

# Clean Air Zone

|           |   |           | Preliminary Risk |      |      |        |           | Residual Risk   |            |      |      |        |           |
|-----------|---|-----------|------------------|------|------|--------|-----------|---|------------|------|------|--------|-----------|
| Risk I.D. | Risk Description<br>(*There is a Risk that...*)   | Proximity | Likelihood       | Cost | Prog | Rating | Severity  | Mitigation Measures:<br>(Include action owner and timescales)   | Likelihood | Cost | Prog | Rating | Severity  |
|           |   |           |                  |      |      |        |           |   |            |      |      |        |           |
| R002      | Quantities uncertainty  |           | 3                | 1    | 2    | 6      | Material  | Connections WP or private. Trenching & ducts for WP connections.. Designs completed and quantities verified.  | 2          | 1    | 1    | 2      | Tolerable |
| R003      | Condition Survey of Gantries required   |           | 4                | 3    | 1    | 12     | Severe    | Design will replicate existing sign sizes so no additional loading on the structures. Approval sought from DfT on sign variation. Inspection of gantrys prior to finalising works costs to remove risks at installation | 4          | 2    | 1    | 8      | Severe    |
| R004      | Inspection to measure signs on A38 Gantries   |           | 1                | 1    | 1    | 1      | Tolerable | Survey undertaken.  | 1          | 1    | 1    | 1      | Tolerable |
| R005      | Method for replacing Gantries   |           | 4                | 4    | 1    | 16     | Severe    | No design received yet confirming method of replacing Gantry signs. Sticker solution or replacing whole sign panels?  | 3          | 2    | 1    | 6      | Material  |
| R006      | Failing to agree Traffic Management arrangements  |           | 3                | 1    | 4    | 12     | Severe    | Initial meeting held with BCC. HE is a risk if required.  | 4          | 2    | 4    | 16     | Severe    |
| R007      | Difficulty in Co-ordination of Service connections  |           | 3                | 3    | 3    | 9      | Severe    | Liaison with WPD and other service providers  | 2          | 1    | 1    | 2      | Tolerable |
| R008      | Program overrun   |           | 4                | 1    | 4    | 16     | Severe    | Amend Key dates in programme, continue stakeholder engagement to ensure key milestones are met.   | 2          | 2    | 3    | 6      | Material  |
| R009      | Impact on program of other City Centre schemes  |           | 4                | 4    | 2    | 16     | Severe    | Metro/278 schemes/HS2. TMP form submitted and accounted for in design.  | 3          | 1    | 2    | 6      | Material  |
| R010      | Lack of possession of site/ part of   |           | 3                | 3    | 2    | 9      | Severe    | NRSWA notices in. Attend City Centre co-ordination meeting with contractors.  | 2          | 1    | 1    | 2      | Tolerable |
| R011      | Poor Client related Public Relations  |           | 1                | 1    | 1    | 1      | Tolerable | Comms strategy meeting required. Close liaison with head of Clean Air Zone.   | 1          | 1    | 1    | 1      | Tolerable |
| R012      | Missing July 2020 Opening   |           | 1                | 1    | 4    | 4      | Material  | Potential £6m Fine. Ensure close cooperation with suppliers and stakeholders.   | 1          | 1    | 3    | 3      | Material  |
| R013      | Environmental noise issues  |           | 4                | 3    | 2    | 12     | Severe    | May be 11pm restrictions to noisy activity. Plot on residential areas on sites. Night work to be restricted and noise mitigation to be used as required.  | 1          | 2    | 1    | 2      | Tolerable |
| R014      | This project will have insufficient funds to complete all the necessary works, due to the number of change requests and additional items not originally identified. |           | 4                | 4    | 3    | 16     | Severe    | Value engineer solutions required to bring back scope within budget. Limit non-CAZ related items and time being billed to this project code.  | 2          | 3    | 3    | 6      | Material  |
| R015      | BCC needs a Gov.pay accounts setting up to enable collection of CAZ fees  |           | 4                | 2    | 4    | 16     | Severe    | ITDS and Finance to setup Gov.pay   | 4          | 2    | 1    | 8      | Severe    |
| R016      | Possible requirement for BCC / Gov.pay user interface   |           | 3                | 3    | 3    | 9      | Severe    | Use existing gov.pay interface  | 2          | 2    | 2    | 4      | Material  |
| R017      | Early warning issued by Siemens to LCC & BCC about delivery timescales  |           | 4                | 2    | 3    | 12     | Severe    | Descope any elements not required for Minimum Viable Product. Review go/no go criteria  | 2          | 2    | 2    | 4      | Material  |
| R018      | Only one visit per site allowed for in the contract with Siemens. Additional visits may be required.  |           | 2                | 3    | 2    | 6      | Material  | BCC/civils contractor sign-off prior to Siemens attending site to ensure all necessary works completed - i.e. power live and tested.  | 2          | 2    | 2    | 4      | Material  |
| R019      | Civils contractor being replaced and all work stopped   |           | 4                | 2    | 4    | 16     | Severe    | Alternative procurement route identified and contractors appointed  | 2          | 1    | 3    | 6      | Material  |
| R020      | Insufficient lighting for cameras to correctly capture VRM's due to the number of location changes driven by Jacksons design works                                  |           | 2                | 4    | 2    | 8      | Severe    | Additional secondary lighting or other amendments to existing lighting would need to be made to ensure useable images. Relocate cameras back to optimal position once new civils contractor(s) in place                 | 2          | 3    | 2    | 6      | Material  |
| R021      | Insufficient time to install cameras prior to start of end-to-end testing   |           | 3                | 1    | 2    | 6      | Material  | Commence testing with all available cameras and add others as they become available.  | 2          | 1    | 2    | 4      | Material  |
| R022      | Additional contractor resource needed to install cameras  |           | 3                | 3    | 3    | 9      | Severe    | Review go-live date, review MVP.  | 3          | 2    | 2    | 6      | Material  |
| R023      | COVID-19 related Government restrictions on the UK population and workforce will delay implementation and development works.  |           | 3                | 2    | 3    | 9      | Severe    | Regular dialogue with the supply chain to understand what is achievable under the circumstances.  | 2          | 1    | 1    | 2      | Tolerable |
| R024      | Council unable to progress to Stage 2 (construction) with original contractor.  |           | 4                | 4    | 4    | 16     | Severe    | Re tendering of work, split into smaller work packages, to engage other contractors on existing frameworks.   | 4          | 1    | 1    | 4      | Material  |
| R025      | Ongoing integration with the Central Clean Air Zone Service has lead to additional, originally unidentified, works.   |           | 3                | 3    | 2    | 9      | Severe    | A separate programme-wide risk pot will be used to mitigate the financial impact. A further funding request has been sent to JAQU to cover anticipated additional scope.  | 2          | 2    | 1    | 4      | Material  |
| R026      | Late instruction of contractors could leave to delay to 'go-live'.  |           | 4                | 2    | 4    | 16     | Severe    | The contractors have been engaged early and have mobilised.   | 2          | 1    | 1    | 2      | Tolerable |
| R027      | Delay to instalment of camera will leave less time for systems integration and testing.   |           | 3                | 1    | 3    | 9      | Severe    | Work to integrate systems is underway using 'dummy data' to concurrently reduce the integration risk.   | 2          | 1    | 1    | 2      | Tolerable |
| R028      | Installation of signs may require reinforcement of gantry's/existing infrastructure.  |           | 2                | 3    | 2    | 6      | Material  | Structural surveys will be conducted, and smaller signs used where necessary in the interim.  | 1          | 1    | 1    | 1      | Tolerable |
| R029      | Additional road closures required to facilitate sign instalment and other civils works.   |           | 2                | 1    | 2    | 4      | Material  | Utilise or extend existing road closures where possible.  | 2          | 1    | 1    | 2      | Tolerable |
| R030      | Additional development activities to ensure full integration with JAQU systems, noting that the final requirements are yet to be released by JAQU to the Council.   |           | 3                | 2    | 2    | 6      | Material  | Close liaison with JAQU to get foresight of additional requirements. BCC developers to assess current requirements and highlight areas of concern.  | 2          | 1    | 1    | 2      | Tolerable |
| R031      | Increased contractor costs resulting from the COVID-19 restrictions and delays.   |           | 4                | 3    | 2    | 12     | Severe    | Contractors to develop method statements which comply with Government restrictions.   | 2          | 1    | 1    | 2      | Tolerable |
| R032      | Project management costs incurred from additional delays.   |           | 3                | 3    | 1    | 9      | Severe    | Continue to review project management resource requirements.  | 2          | 2    | 1    | 4      | Material  |
| R033      | Risk of market challenge due to contract modification.  |           | 1                | 2    | 4    | 4      | Material  | VEAT notice issued as a mitigation measure.   | 1          | 2    | 2    | 2      | Tolerable |