

Programme Name: Clean Air Feasibility Study

This log is used to record and track both Programme and project risks. Risks are things that may or may not happen in the future that could have an effect on a Programme or Project's success. This log includes all risks identified over the life of the Programme/Project, including those that have passed and are no longer a threat to the Programme \ Project, those that have been prevented or mitigated, and those that have become issues. Do not delete risk information from this log: it is a permanent record of risks.

Risk Ref No.	Date Entered	Date Last Updated	Measure	Risk Event	Risk Type	Risk Description	Inherent Status			Current Controls	Current Residual Status			Proposed Future Actions	Proximity	Risk Owner	Risk Actioner	Risk Status
							Likelihood Rating (A - D)	Consequence Rating (1 - 4)	Level of Inherent Risk		Likelihood Rating (A - D)	Consequence Rating (1 - 4)	Level of Inherent Risk					
0001	01/03/2019		Electric Buses	Unable to secure funding for £1.8M shortfall	Financial	ULEB grant allocated 75% cost difference between Diesel Bus and Ebus, and thus there is a shortfall in funding of £1.8M	b	2	Red	Ongoing discussions, between Cardiff Bus and Cardiff Council and WG to identify avoidance of state aid.	c	1	Red/Amber	other funding alternatives being considered and investigated.	< 1 month	CO/CC	JB	Open
0002	01/03/2019		Electric Buses	Electric substation at Sloper Rd needs upgrade in order to provide sufficient capacity.	Financial	There would be further capital cost to upgrade the substation in order that it could provide suitable capacity	c	1	Red/Amber	Cardiff Bus investigating the capacity of the substation with WPD and the charging requirements with their likely approved supplier.	d	3	Green	Ensure WPD provide suitable assurances or accurate costs for any upgrade requirements.	< 3 months	GM	JB	Open
0003	01/03/2019		Electric Buses	Insufficient No. E-Buses available due to market demand	Timescale	EV Bus targets not reached and thus improvements in AQ not Achieved	d	1	Amber/Green	As part of the procurement process Cardiff Bus need to ensure that preferred supplier is able provide sufficient guarantees on supply, discussions on going.	d	3	Green	review procurement documentation	< 12 months	GM	JB	Open
0004	01/03/2019		Electric Buses	Replacement Programme Disrupts day to day Cardiff Bus Operations.		Cardiff Buss unable to run certain bus services to schedule, creating disruption for passengers	d	4	Green	Replacement work will be carefully planned to ensure that services continue to operate whilst E-Buses are incorporated into the service.	d	3	Green	review of implementation plan	< 12 months	GM	JB	Open
0005	01/03/2019		Electric Buses	Operational problems experienced with New E Buses	Quality	Bus Service Disruption/ Vehicles unable to reach destination/ depot to charge etc.	c	3	Amber/Green	Proposed system will be overnight charging at Sloper Rd, so should ensure that all buses have sufficient charge to operate daily route. However will need to ensure that sufficient testing of all systems is undertaken, and appropriate monitoring/ assessment is undertaken to ensure greatest efficiencies are obtained.	d	3	Green	Appropriate testing of system.	No Time Period	gm	JB	Open
0006	01/03/2019		Bus Retrofit	Retrofit project unable to be delivered through approved supplier	Procurement	Supplier unable to meet the order/ demand for retrofit programme	c	3	Amber/Green	Suppliers have previously provided assurances that they can meet demand and have a large manufacturing base. Potential need to identify and assess back-up supplier to ensure that in the unlikely event that approved supplier is unable to deliver.	d	3	Green	ensure demand supply assurances included as part of procurement process	No Time Period	JG	JB	Open
0007	01/03/2019		Bus Retrofit	System design is not compatible with the vehicles	Timescale	Technology unable to be installed and thus there could be significant delay in implementing full scheme and thus air quality improvements not met	c	3	Amber/Green	Detailed surveys will be undertaken on the existing fleet requiring retrofit to validate the conditions of the vehicles to ensure that equipment selection is correct. design work or prototyping will be done during the first 6 weeks while waiting for the key components to arrive. On arrival of the parts a "First Off" system will be built and then installed on each of the different vehicle types and tested to ensure that the systems achieve the desired emissions reduction.	d	3	Green	Ensure information is available to supplier of technology and that they account for undertaking surveys as part of Procurement process.	< 12 months	JG	job	Open
0008	01/03/2019		Bus Retrofit	Variations in equipment costs due to the volatile European currency market could lead to an increase in the cost of the project	Financial	Cost overrun on project	c	3	Amber/Green	Fixed price for the equipment to be agreed across the entire manufacturing schedule, prior to any grant funding being released.	d	3	Green	Ensure prices are fixed as part of procurement process.	< 12 months	JG	job	Open
0009	01/03/2019		Bus Retrofit	Retrofit Programme significantly disrupts Bus services in Cardiff	Resource	Bus Operators unable to run bus services to schedule, creating disruption for passengers	c	3	Amber/Green	Retrofit work will be carefully planned to take place overnight or at weekends when demand and scheduling allows for a reduction in the peak vehicle requirement (pvr) to occur without disrupting services for passengers.	d	3	Green	Ensure fitting programme agreed with operators	< 12 months	JG	JB	Open
0010	01/03/2019		Bus Retrofit	Retrofit technology fails	Quality	NOX emissions are not in line with expected performance and NO2 concentrations are not reduced in an effective manner as a result.	c	4	Green	Green Urban Technologies have demonstrated significant NOx reductions, greater than 95% by the installation of their Selective Catalytic Reduction Technology (SCRT). The system was independently tested over the Millbrook London Bus Test cycle (MLTB).	d	3	Green	Ensure GUT or another approved supplier have up to date testing results to demonstrate effectiveness of technology	< 12 months	JG	JB	Open
0011	01/03/2019		Taxi Measures	Revised Policy does not get approved by Public Protection Committee	Legal	failure to require minimum emission standards on all new grants and new vehicles.	c	1	Red/Amber	Ensure that the report to Committee clearly sets out the reasoning for requiring the policy changes, and that it is directly linked to the Legal Direction.	C	3	Amber/Green	Development of mitigation scheme to ease burden on drivers/ taxi trade	No Time Period	SRS	JB	open

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0012	01/03/2019		Taxi Measures	Appeal/ JR by Taxi Trade on changes to policy	Legal	Opposition could delay the implementation of the revised policy which will fail to see the turnover in taxi fleet to Euro 6 or ULEVs	b	2	Red	Ensure that sufficient engagement with the industry continues to take place to educate the industry on the justification of the proposals in terms of the AQ Direction. Engage with Welsh Government to establish suitable Grant Funding Scheme to assist taxi drivers/ operators to upgrade vehicles.	c	3	Amber/Green	Development of mitigation scheme to ease burden on drivers/ taxi trade	No Time Period	JB	JB	Open
0013	01/03/2019		Taxi Measures	increase in cross boarder taxis operating in Cardiff					#N/A				#N/A					
0014	01/03/2019			Increase in cross boarder taxis operating in Cardiff	Quality	Cardiff unable to prevent older taxis, that are licensed in neighbouring authorities who may not apply emission standards as part of licensing requirements, and such taxis can operate in Cardiff.	a	3	Red/Amber	Need to work with neighbouring authorities to promote uptake of similar policies. For Vale and Bridgend this should be straightforward as licensing undertaken by SRS. Caerphilly and Newport also face challenging AQ issues so should also be desire within these Councils to follow suit if they have not already done so.	c	3	Amber/Green	Work collaboratively with Welsh Government on ongoing consultation for them to implement national emissions standards for taxis in order to reduce burden on taxi trade in Cardiff in terms of achieving emission standards.		SRS	JB	Open
0015	01/03/2019		City Centre Loop	Impact on Wider Network	Quality	<b>Impact on Wider Network:</b> There is a risk that displaced traffic could have a negative effect on the wider traffic network	b	2	Red	Full ANPR, MTC and ATC survey to be conducted on project area and the surrounding network area. This data will be used to create wider network model where options will be retested. An impact assessment on the wider network will be carried out as part of this work and will	c	4	Green	Conduct Survey Expand Transport Model Create Reports	< 12 months	GS	JB	Open
0016	01/03/2019		City Centre Loop	<b>Impact on Local Businesses and Residents:</b>	Communication	Local businesses could reject the scheme based on the changes to their operations	c	2	Red/Amber	Private engagement with key stakeholders will be used to help inform the scheme design. An operational plan detailing how residents, businesses, buses, taxis and key stakeholders will use the new transport layout will be created.	c	4	Green	Review feedback from consultation to revised designs as necessary	< 12 months	GS	JB	Open
0017	01/03/2019		City Centre Loop	Objections to the schemes	Communication	Changes of this scale can cause worry among the public, there is a risk the scheme will not gain public support	c	1	Red/Amber	A full consultation plan will be implemented as part of the pre construction phase. Plans will be submitted online and will be accompanied by a consultation pack. Drop in sessions will also be organised for members of the public and businesses on street.	c	4	Green	Review feedback from consultation to revised designs as necessary	< 12 months	GS	JB	Open
0018	01/03/2019		City Centre Loop	Air Quality Impacts	Legal	There is a risk that the current scheme will not achieve the required air quality improvement	d	3	Green	The Transport Team will work with their own Traffic Modelling Consultants and the Council's Air Quality Team and associated Consultants to ensure that the necessary air quality impact is achieved as part of the scheme. The current designs will be modelled on an Air Quality model and fed into the current modelling work carried out by RICARDO and Mott MacDonald.	d	4	Green	Review of results from local modelling with modelling work undertaken as part of the feasibility study, and include results of local modelling in FBC as necessary.	< 3 months	JB	JB	Open
0019	01/03/2019		City Centre Loop	Historical Environment Around Cardiff Castle	Legal	Cadw requirements: Due to listed structures in and around the Castle area. There is a risk to the design altering fundamentally, having a detrimental effect on the bus network.	d	3	Green	Meeting with conservation planning officer to discuss Cadw requirements	d	4	Green	Ensure advice from conservation officer is sufficient and meets any requirements of CADW.	< 12 months	GS	JB	Open
0020	01/03/2019		City Centre Loop	Presence of heavily contaminated soils/ materials	Financial	Potential risk of existing material under current carriageway and footway could be contaminated. Additional cost could be associated with excavation and disposal	c	1	Red/Amber	Undertake site investigation sampling to establish the current makeup of the carriageway to assess disposal costs.	d	4	Green	Investigation will enable robust assessment on contamination to allow appropriate disposal/ reuse options to be developed.	< 12 months	GS	JB	Open
0021	01/03/2019		City Centre Loop	Ground Conditions:	Financial	West Gate Street has poor existing ground conditions, with this in mind there is a potential risk that the existing ground conditions for Castle Street and Wood Street could be in a poor state and additional carriageway make up may be required	c	2	Red/Amber	Undertake site investigation sampling to assess the current makeup of the carriageway to assess any additional costs	d	3	Green	Investigation will enable robust assessment of material to enable accurate assessment of any additional make up costs.	< 12 months	GS	JB	Open
0022	01/03/2019		City Centre Loop	Statutory Undertakers/ Supplies	Health & Safety	Due to the location of the site, there is a high volume of statutory undertakers equipment present in the footways and carriageway. Potential risk of the proposal clashing with existing services causing possible diversions	c	2	Red/Amber	A radar survey has been undertaken for Wood Street, and a radar survey has been commissioned for Castle Street. Check the proposal against the radar survey to reduce possible conflicts	d	2	Amber/Green	Review results of radar services and ensure detailed and accurate service plans available	< 6 months	GS	JB	Open
0023	01/03/2019		City Centre Loop	Impact of Construction on Surrounding stakeholders	Communication	Due to the number of surrounding stakeholders i.e. Principality Stadium, Cardiff Castle, Carparks. Access will be required to be maintained throughout the construction period to limit any financial losses on the stakeholders	d	3	Green	Contractor to supply a detailed Construction Phase plan for undertaking the works. Contractor to attend stakeholder meetings to understand stakeholder requirements	d	2	Amber/Green	Agreement of Construction Phase Plan	No Time Period	Contractor	GS/JB	Open
0024	01/03/2019		City Centre Loop	Impact of Construction on Existing and Future Developments	Quality	A number of developments are due to be in construction or starting construction during the construction phase. Potential conflict between the Principal Contractor and development Contractor	d	1	Amber/Green	Project Manager to obtain any details of future development, or current developments and pass on to the contractor to enable them to liaise with.	d	4	Green	Contractor to undertake appropriate liaison during works,	No Time Period	Contractor	GS/JB	open
0025	01/03/2019		City Centre Loop	<b>Impacts to Highway Network.</b>	Timescale	Due to the location of the scheme it is vital that the highway network remains unrestricted during peak times of the day	d	4	Green	The working restrictions will be set out in the contract, the contractor will have to work within the set working restrictions	d	4	Green	ensure contractor works to required restrictions.	No Time Period	GS	JB	open
0026	01/03/2019		General Issues	Government led variation	Timescale	Legislative - a change in the underlying requirements from Government - this could be led by additional court cases brought by environmental pressure groups resulting in more stringent AQ targets	d	3	Green	Continue with regular bi monthly meetings with WG to ensure that any such issues are informed at the earliest stage. Ensure adequate financial contingency is available.	d	4	Green	Meetings scheduled up to and beyond end of June	< 12 months	JB	JB	open

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0027	01/03/2019		General Issues	Failure to communicate the benefits and impacts of the plan following its introduction	Communication	Insufficient resources to deliver effective communication campaign	d	2	Amber/Green	Comprehensive communications strategy has been developed to ensure appropriate engagement with key stakeholders including local businesses, the public and the media. Comms team have been engaged to develop and deliver strategy	d	4	Green	Review communication strategy after Phase 1 of comms.	< 1 month	ILD	JB	open
0028	01/03/2019		General Issues	Cardiff Council is at risk of objections of the preferred option which could delay the production of the FBC	Legal	NO2 reductions not achieved, the Council is at risk of fines and other legal challenges related to failure to comply with the AQ directive, and failure to deliver Final Plan by 30th June	c	2	Red/Amber	A stakeholder engagement exercise has been developed to inform key stakeholders such as bus companies, taxi forum, cycling groups and the wider public in general.	d	3	Green	Feedback from consultation will be used to inform/ refine the preferred option in the FBC.	< 3 months	ILD/JB	JB	Open
0029	01/03/2019		General Issues	Loss of critical staff resource	Resource	Loss of momentum on delivering Final Plan	d	4	Green	Delivery of Air Quality Plan is a high priority for the Council, and resource will be made available should key current staff no longer be available.	d	4	Green	Review project resources as necessary	< 6 months	AG	JB	Open
0030	01/03/2019		General Issues	OBC and preferred option rejected by Welsh Government	Financial	Failure to agree preferred option and obtain sufficient funding to implement.	d	2	Amber/Green	Close Collaboration between Cardiff Council and Air Quality Branch at WG has helped to identify such risks. Feedback from Welsh Government has been instrumental in CC developing the OBC	d	3	Green	Continued dialogue and collaboration with Air Quality Branch and Minster at WG>	< 6 months	JB	JB	Open