	Project Team
FC-04	Financial – Capital	Covid-19 - the risk that the continuation or reoccurrence of Covid restrictions has adverse implications for the project.	There may be a delay to programme, a disruption to resource or financial implications to consider.	4	3	12	→	12	The current phase of the project has been delivered during Covid restrictions, utilising online facilities where practical. Covid has restricted a site visit by SCJ, the cable car consultant.	The Covid requirements are to be carefully monitored and mitigated where possible. The financial implications and supply chain considerations are to be assessed further during the next phase of the project.	Project Team
S-11	Site	Unknown archaeology - the risk of unknown archaeology being discovered and required to be preserved in situ.	There may be a delay to programme and additional capital costs directly associated with the discovery, together with the potential re-design / re-location of elements of the scheme.	4	2	8	→	8	Canterbury Archaeological Trust report produced to align with the current cable car proposals which identifies areas of archaeological potential.	A further assessment is to be commissioned once the design is suitably developed to determine the likelihood of significant buried deposits being present.	Project Team
S-11	Site	Unknown archaeology - the risk of unknown archaeology being discovered and required to be preserved in situ.	There may be a delay to programme and additional capital costs directly associated with the discovery, together with the potential re-design / re-location of elements of the scheme.	4	2	8	→	8	Canterbury Archaeological Trust report produced to align with the current cable car proposals which identifies areas of archaeological potential.	A further assessment is to be commissioned once the design is suitably developed to determine the likelihood of significant buried deposits being present.	Project Team
PG-04	Project Governance	Staff Resource - that DDC / EH resource does not have the capacity to deliver the project.	The project is not delivered on programme, to budget or is unsuccessful. DDC / EH resource is vital for the necessary internal stakeholder management and a lack of confidence in the delivery of the project due to insufficient resource could result in a loss of confidence in the project as a whole.	5	3	15	→	15	Risk identified at Stage 1. DDC have engaged with internal departments to discuss and provisionally agree potential resource requirements for the next phase of the project.	DDC / EH are to ensure the necessary resource is made available for the next stages of the project. Workload / resource requirements are to be carefully monitored during the next phase.	Project Team
Sta-06	Stakeholders	Linked Projects- that the success of the project becomes dependant on linked projects such as a multi-storey car park (MSCP) and the strategic objectives can't be achieved or the cable car can't operate without those projects being complete. Linked projects may be delayed or fail to materialise.	The project is unable to operate, unable to meet the strategic objectives, unable to meet the business case or unable to be delivered entirely.	5	4	20	→	20	Risk identified at Stage 1.	Interdependant projects are to be carefully monitored and potentially delivered as a single project where necessary. There is a wider-regeneration aim for Dover town and it might be that linked projects may have multiple aims, not just supporting the cable car project.	Project Team

Risk Profile

I m p a c t	Extreme (5)	Low (5)	Medium (10)	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4)	Medium (8)	Medium (12)	High (16)	Extreme (20)
	Moderate (3)	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	Minor (2)	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	Insignificant (1)	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
		Rare (1) Less than 10% chance of occurrence	Unlikely (2) 10-39% chance of occurrence	Possible (3) 40-69% chance of occurrence	Likely (4) 70-79% chance of occurrence	Almost Certain (5) 80% or above chance of occurrence
Likelihood Scale						