

ID	Date Raised	Risk Influencer	Risk Description	Consequence	Effect	Owner	Likelihood (1-4)	Impact (1-4)	Risk Score	Mitigation Action	Mitigation owner	Residual likelihood	Residual impact	Residual Mitigation Score	Date Updated	Comments	Status
R-004	23/10/18	Programme	There is a risk that compliance may not be achieved by the 2020 deadline.	The council may be received sanctions including fines for failing to meet compliance in time. Residents and Business in Birmingham still impacted by poor air quality.	Reputational damages on Birmingham for non compliance	BCC - Executive	4	4	16	Robust modelling which identifies interventions which make a big impact. See if there is potential to expand those initiatives to achieve compliance by 2020	BCC - transport policy team	3	4	12	30/09/18	The traffic and air quality modelling shows that compliance will be achieved in all but 3 locations by 2020, 2 will be met by 2021 and one on Suffolk St Q'way in 2022	Open
R-005	23/10/18	Funding	There is a risk that JAQU's funding approvals process is prolonged for final delivery of preferred option	The consequence is a potential for project slippage and failure to meet compliance within the respective timescales. Not recognising that there is significant local impacts from not having the funding in place	Additional measures are not delivered in time	BCC - Transport policy team	4	4	16	Demonstrating to JAQU the impacts of a prolonged approval process for funding. Revised timeline that reduces the legal limits (e.g. consultation).	BCC - transport policy team	3	4	12	19/02/18		Open
R-010	23/10/18	Modelling	There is a risk that the current city traffic model (Saturn) does not account for road networks outside of the city centre.	The consequence would be delays to the overall programme and implementation of CAZ initiatives. Further funding not available to improve areas outside of City Centre. Raise issues around validity on the evidence Remodelling = further delays	Incorrect assessment of the current impact and preferred option	BCC - Transport policy team	3	4	12	Model contingency plans for traffic data and their impact on Air Quality and devise whether additional measures are required to meet Air Quality compliance. Updates to the model are underway for the potential cordons	BCC - transport policy team	2	2	4		Still need to be identified,	Open
R-011	23/10/18	Consultation	There is a risk that CAZ has an impact on Highways England network resulting in H.E objecting to CAZ	The consequence would be that lack of engagement could potentially mean retrospective changes, increasing the cost to the council. Adverse comments at the consultations phase	Delay to Implementation	BCC - transport policy / corporate	2	3	6	Ensure a robust communication and engagement strategy to enable the most useful and most recent information to be available to inform BCC.	BCC - corporate comms	2	2	4	22/08/17	M6 - knock on consequences	Open
R-012	23/10/18	Programme	There is a risk that there is insufficient Public Transport Capacity to support modal shift. (programme risk)	The consequence would be that it would be more difficult to influence people to get the modal shift	It will take longer to meet the Air Quality requirements.	BCC	2	3	6	Already working with TfWM for certain corridors, and specifically uplifting mode share, eg extra buses	BCC - transport policy team	2	2	4	22/08/17	National policy, can anything drive transport issues in terms of compliance the number of patronage level changes are small.	Open
R-014	23/10/18	Modelling	There is a risk our assumptions from the transport and AQ modelling are incorrect.	The consequence would be that inaccurate modelling results may cause delay to the programme. The consequence would be additional cost for interventions as a result of poorer air quality than predicted. The consequence would be a legal challenge from the Government resulting in cost and delay.	Programme delays in going back to reevaluate the modelling	BCC - transport policy	2	3	6	Independent verification undertaken on all results and these will be matched with what JAQU has provided as indicative areas of poor air quality.	BCC - transport policy team	1	3	3		BCC air quality modelling assumptions	Open
R-015	23/10/18	Political	There is a risk that political members would be unresponsive of CAZ.	The consequence would be unresponsive members may cause the decision making and schedule to be delayed significantly causing. FBC isn't signed off	Programme delays - Cost overruns	BCC - Cabinet Member (Economy)	2	3	6	Proactive communications and engagement with influential political stakeholders and demonstrate impact to cost and schedule from lack of decision making.	BCC - transport policy team & corporate comms	1	2	3	30/09/18	POBC passed through cabinet and scrutiny by a political vote, the mayor is also still supportive of the scheme.	Open
R-016	23/10/18	Legislation	There is a risk of lack of guidance and legal understanding in how the traffic regulation order approval can be used to implement the scheme.	The consequence would be judicial review as a result of objections.	delay on the delivery	BCC - transport policy	4	4	16	Engage with the supply chain to procure external support for the drafting of the charging order from specialist resource.	BCC - project team	1	3	3	22/08/18	Review before we can accept TRO, we can still go ahead and implement, will politicians support that	Open
R-017	23/10/18	Funding	There is a risk that JAQU doesn't understand the complexity and scale involved in BCC completing their Feasibility Study	The consequence would be there is the possibility of a delay to agreeing a preferred solution impacting timescales to achieve compliance.	Negative impact on the wider economy Impact on deprived areas and smaller businesses	BCC - transport policy	2	3	6	Provide JAQU with draft modelling results to prevent delays in achieving a preferred solution. Keep JAQU informed of developments and progress on the overall Air Quality Programme.	BCC - transport policy	1	2	3	22/08/18	Issues with conservative councillors on CAZ charging zone	Open
R-020	23/10/18	Funding	There is a risk that the capital costs for the CAZ interventions exceed initial forecast spend.	The consequence could be failing to deliver all interventions to improve Air Quality and reach compliance resulting in a financial penalty to the council.	Delay in compliance	BCC - project team / city finance	2	3	6	Ensure budget is sufficient to deliver the respective interventions Close monitoring of financial during the delivery of the various interventions. Appropriate contingencies	BCC - project team / city finance	1	2	3	01/08/17	Implementation risk, procurement strategy before FBC, FBC will finalise costs	Open
R-023	23/10/18	Resources	There is a risk that there is a lack of resource in terms of capacity and capability within BCC to deliver the project.	Slippage in the programme which would mean a fine as a result of not being compliant.	Delay in compliance	BCC - project team	1	3	3	Create and manage a resource tracker for the overall programme delivery to ensure no project slippage.	BCC - project team	1	2	3	09/04/18	Resource tracker created, raised awareness of annual leave absences and needs for further resources	Open
R-024	23/10/18	Political	There is a risk that there is a delay to scheme approval. Internal scheme approval - Mitigation, has to make it work (ministerial direction) Government led scheme - forced to timescales etc.	Delay to draft scheme submission and scheme approval could mean that Birmingham City Council miss the requirements of the proposed secondary legislation to mandate the implantation of a CAZ in Birmingham resulting in punitive measures. Delay to approval which will result in significant delivery pressures for implementation of the CAZ (to be operational by mid 2019).	Delay in compliance	BCC - transport policy	1	4	4	Constant management of the programme plan and review of critical activities to prevent slippage.	BCC - project team	1	2	3		Delaying implementation of proposal	Open
R-023	23/10/18	Technological	There is a risk that cashless payment systems for the CAZ charging zone are not user friendly. Interoperable system	No off the shelf system currently available. User complaints about the cashless payment system which may cause additional administration and cost to the city council.	Reputational damage Loss of revenue	BCC	1	3	3	Ensure proper testing prior to user roll out.	BCC - project team	1	1	1	01/08/18	We don't know what system will be introduced	Open
R-026	23/10/18	Resources	There is a risk that specialist with technical and air quality knowledge is stretched as the number of cities identified to address AQ nationally increased from 5 to 45.	Specialist resources will be in the highest demand Potential slow down of the project Reduced funding Fragmented approach than being led from a national level	A programme delay Don't deliver compliance - to the required standard/guidance	BCC - project team	4	3	12	One of the first cities identified to address AQ, therefore ahead of the game Can provide useful lessons learned to other cities moving forward	BCC - project team	3	4	13	21/06/2018		Open
R-033	23/10/18	Delivery	There is a risk that that there is limited time to undertake detailed site work at design phase	The consequence would be that improper positioning of signs and cameras leads to obscure line of sight and increased street clutter. Potential unsuitability of location.	Delays to delivery programme and rework of tenders.	BCC - project team	1	4	4	Continued collaboration with the design team and the infrastructure delivery team to ensure efficiencies and knowledge is shared at all times.	BCC - project team	1	2	3	21/06/2018		Open
R-035	23/10/18	Delivery	There is a risk that some of the signage and camera locations are situated on adjacent authorities or privately owned networks.	The consequence could be that the authority does not agree to the location of the sign/camera.	Delay to programme, additional costs and possible rework of design.	BCC - transport policy / project team	3	3	9	Communication with JAQU to raise this as an issue, national assurance that authorities such as Highways England are on board with Clean Air Zone's and have a clear understanding. Communication directly with these authorities where there may be potential infrastructure on the network.	BCC - project team / transport policy	2	2	4	21/06/2018		Open
R-038	23/10/18	Delivery	There is a risk that the construction works being undertaken by HS2 will clash with the construction activities being planned by CAZ.	CAZ project may be unable to carry out the required works at the planned time (HS2 is likely to take priority).	Time and cost escalation.	BCC - project team	4	4	16	Early engagement with HS2 and BCC traffic management team. Quarterly meetings with HS2 with KB contacts, maximising time on site - using pre dug holes to standardise the hardware. Weekly city centre management meeting	BCC - project team / traffic manager	2	3	6	02/10/18		Open
R-039	23/10/18	Delivery	Same as above but for the Midland Metro extension works.	As above.	Time and cost escalation.	BCC - project team	4	4	16	As above.	BCC - project team / traffic manager	2	3	6	02/10/18		Open
R-040	23/10/18	Design	Changes planned on the BCC network by other major programmes could impact the design of the CAZ.	Redesign of the CAZ may be required to work around the works being planned by other major city centre programmes.	Time and cost escalation.	BCC - project team / traffic manager	2	3	6	As above early engagement required, where designs can be streamlined to incorporate changes being made by other programmes of work then this should be done. Relies on information being provided by the other schemes.	BCC - project team / traffic manager	1	2	3	02/10/18		Open
R-041	23/10/18	Design	Average speed cameras being installed on the A38M will also require new signage which will be similar in nature to the CAZ camera signs.	Sign clutter' on the network, reduced space to implement CAZ signage and confusion to drivers.	Some redesign may be result in escalated cost and schedule	BCC - project team / traffic manager	2	1	2	Designs have been provided to Jacobs for input into outline design. Will be made available to D&B contractor.	BCC - project team	1	1	2	02/10/18		Open
R-042	23/10/18	Design	Approval of the CAZ signing is not approved by DfT in a timely fashion.	All of the required information will not be available upon contract award for the next stage of design.	The target cost submitted by the contractor will contain an element of uncertainty which could result in escalated cost and time.	DfT	3	3	9	Information has been submitted to the DfT for approval. Seek to collaborate with other LAs to ensure a consistent approach.	DfT/BCC	2	2	4	02/01/00		Open
R-043	23/10/18	Mitigations & Exemptions	A manager / accountable person has not been assigned within BCC to manage the delivery of the mitigation measures and exemptions.	Failure to deliver the mitigation measures and exemptions in time for the deadline. .	The mitigation measures and exemptions may not be available therefore having a negative impact upon the identified social groups	BCC - SRO	3	4	12	The BCC behavioural change and benefits have been engaged. Escalated within BCC as a responsible person needs to be identified.	BCC - traffic manager	2	2	4			Open
R-044	23/10/18	Mitigations & Exemptions	There is a risk that the marketing campaign for the mitigation and exemptions will be unsuccessful.	The target audience of the marketing campaign will not be engaged and therefore awareness of the mitigation measures and exemptions will be minimal.	Delivery of the mitigation measures and exemptions will be a failure.	BCC	3	4	12	Engagement with the BCC comms team is underway. Behaviour Change team to take ownership and ensure marketing is started ahead of time.	BCC - corporate comms	2	2	4			Open
R-045	23/10/18	Mitigations & Exemptions	There is a risk that mitigation and exemptions will have a negative impact on compliance.	The consequence is the overall delays in reaching the deadline for compliance.	Delivery of the scheme will be a failure and potentially result in fines for BCC.	BCC - transport policy manager	3	3	9	Modelling of the impact to traffic and air quality is being undertaken to ensure the measures being offered will not have a negative impact.	BCC - project team	1	3	3			Open
R-046	23/10/18	Reputational	There is a risk of loss of public and business support due to a failure to respond to queries raised during consultation.	Loss of public support for the scheme and the required engagement will not be achieved.	Reputational damage for BCC and potential failure to deliver key parts of the scheme.	BCC	3	3	9	As R007. Consultant being employed to respond to queries raised during the consultation and ensure all reasonable queries are answered.	BCC - project team	1	2	3			Open

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R-047	23/10/18	Delivery & Policy	David Harris has resigned from BCC and will be leaving at the end of Nov 18. A lot of knowledge and project history will be lost when he leaves.	Potential for deliverables to be misinterpreted.	The delivered scheme may not match the functional requirements resulting in rework, time and cost increased.	BCC - SRO	4	3	12	Detailing of requirements and deliverables from DH, ongoing support from Transport Policy, need some continuity and someone to take responsibility for supply chain management.	David H	3	2	6			Open
R-048	23/10/18	Delivery	Consultations required for the CAZ car park charging additional measures will be extensive and difficult to resolve.	The delivery of the CAZ car park charging will not be delivered in the timescales delaying compliance.	This will effect the duration of the project which will impact the cost, as well as reputational damage.	BCC - project team	4	4	16	BCC delivery team to utilise information from previous parking schemes to avoid 'error traps'. Consultant to be employed to undertake the outline design asap.	BCC - project team	3	3	9			Open
R-049	23/10/18	Legislation	There is a risk that grants and incentives for taxi drivers for electric cars infringe on State Aid rules.	The specific mitigation measure could be undeliverable.	Reputational damage for BCC and potential failure to deliver key parts of the scheme.	BCC - project team	2	3	6	Consider reducing the value of the package to avoid the regulation. Engage with Sylvia Broadley to understand her involvement.	BCC - project team / transport policy team	1	2	2			Open
R-050	23/10/18	Legislation	There is a risk that there are legal challenges from external parties.	Legal challenges could result in the necessity to pause certain elements of work whilst disputes are resolved.	This will effect the duration of the project which will impact the cost, as well as reputational damage.	BCC - SRO	3	3	9	Engage with BCC legal team to start drafting charging orders. Procure external support where possible to help accelerate the	BCC - legal	1	2	2			Open
R-051	23/10/18	Legislation	Exempting drivers based on their personal circumstance or geography may not be possible.	The impact to identified social groups may not be mitigated adequately.	Reputational damage for BCC and potential failure to deliver key parts of the scheme.	BCC - SRO	3	4	12	Engagement with JAQU is ongoing with relation to CAZ exemptions along with BCC legal, Counsel. BCC to engage with the WMCA to get their buy in.	BCC - project team	1	2	2			Open
R-052	23/10/18	Delivery	The euro standards database will not be made available in time for CAZ charging infrastructure design and development.	The charging infrastructure for the CAZ will not be operational and therefore the scheme will be unenforceable.	The scheme will not be delivered on time and therefore compliance targets will not be met.	Central Government	4	4	16	Issue escalated to JAQU. Project initiated with the DVLA to provide the euro emissions database. BCC require timescales in order to plan delivery.	BCC - project team	3	4	12			Open
R-053	23/10/18	Benefits realisation	Due to the lack of baseline data the impact of the scheme cannot be measured.	Significance of the CAZ will be unknown.	Benefits cannot be realised.	BCC - SRO	1	2	2	AQ monitoring units are being installed across the CAZ to collect date, the delivery of these units is being accelerated (pending JAQU approval).	BCC - project team	1	1	1			Open
R-054	23/10/18	Delivery	Lighting columns will not be suitable for the installation of the CAZ signs.	New poles/columns may be required which weren't originally priced for by the contractor.	Time and cost escalation.	BCC - project team	3	3	9	Send the sign schedule to Amey and engage with Amey to assess the suitability of the existing columns.	BCC - project team	2	2	4			Open
R-055	23/10/18	Procurement	The BCC FBC will not be submitted in line with the programme (Jan 19)	Procurement of contractor will not be possible.	This will effect the duration of the project which will impact the cost.	BCC - project team	4	3	12	Understand whether the design element of the contract can be accelerated using BCC funding. Phase the FBC's to increase the chances of getting them through the	BCC - project team	2	2	4			Open
R-056	23/10/18	Delivery	The charging order is not produced in time for delivery due to challenges.	The scheme would be non-enforceable.	Compliance would not be achieved.	BCC - project team / legal	3	4	12	Engage with BCC legal team to start drafting charging orders. Procure external support where possible to help accelerate the process.	BCC - project team / legal	2	2	4			Open
R-057	23/10/18	Delivery & Cost	There is a risk that the target cost is over budget.	The consequence is that there may not be enough budget to complete the implementation of CAZ.	Cost escalation.	BCC - project team	3	4	12	Quantify this risk register where possible, leave in the optimism bias where possible and use a framework contractor to ensure value for money.	BCC - project team	2	2	4			Open
R-058	23/10/18	Procurement	Supply chain unable to cope with the demand for ANPR cameras.	Not be enough cameras to implement CAZ which would require either a redesign of the project resulting in a less efficient CAZ or delays to implementation.	This will effect the duration of the project which will impact the cost.	BCC - project team	3	4	12	Engage with the supply chain to establish whether they are planning for the surge in demand. Consider a collaborative approach with other LA's to manage the demand.	BCC - project team	2	2	4			Open
R-059	23/10/18	Delivery	Procurement governance is lengthy	Procurement of the necessary services cannot be concluded in a timely fashion.	The programme will be delayed and costs will escalate.	BCC - project team	3	3	9	Engagement with the procurement team early, group approvals and get delegated authorities in place to expedite procurement.	BCC - project team	2	2	4			Open
R-060	23/10/18	Delivery	BCC do not have the resources available to deliver the CAZ.	The management of the delivery of the CAZ will be inefficient and some areas of the programme could slip.	This will effect the duration of the project which will impact the cost.	BCC - SRO	3	4	12	BCC are recruiting. Consider the use of consultants to minimise the demand on internal resources.	BCC - SRO	2	2	4			Open