Contributory factors	8 Non-standard Civ. Eng.	e Standard Civ. Evg.	Combined weight	Combined Upper Bound Optimism Bias (%)	High Confidence  Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects of a similar noture and detailed procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Confidence Grade Criteria Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work nave limited recent experience of similar construction projects and suppli of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third and information management system has been initiated, but details are still to be developed lefore it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties	Proportion of N Capex Upper Bound Lower bound Proportion of High	on-Standard Civi	I Engineering ifidence band Low	0% 6% 6% 9000 9000 9000 9000 9000 9000 9	Proportion of St Upper Bound Lower bound Proportion of High	i cost in each con Medium	fidence band	100% 44% 3% 0.25 0.5	Adjusted Optimism Bias (%)	Scoring comment - State basis of score. Where score has been update following Quantitative Risk Assessment state what score was and what i has moved to and why.
Contributory factors       Image: Contributory factors         Procurement       Image: Contract structure         Complexity of contract structure       Image: Contract structure         Late contractor involvement in design       Image: Contract structure         Poor contractor capabilities       Image: Contract structure         Disputes & claims occurred       Image: Contract structure         Information management       Image: Contract specific         Other       Image: Contract specific         Posign complexity       Image: Contract specific         Other       Image: Contract specific         Other       Image: Contract specific combined         Other       Image: Contract specific contract specific         Other       Image: Contract specific contract specific         Image: Contract specific contract specific       Image: Contract specific contract specific	8 Pointstandard Civ. Big.	21	Combined weight	Combined Upper Bound Optimism Bias (%)	High Confidence Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Confidence Grade Criteria Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some keystakeholders for procurement identified and information management system has been initiated, but detailis are still to be developed before it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties	Capex Upper Bound Lower bound Proportion of High	Medium	fidence band	Mitigation         %           Mitigation         %           6         %           0         %           0         %           0         %           0         %           0         %           0         %	Upper Bound Lower bound Proportion of High	Cost in each con Medium 0.5 1	fidence band	44% 3% 0,25 0,5	Adjusted Optimism Bias (%)	Scoring comment - State basis of score. Where score has been update following Quantitative Risk Assessment state what score was and what i has moved to and why.
Contributory factors       Image: Contributory factors         Procurement       Image: Contract structure         Complexity of contract structure       Image: Contract structure         Late contractor involvement in design       Image: Contract structure         Poor contractor capabilities       Image: Contract structure         Government guidelines       Image: Contract structure         Disputes & claims occurred       Image: Contract structure         Information management       Image: Contract structure         Other       Image: Contract structure         Project specific       Image: Contract structure         Degree of Innovation       Image: Contract structure         Environmental impact       Image: Contract structure         Other       Image: Contract structure         Project specific combined       Image: Contract structure         Image: Contract structure       Image: Contract structure         Image: Contre       Image: Contract structure<	8 9 9	21	Combined weight	Combined Upper Bound Optimism Bias (%)	High Confidence  Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Confidence Grade Criteria Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited cent experience of similar construction projects and supply of similar process Joam erecent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third anteries Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed ever it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently III- defined and/or there are significant dependencies on third parties	Upper Bound Lower bound Proportion of High	Cost in each cor	fidence band	65% 6% 9% 9% 9% 9% 9% 0 0 0 0 0	Upper Bound Lower bound Proportion of High	Medium 0.5	fidence band Low 0.5	44% 3% 0.25 0.5	Adjusted Optimism Bias (%)	Scoring comment - State basis of score. Where score has been update following Quantitative Risk Assessment state what score was and what i has moved to and why.
Contributory factors       Image: Contributory factors         Procurement       Image: Contract structure         Complexity of contract structure       Image: Contract structure         Late contractor involvement in design       Image: Contract structure         Poor contractor capabilities       Image: Contract structure         Disputes & claims occurred       Image: Contract structure         Information management       Image: Contract structure         Other       Image: Contract structure         Project specific       Image: Contract structure         Design complexity       Image: Contract structure         Other       Image: Contract structure         Project specific combined       Image: Contract structure         Other       Image: Contract structure         Project specific combined       Image: Contract structure         Other       Image: Contract structure         Project specific combined       Image: Contract structure         Client specific contract       Image: Contract structure         Image: Contract structure       Image: Contract structure	8 Ponstandard Civ. Erg.	21 21	Combined weight	Upper Bound Optimism Bias (%)	High Confidence Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring projects of a similar nature and detailed Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects or a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill defined and/or there are significant dependencies on third parties	Lower bound Proportion of High	Medium	Low	0 Fractor 0 6%9	Lower bound Proportion of High	Medium 0.5	fidence band Low 0.5	3% Wutgatow Bactor 0.25 0.5	Optimism Bias (%)	following Quantitative Risk Assessment state what score was and what i has moved to and why.
Procurement	2 Non-standard Civ.	Standard Civ. Ends	Combined weight	5.72%	High Confidence Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties	Proportion of High	Medium	Low	0 6 Factor	Proportion of High	Medium 0.5	Low 0.5	ULL BACTON	(%)	has moved to and why.
Procurement     Image: Complexity of contract structure       Complexity of contract structure     Image: Complexity of contract structure       Late contractor involvement in design     Image: Complexity of contract structure       Poor contractor capabilities     Image: Complexity of contract structure       Government guidelines     Image: Complexity of contract structure       Disputes & claims occurred     Image: Complexity of contract structure       Other     Image: Complexity of clent specific combined	2 2 8 9 9	standard cir.	Combined wei	5.72%	High Confidence Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some keystakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties	High	Medium		0 0	High	Medium 0.5	Low 0.5	0.25		
Procurement     Image: Complexity of contract structure       Complexity of contract structure     Image: Complexity of contract structure       Late contractor involvement in design     Image: Complexity of contract structure       Poor contractor capabilities     Image: Complexity of contract structure       Government guidelines     Image: Complexity of contract structure       Disputes & claims occurred     Image: Complexity of contract structure       Other     Image: Complexity of clent specific combined       Other     Image: Complexity of complexity of complexity of complexity of complexity of clent specific combined	2 2 8 9 9	3 3 21	Combine 113%	5.72%	High Confidence Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined an effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Medium Confidence Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Low Confidence No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties	High	Medium	Low	0 Factor	High	Medium 0.5	Low 0.5	Lactor Lactor 0.25		
Procurement     Image: Complexity of contract structure       Complexity of contract structure       Late contractor involvement in design       Poor contractor capabilities       Government guidelines       Disputes & claims occurred       Disputes & claims occurred       Information management       Other       Procurement combined       Project specific       Design complexity       Environmental impact       Other       Project specific combined       Client specific       Information got the Business Case	2	3	13%	5.72%	Clear, well establishment procurement route and processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Contract strategy or outline commercial business case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	No contract strategy or commercial business case in place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties				0	1	0.5	0.5	0.25	-	
Late contractor involvement in design       Image: Contractor capabilities         Poor contractor capabilities       Image: Contractor capabilities         Government guidelines       Image: Contractor capabilities         Disputes & claims occurred       Image: Contractor capabilities         Disputes & claims occurred       Image: Contractor capabilities         Other       Procurement combined         Project specific       Image: Contractor capabilities         Degree of Innovation       Image: Contractor capabilities         Environmental impact       Image: Contractor capabilities         Other       Project specific combined         Client specific       Image: Contractor capabilities	2	3	13%	5.72%	processes and/or detailed procurement plan or full commercial business case in place Design is business as usual and costs are based upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties information management systems between key stakeholders en in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	case in place, but details still to be developed Design is business as usual and costs are based upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work- have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	In place. Design is not business as usual for company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring procurement guidance is not in place Scope and payment mechanism currently III- defined and/or there are significant dependencies on third parties				0	1	1		0.5	-	
Acceleration involvement in design Poor contractor capabilities Government guidelines Disputes & claims occurred Information management Other Procurement combined Project specific Design complexity Degree of Innovation Environmental impact Other Project specific combined Cilent specific Inadequacy of the Business Case	2	21	13%	5.72%	Design is business as busin and cost and case upon accurate cost models, or significant contractor involvement in design Contractors and suppliers expected to bid for work have recent experience of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring process of a similar nature and detailed procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Design's business as subar ain Ocean upon cost models with medium confidence, or initial contractor involvement in key aspects of design Contractors and suppliers expected to bid for work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Design is not usines as usual of company and the contractor has not been involved in design Contractors and suppliers expected to bid for work have little/no recent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties				0	1	1		0.5		
Contractor capabilities  Government guidelines  Disputes & claims occurred  Information management  Other  Project specific  Design complexity  Degree of Innovation  Environmental impact  Other  Project specific combined  Citent specific  Inadequacy of the Business Case	2 8 9 9	21	13%	5.72%	Contractors and supply of similar construction projects and supply of similar process plant and equipment There are multiple recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties information management systems between key stakeholders are in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Contractors and supplies expected to built of work have limited recent experience of similar construction projects and supply of similar process plant and equipment Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Contractors and supplies expected to birth which have little/nor creent experience of similar construction projects and supply of similar process plant and equipment There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties				0				1	-	
sovernment guidelines  i)isputes & claims occurred  information management  ther  rocurement combined  rocurement combined  rogert specific  ther  ther  ther  ther  ther  combined  invironmental impact  ther  combined  invironmental  combined  invironmental  combined  invironmental  combined  invironmental  combined  invironmental  combined	2 8 9 9	21	13%	5.72%	There are multiple recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism clearly defined in contract and no dependencies on third parties Information management systems between key stakeholders are in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Some recent precedents of procuring projects of a similar nature and detailed procurement guidance is in place Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	There is limited recent experience of procuring projects of a similar nature and detailed procurement guidance is not in place Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties Rest stakeholders for encourament of identificity or									-	
Disputes & claims occurred information management Dther Procurement combined Project specific Design complexity Degree of Innovation Environmental impact Other Project specific combined Client specific inadequacy of the Business Case	2 8 9	21	13%	5.72%	Scope and payment mechanism clearly defined in contract and no dependencies on third parties information management systems between key stakeholders are in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Scope and payment mechanism partially defined and there are no major dependencies on third parties Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Scope and payment mechanism currently ill- defined and/or there are significant dependencies on third parties Key stakeholders for procurement not identified or				0	1			1		
Information management Other Procurement combined Project specific Design complexity Degree of Innovation Environmental impact Other Project specific combined Cilent specific Inadequacy of the Business Case	2 8 9		13%	5.72%	Information management systems between key stakeholders are in place, clearly defined and effective (e.g. project specific, or already existing for a project under an existing framework) Design is business as usual or design contains	Some key stakeholders for procurement identified and information management system has been initiated, but details are still to be developed before it can be effective.	Key stakeholders for procurement not identified, or				0		0.5	0.5	0.25		
Other Procurement combined Procurement combined Design complexity Degree of Innovation Environmental impact Other Project specific combined Client specific Inadequacy of the Business Case	2 8		13%	5.72%	Design is business as usual or design contains		information management systems not in place and effective (e.g. project specific, or already existing for a project under an existing framework)				0			1	0		
Procurement combined Project specific Design complexity Degree of Innovation Environmental impact Dther Project specific combined Client specific Inadequacy of the Business Case	8		13%	5.72%	Design is business as usual or design contains												
Degree of Innovation invironmental impact Dther Troject specific combined Client specific Clie	8				Design is business as usual or design contains			Aver	age Mitigation F	actor	0.000	Aver	age Mitigation Fa	ictor	0.500	3.055	
Degree of Innovation Environmental impact Other Project specific combined Client specific Inadequacy of the Business Case	9				complexities but these are well understood and detailed plans and designs are in place to address them	Design is not business as usual due to several complexities. The design mitigations to address these complexities have only been partially understood and addressed.	Design is complex, for example due to the nature of the project or interfaces with existing assets, or constraints. Design mitigations are not yet in place.				0	0.5	0.5		0.75		
Environmental impact Dther Project specific combined Cilent specific nadequacy of the Business Case					Design is business as usual and/or innovations are well developed and tested for the specific application	Design incorporates technology / innovations that have been partially tested and proven for the specific application.	Design incorporates new technologies and these have not yet been fully tested and proven for the specific application.				0	0.5	0.5		0.75		
Other Project specific combined Client specific Inadequacy of the Business Case					Ervironmental impacts well understood (e.g. impact on receiving water bodies, noise, INNS transfer, designated sites, visual amenity etc), mitigations identified where required and included in costs	Some assessment of environmental impacts has been carried out and mitigations have been identified and costed to address the most significant of these. Other mitigations will be required that have not yet been built into the costs.	Environmental impacts poorly understood (e.g. impact on receiving water bodies, noise, INNS transfer, designated sites, visual amenity etc), or significant environmental issues identified without agreement on mitigation to be built into costs				0		1		0.5		
Other Project specific combined Client specific Inadequacy of the Business Case	5	22															
Client specific nadequacy of the Business Case		18	31%	13 64%				Δνει	age Mitigation F	actor	0.000	Aver	age Mitigation Fa	rtor	0.667	5 167	9
Inadequacy of the Business Case	_	_	51/6	1510474				7.000	uge miligation i		0.000	7.001	uge mitigation i		0.007	5.10,	
	35	10			Needs have been clearly identified. Key stakeholders needs identified and included in scope where applicable.	Partial identification of needs and initial engagement with stakeholders to refine requirements.	Initial identification of needs and output specification, without engagement with stakeholders to refine requirements				0	0.5	0.5		0.75		
arge number of stakeholders					Stakeholder approvals not required, or key stakeholder approvals obtained, or key stakeholders largely supportive	Some key stakeholders identified and views obtained, however some other stakeholders remain unidentified.	Stakeholders not clearly identified, views not known or some stakeholders are in active opposition				0		0.6	0.4	0.3		
Funding availability	5				Funding for the project is secure (e.g. project fully funded through price review / pass through arrangement)	Project funding uncertain e.g. project subject to efficiency challenges at price review which may require business case to be revisited	Project funding not secure, e.g. project dependent in part on partnership funding which is not secure.				0		1		0.5		
Project management team	2				Scope of work is business as usual for company delivery teams.	Company delivery team has some experience in implementing projects of this nature, but their relevant experience is not extensive.	Company delivery teams are not experienced in implementing projects of this nature				0	0.5	0.5		0.75		
Poor project intelligence	9	7			Good understanding of key project data and no key assumptions made where there is significant uncertainty (e.g. ground conditions, condition of existing assets, treatment requirements)	Partial understanding of key project data and there has been some work undertaken to reduce the uncertainty around key assumptions (e.g. ground conditions, condition of existing assets, treatment	Significant gaps in project data and key assumptions made where there is significant uncertainty				0		1		0.5		
Other						requirements)											
Client specific combined			34%	14.96%				Aver	age Mitigation F	actor	0.000	Aver	age Mitigation Fa	ictor	0.560	7.154	9
Environment Public relations		9			Project business as usual and not expected to raise local opposition, or local stakeholders aware and largely primarily supportive. no protect expected	Project could lead to some local opposition, however there has been some engagement with key stakeholders and it is likely that the major	Project could lead to local opposition once local stakeholders aware, or stakeholders aware and evidence of significant local opposition				0		1		0.5		
Site characteristics	5	3			Site information well understood (e.g. archaeology, heritage assets, contamination etc.), mitigations identified where remited and included in a set	concerns raised can be resolved Site information partially understood (e.g. archaeology, heritage assets, contamination etc.), mitigatione identified	Site information poorly understood (e.g. archaeology, heritage assets, contamination etc.) and mitrations out institued				0		0.5	0.5	0.25		
Permits / consents / approvals			_		No permits and consents required, or permits and consents obtained.	Permits and consents required, but regulators, planning authorities and Government supportive	Permits, consents and approvals required from regulators, planning authorities and/or				0			1	0		
Dther							Government and obtaining these presents a material risk										
Environment combined			9%	3.74%				Aver	age Mitigation F	actor	0.000	Aver	age Mitigation Fa	ictor	0.250	2.869	2
Political					Project is either unlikely to attract political attention, or political stakeholders are supportive	Project could attract political attention, while there is not cross-party political support the majority of political stakeholders are likely to be supportive	Project has the potential to attract political attention and lacks cross-party political support				0	0.5	0.5		0.75		
conomic	3	7			Project has a short lead time and is less vulnerable to changes in funding and input costs	Project has a medium lead time so there is some risk that a change in the economic environment could impact demands and / or input costs.	Project has long lead time and change in economic environment could impact demands and/or input costs				0		1		0.5		
agislations (regulations					Project is business as usual and /or required standards and regulations are well established and unlikely to change	Required standards and regulations are relatively new and therefore less well established.	Key standards and regulations are under development, or subject to change.				0	1			1		
Legislations/regulations	8				Technology (e.g. treatment processes, smart	Technology (e.g. treatment processes, smart	Technology (e.g. treatment processes, smart metering technology) is new and/or is subject to ranid incountion which may load to the subject to				0						
Technology	8				metering technology) is well established, accepted by regulators and unlikely to change during the project lead time	not yet been accepted by regulators, it is likely to be and therefore a change in the requirements is unlikely.	requirements					1			1		
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Option Name Option Reference Anglian to Affinity Transfer (A2AT)