

Clean Air Zone														
			Preliminary Risk							Residual Risk				
Risk I.D.	Risk Description (<i>'There is a Risk that...'</i>)	Proximity	Likelihood	Cost	Prog	Rating	Severity	Mitigation Measures: (Include action owner and timescales)	Likelihood	Cost	Prog	Rating	Severity	
R001	Target Cost Over Budget		4	1	4	16	Severe	Ensure adequate Contingencies and Risk included in Business Case. Develop Target Price through design stage.	2	2	1	4	Material	
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	