

Appendix B

PTE Directorate Risk Register

(Q2 23/24)

Appendix B - Key Directorate Risks:

Ref:	Risk Description:	Potential Consequence:	Inherent Risk Rating:	Current Mitigated Risk Rating:	Target Risk Rating:	Target Date:	Current Controls at Q2:	Proposed Management Actions at Q2:	Key indicators
PTE 32	<p>HIGHWAYS STRUCTURES</p> <p>Risk: Risk of collapse of major highways bridges and structures Risk of deterioration of glued segmental structures</p>	<p>Consequence: Health & Safety /Reputational/ Legal/ Financial/ Service Delivery/ Strategic Failure/ Collapse of a bridge structure would result in catastrophic loss of life/ injury and have major impact in terms of disruption, service delivery and reputation, as well as major financial and legal implications Deterioration of glued segmental structures, if identified, would have major financial and strategic implications</p>	D1 = LIKELY/ MAJOR	E1 = VERY UNLIKELY/ MAJOR	E1 = VERY UNLIKELY/ MAJOR	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - E1 = VERY UNLIKELY/ MAJOR</p> <p>Monitoring & Review</p> <ul style="list-style-type: none"> All Highways structures & bridges monitored/ maintained through scheduled inspection regime/ related scheduled key element replacement e.g. joints Weight restrictions instated where necessary to mitigate any risk prior to works being undertaken Specialist invasive inspections undertaken to determine condition of structures built using glued segmental construction methods (e.g. leckwith/butetown viaduct) to test for deterioration - this is now a non approved construction method. Likelihood of structural failure/ deterioration is low, however the impact, should it happen, would be major Results from the first specialist & comprehensive inspection of Leckwith/ Butetown viaduct have been reviewed and no concerns were raised. <p>Funding</p> <ul style="list-style-type: none"> Annual sums capital allocation utilised to implement works/ recommendations which come out of principal inspections - 5 year programme is in place to manage priority works One off pressure bids submitted for additional funding when necessary, due to scale & cost should major works be required e.g. Millennium Walkway. Capital Programme allocation 23/24 onwards reprofiled in line with projected spend profile of new 5 year programme of priority works 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - E1 = VERY UNLIKELY/ MAJOR</p> <p>Monitoring & Review</p> <ul style="list-style-type: none"> Continue with current controls Further specialist invasive inspections required for all glued segmental structures of same design to ensure structural integrity remains - future actions to be determined by results of inspections - Risk will remain until inspections of all type structures is completed – 2/3 years Works are progressing on key structures such as A48 Rhymney River bridge working with specialist consultants and bat related restrictions. Target date for structural improvement works 2023/24. Specialist inspections ongoing - any concerns to be escalated, however none to date <p>Funding</p> <ul style="list-style-type: none"> One off pressure bids to be submitted for additional funding as/ when required Capital Programme for 23/24 - carryover schemes from 22/23 ongoing on site, with planned new works to be finalised Q2/Q3 23/24 Escalation to SMT - briefing note to be prepared capturing key points to facilitate discussion 	- scheduled principal inspections
PTE 43	<p>City Centre Transport Improvements incl delivery of supporting highway improvements for new Central Transport Interchange & the delivery of Segregated Cycleways</p> <p>Risk: Network Impact</p>	<p>Consequence: - Negative impact on the traffic network - Impact on bus services and journey time - Impact on Taxi Rank Space (during construction)</p>	A1 = VERY LIKELY/ MAJOR	B3 = LIKELY/ MODERATE	D3 = UNLIKELY/ MODERATE	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - REDUCED FROM A3 = VERY LIKELY/ MODERATE TO B3 = LIKELY/ MODERATE AS SOME SCHEMES ARE AT/ COMING TO END OF CONSTRUCTION PHASE, REDUCING NETWORK IMPACT SLIGHTLY</p> <p>Bus Operator Engagement</p> <ul style="list-style-type: none"> regular contact with bus operators to share construction phasing plans and identify issues on the network <p>Internal Network Review Group</p> <ul style="list-style-type: none"> Internal group of officers set up to monitor the network impacts <p>Programme of Enabling and Mitigation Works</p> <ul style="list-style-type: none"> A series of projects purposely set up to support and enable key strategic transport scheme. Ad-hoc projects and network changes to directly tackle network impacts as and when they occur <p>Monitoring & On Site Staff Presence</p> <ul style="list-style-type: none"> Regular traffic monitor via UTC Control Room, automatic and manual counting of junctions and links Staff presence on site and deployment to hot spot areas where required 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE</p> <p>Funding</p> <ul style="list-style-type: none"> work with Finance and corporate finance to identify internal budgets to be used to pay for controls Seek further funding e.g. external where possible/ opportunity allows <p>Resource</p> <ul style="list-style-type: none"> Approve extra staff resource to supplement and support the Transportation Programme Team - funding secured, recruitment in progress ongoing monitoring and review, especially in relation to programme delays resulting in extension of contract duration and prolonged network disruption - target reduction date pushed back in line with extended programme of schemes currently on site. 	<p>Continual monitoring of transport network via UTC Control Room and Monitoring Equipment installed as part of SMART Corridor Project</p> <p>Regular engagement with Bus Operators to gauge journey time impacts and identify issue hot spots</p> <p>Number of public complaints</p> <p>Visual on-the-ground checks by staff</p>
PTE 45	<p>Commuted Maintenance Sums (CMS)</p> <p>Risk: failure to meet statutory maintenance obligations due to lack of investment in new assets and their future management requirements</p>	<p>Consequence: Health & Safety /Reputational/ Legal/ Financial/ Service Delivery/ Strategic</p>	B2 = LIKELY/ SIGNIFICANT	C2 = POSSIBLE/ SIGNIFICANT	D3 = UNLIKELY/ MODERATE	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C2 = POSSIBLE/ SIGNIFICANT</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Review of assets undertaken - where necessary lesser assets have been shut down and/or removed Revenue implications of major capital schemes raised as a risk at Major Projects meetings with Corporate Finance Information submitted as part of annual capital bid process to feed into MTFP (currently £125K indicative allocation in 23/24 & 24/25) Cabinet approval achieved to ensure that future maintenance of SuDS will be through developer supplied commuted maintenance sums (CMS) and the management/ maintenance undertaken in-house <p>Background</p> <p><i>Cardiff Council has a statutory requirement to ensure its owned assets remain in a reasonable condition, are suitable for intended use and do not present any form of danger. It has become increasingly difficult to maintain existing highway assets in a reasonable condition within current budget allocations, in some instances lesser assets have been shut down and/or removed. That option is not available for key assets such as roads, footways, drainage systems, traffic signals, street lighting etc. To align to Welsh Government and Council ambitions, internally funded development, the demand for improved active and sustainable transport infrastructure, and legislation such as that around sustainable drainage, the revenue budgets must also be aligned to future demands.</i></p> <p><i>As Cardiff Council continue to be successful in obtaining grants to build new infrastructure, it is clear from the grant provider, that it does not fund ongoing maintenance. Also, when Cardiff Council undertake redevelopments such as Central Square with high end materials, Intelligent Transport Systems (ITS), lighting and drainage systems, no increased maintenance budgets are provided.</i></p>	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE</p> <p>It is imperative, should Cardiff Council continue to develop at its current rate, and to be able to maintain the current deteriorating assets in a reasonable condition, an increase to maintenance revenue budgets is required, potentially in the form of commuted maintenance sums (CMS).</p> <p>Funding</p> <ul style="list-style-type: none"> Continue to liaise with corporate finance as part of the 24/25 budget setting process - outcome Feb 2024 Further Review/ assessment to be undertaken for the MTFP to determine impact of Capital Schemes & future maintenance requirements (high end materials & related assets) The Highway Asset Management Plan HAMP was presented to Cabinet in May 2023. The HAMP highlights the gap between current funding and steady state and requests the Council to consider additional funding options for future years to mitigate the cost increases and asset deterioration. There is a specific section on revenue funding and future needs within the HAMP - the approval of the HAMP will help to highlight pressures and support funding bids going forward 	<p>- condition related data</p> <p>- continued asset mgmt/ appraisal</p> <p>- complaints/dissatisfaction of stakeholders</p> <p>- success of pressure bids (internal & external)</p>

Ref:	Risk Description:	Potential Consequence:	Inherent Risk Rating:	Current Mitigated Risk Rating:	Target Risk Rating:	Target Date:	Current Controls at Q2:	Proposed Management Actions at Q2:	Key Indicators
PTE 10	<p>Transport Improvements incl City Centre, Cycleways & Active Travel and Bus Corridors:</p> <p>Risk: Lack of funding to deliver the improvements needed</p>	<p>Consequence:</p> <ul style="list-style-type: none"> - Failure to achieve the Stronger, Fairer, Greener Corporate Plan objectives - Failure to achieve air quality improvement target resulting in continued poor health impacts - City Centre Master Plan proposals - There is a risk that funding may not become available in time to enable bus priority and public realm works on Westgate Street to be progressed in time to coincide with completion of new Central Transport Interchange resulting in less effective impact on public transport - Failure to maximise mode shift from private car to public transport to achieve the 50:50 modal split target of the Local Development Plan 	A1 = VERY LIKELY/ MAJOR	C2 = POSSIBLE/ SIGNIFICANT	D3 = UNLIKELY/ MODERATE	Q1 24/25 (outcome of grant funding bids for 24/25)	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C2 = POSSIBLE/ SIGNIFICANT</p> <p>Funding</p> <ul style="list-style-type: none"> • Robust business cases prepared using WelTAG 2017 Welsh Government Guidance for the phasing of improvements to the City Centre to support funding bids • Annual funding bids to Welsh Government and Region submitted/G continue - residual risk may increase at Q4 subject to the outcome • GCF funding secured for Enabling/ mitigation works and matchfunding • In-Year funding bids submitted when opportunity arises for additional funding <p>Programme - Progress & Development</p> <p>City Centre:</p> <ul style="list-style-type: none"> - Central Square scheme completion end March 22/23 with some additional costs incurred - Southern Interchange under construction, carryover scheme from 22/23 - scheme costs have significantly increased due to road condition - Other areas Weltag, modelling & design - limited works able to progress due to increase in Southern Interchange costs impacting budget - CC East Ph1 (incl canal) construction ongoing - anticipated completion now Jan 2024 - costs have increased considerably on the scheme due to various factors, currently leaving a significant funding shortfall, hence the change of the risk rating from D1 (unlikely / major) to C2 (possible/ significant). PTE Finance have worked to mitigate this as far as possible but further work is required to manage the shortfall going forward, and to scheme completion. - Castle Street - still awaiting AQ funding confirmation from WG <p>Cycleways & Active Travel:</p> <ul style="list-style-type: none"> - CW1.2 completed - Roath Park Cycleway tendered for Ph3 construction - Part funding award for CW2 Newport Rd - scheme programme currently being reprofiled in line with reduced allocation - AT15 Sanatorium Rd tendered for construction - Complete programme of Active Travel improvements being delivered under ATF Core grant <p>Bus Corridors:</p>	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE</p> <p>Funding</p> <ul style="list-style-type: none"> • Continue transport appraisal process to secure funding • Continue to work with City Region to secure City Deal funding • Seek funding contributions from Welsh Water for SUD's improvements • Secure GCF match funding - bids submitted for 23/24 onwards - awaiting outcome Jan/ Feb 2024 • Timely and regular progress updates from external PM's/ QS's to be provided to PTE Finance - Monthly Reports to be provided, and any significant change in scheme forecast to be flagged immediately, to ensure budgets can be managed effectively and any funding issues mitigated as early as possible • Internal process to be more structured, with project information saved in one location and accessible to all relevant officers (Project Delivery and Finance) - commenced - will be a phased approach with ongoing review • Further funding options to be explored to cover shortfall in Eastside scheme, including realignment of existing directorate capital budgets • Additional grant funding claims to WG submitted re 22/23 - still awaiting outcome which will impact current year position significantly subject to result • Continue to secure £106 funding through strategic developments in the Local Development Plan - ongoing • Review future rollout of SMART Corridors from pilot scheme outcomes <p>Programme - Progress & Development</p> <ul style="list-style-type: none"> • Further detailed modelling and impact assessment ongoing • Continued stakeholder engagement - ongoing • Continue detailed design for all schemes - ongoing • Ongoing financial monitoring and management of funding. • Review resources(FTE/ type/ grade/ cost etc) necessary to deliver the programme over the next few years - recruitment programme ongoing. • Re-programming required due to COVID19 impact - ongoing 	<p>Amount of WG grant bid for/ received</p> <p>Amount of GCF bid for/ received</p> <p>No. & Value of S.106 and other contributions</p>
PTE 21	<p>Delivery of Financial Savings targets (current & future) & monitoring of revenue expenditure:</p> <p>Risk:</p> <ul style="list-style-type: none"> - Unachieved savings from previous & current years having a detrimental impact on financial position - 'Invest to save' schemes not meeting savings targets or not being delivered on time - Unfunded / unforeseen financial pressures - Potential shortfall against income targets - Revenue implications of capital schemes 	<p>Consequence:</p> <ul style="list-style-type: none"> - Continued financial overspend. - One off mitigation rather than recurring financial plan. 	B2 = LIKELY/ SIGNIFICANT	C2 = POSSIBLE/ SIGNIFICANT	C3 = POSSIBLE/ MODERATE	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C2 = POSSIBLE/ SIGNIFICANT</p> <p>EOY 22/23 - Mth12 the Directorate reported a balanced position following the transfer of some budgets to reserves for future investment and resilience.</p> <p>Savings</p> <ul style="list-style-type: none"> • Savings model accounts for and mitigates unachievable savings to ensure realistic savings plan • Finance Officers work closely with accountants to ensure that savings are identified and appropriately allocated • Closely monitoring - highlighting potential shortfalls - in process of identifying mitigations • Working with Cabinet Members and providing good evidence/ support through associated reports <p>Invest to Save</p> <ul style="list-style-type: none"> • Monthly monitoring & reporting of 'Invest to Save' schemes: - scheme delivery progress - highlighting potential delays which will impact completion date and payback/ savings - income generation - highlighting any anticipated shortfall/ delay in income and identify any mitigation <p>Emerging Financial Pressures</p> <ul style="list-style-type: none"> • Monthly monitoring with Team leaders and OMs to ensure all financial pressures are highlighted as soon as understood & known • Unforeseen/ unfunded costs flagged to Corporate Finance and impact on financial position - corrective action to mitigate where possible • Working closely with Corporate Finance to ensure appropriate Covid 19 costs are identified <p>Income</p> <ul style="list-style-type: none"> • Monthly monitoring with Team leaders and OMs to ensure all income shortfall issues are highlighted as soon as understood & known • Analysis/ modelling undertaken to try to understand trends and project future patterns • Projected shortfall & reasons flagged to Corporate Finance to ensure appropriate Covid 19 costs are identified <p>Capital schemes</p> <ul style="list-style-type: none"> • Revenue implications of major capital schemes raised as a risk at Major Projects meetings with Corporate Finance e.g: <ul style="list-style-type: none"> - maintenance - materials spec of high end products - cleansing - new equipment required to service cycle lanes - staff resources - increased staff required to deliver cabinet objectives (Stronger, Fairer, Greener) • Information submitted as part of capital bid process to feed into MTFP (currently £125K allocated in 23/24 & 24/25) 	<p>Monitoring & Mitigation</p> <ul style="list-style-type: none"> • Continue to identify the financial impact of Covid 19 and the new norm, understanding current and predicting future trends to support the recovery strategy - ongoing (Increased costs/reduced income) • Monthly monitoring & reporting - ongoing • Winter Maintenance – insufficient funds to fund existing programme, impact of 20mph • Identification of ageing fleet and replacement cost – review with CTS • Energy Inflation - Rate higher than budget allocation -Discussions with budget strategy ongoing • Residential Parking - Review and clarify activity and position 24/25 (in line with proposed price increase) <p>The Directorate is currently identifying ongoing pressures identified above, the Directorate is developing a plan to potentially mitigate shortfalls.</p> <p>Invest to Save</p> <ul style="list-style-type: none"> • As raised in CEX Budget Challenge meeting - Energy projects need to have remedies put in place so savings start to be achieved (Radyr/ Weir & Solar farm) - Action for consideration: <ul style="list-style-type: none"> - Should operational delivery of energy projects sit in PTE or within FM/ Estates? Discussions ongoing - AG/GH to lead discussions - Q4 2023/24. <p>The energy manager has worked with partners to provide forecast trading position for all schemes. These have been discussed and reviewed with Corporate Finance - review ongoing.</p> <p>Revenue Implications of Capital Schemes</p> <ul style="list-style-type: none"> • Ongoing Review of revenue implications for Highways maintenance/ Cleansing to better understand additional cost/ budget requirements to inform MTFP, to include; <ul style="list-style-type: none"> - Scheme - Type of specialist treatment e.g. granite, segregated cycle lanes, SUDs - Construction completion date - Maintenance start date - Anything else deemed pertinent <p>Meetings are ongoing as scheme programme & detail develops -</p> <ul style="list-style-type: none"> • S.106 - review and alignment of spend profile with delivery programme to be undertaken as soon as resource allows - aim 23/24, with new management process to be implemented in 23/24 • Review of contracts to be undertaken to ensure no maintenance costs are included as part of the capital works - ongoing 	<p>- Directorate Financial Position</p> <p>- Improvement against previous years unachieved savings target</p> <p>- Implementation of audit recommendations</p>
PTE 37	<p>Global Economic Issues (i.e. BREXIT/ COVID/ UKRAINE/ INFLATION etc)</p> <p>Risk:</p> <ul style="list-style-type: none"> - adverse impact on supply chain/ suppliers, and specifically increasing financial pressures from rising product/ service costs and contract values, creating difficulties in delivering services and schemes to budget 	<p>Consequence:</p> <p>Service Delivery</p> <ul style="list-style-type: none"> - inability/delays in getting supplies, parts & equipment - increased breakdown/ downtime of equipment <p>Financial</p> <ul style="list-style-type: none"> - increased supplier/ import costs - Reduction in income from fees & charges - Reduction in grant funding - Increase in costs (e.g. due to market changes / import taxes) <p>Strategic/ Reputational</p> <ul style="list-style-type: none"> - reputational consequence with citizens and key stakeholders 	B2 = LIKELY/ SIGNIFICANT	C2 = POSSIBLE/ SIGNIFICANT	D3 = UNLIKELY/ MODERATE	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ SIGNIFICANT</p> <p>Review & assurance</p> <ul style="list-style-type: none"> • Reviews undertaken by all areas of directorate to determine key suppliers and any potential issues • Assurance sought from identified suppliers where any potential risk • Mitigation actioned where necessary/ possible i.e. sourced alternative suppliers/ stock piling • Work with procurement to find local/ alternative suppliers wherever necessary <p>Monitoring & Reporting</p> <ul style="list-style-type: none"> • Ongoing monitoring & review of expenditure and income • Working with Corporate Finance to forecast/ manage / mitigate any income shortfall/ increased costs • All issues reported and managed via DRR and associated escalation process, as necessary • An element of additional recurring funding received for 23/24, reducing risk and impact of Global economic factors, but financial pressures e.g. contract prices are still significant, hence risk remains 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE</p> <p>Review & Assurance</p> <ul style="list-style-type: none"> • Ongoing monitoring & review of expenditure and income • Ongoing work with Corporate Finance to forecast/ manage / mitigate any income shortfall/ increased costs <p>Reporting</p> <ul style="list-style-type: none"> • Any emerging issues to be reported and managed via DRR and associated escalation process, as necessary • WG Capital Grants - reduced amount of funding awarded in 23/24, with potential for further reduction in-year (tbc) <ul style="list-style-type: none"> - increased tender estimates/ contract award values to be notified to WG for approval where necessary - reprofiling of schemes/ grant programme where necessary to keep within budget restrictions or see what can be pushed back to 24/25 where not already committed - reduction on grant/ changes in scheme programme will directly impact revenue position in terms of income (capital recharges and design fees) - this will need to be closely monitored and mitigated where possible 	<p>- Directorate Financial Position</p> <p>- Programme delays</p> <p>- Increased rates/ contracts</p> <p>- Grant Reporting</p>

Ref:	Risk Description:	Potential Consequence:	Inherent Risk Rating:	Current Mitigated Risk Rating:	Target Risk Rating:	Target Date:	Current Controls at Q2:	Proposed Management Actions at Q2:	Key Indicators
PTE 15	<p>Metro:</p> <p>Risk:</p> <ul style="list-style-type: none"> - risk of the specification for the Metro within the Wales & Borders Rail Franchise not accounting for the full scope of improvements needed to support improved rail, light rail or tram services and access in Cardiff. 	<p>Consequence:</p> <ul style="list-style-type: none"> - Significant risk of not achieving the step change in how people commute and travel around the city as envisaged by the Capital Ambition - Significant risk of not maximising mode shift from private car to public transport to help achieve the 50-50 modal split target of the Local Development Plan 2006-2026 and the Transport Vision to 2030 of Cardiff's Transport White Paper (25% car and 75% sustainable travel for Journeys to work). 	A1 = VERY LIKELY/ MAJOR	D1 = UNLIKELY/ MAJOR	E1 = VERY UNLIKELY/ MAJOR	<p>Phased reduction target (will not see a significant reduction for 3 years)</p> <p>E1 = 27/28 E2 = 28/29 E3 = 29/30</p>	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - D1 = UNLIKELY/ MAJOR</p> <p>Governance</p> <ul style="list-style-type: none"> • Close liaison with senior officers in the Welsh Government (WG), Transport for Wales (TfW) and Local Authorities (LA's) in the Region • Working relationships with the Cardiff Capital Region City Deal, TfW and WG have progressed, enabling agreement on investments in the Central Interchange Transport Hub (Opening Summer 2023) and Central Station. • Strategic Programme Board established with associated working groups - for governance and working relationships with City Deal Partners, WG, TfW and appointed Franchise contractor Keolis Amey. • Overarching business case for the Metro, including the Cardiff Core Metro/Cross-rail, is being developed • Continued engagement with non-statutory Cardiff City Region Transport Authority as part of the City Deal at Member and Officer levels. • Working groups with TfW and TfW Rail have been established to progress the preparation of business cases for improvements to stations, new stations and line extensions in Cardiff. • Cardiff Council provided input and endorsement of South East Wales Transport Commission recommendations to WG for greater investment in sustainable travel including Cardiff Cross-Rail/Core Metro network extensions and new train stations. The Burns Delivery Unit is now progressing the study work towards delivery of the recommendations. • Working arrangements to progress improvements at stations have also been established and further study work is progressing by TfW and Burns Delivery Unit on new stations between Cardiff and Newport following funding allocation of £2.5m from the Department for Transport <p>Current Study Work in Progress</p> <ul style="list-style-type: none"> • Successful £50m Levelling up UK Government funding for first phase of Crossrail from Cardiff Central to Cardiff Bay supported by £50m match funding from the Welsh Government in January 2023. • North West Corridor Phase 1 Stage 2 WellTAG • Cardiff Crossrail Technical Feasibility Studies including Western Junction • Cardiff Central to Cardiff Bay is in concept design phase. • Cardiff to Newport corridor WellTAG Stage 2 concept design phase progressing. • Cardiff Metro Master Planning/Option Development for Cardiff Bay/Roath Dock • Newport Road Station Study commissioned by the WG Burns Delivery Unit. • Metro Enhancement Framework WellTAG studies between Cardiff and neighbouring Local Authorities. • Cardiff Parkway in St Mellons call-in currently being determined by Welsh Government. 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - E3 = VERY UNLIKELY/ MODERATE</p> <p>Governance</p> <ul style="list-style-type: none"> • Strategic Programme Board Meetings ongoing - Cardiff Metro Steering Group Meetings ongoing. • Core Valley Lines Transformation and Metro Central Development Programmes ongoing. • The Burns Delivery Unit and The Cardiff Capital Region (CCR) Metro Programmes ongoing. • Improvements to the South Wales Mainline Programme ongoing. <p>Planned Study work</p> <ul style="list-style-type: none"> • Further extensions as part of the Core Metro/Cross-rail will involve further study work for the section Radyr to Coryton. Discussions with TfW and Velindre on future study work have been progressed. <p>At the appropriate time, the Council will need to support bids for funding to progress the Metro schemes. This will need to be reported to Cabinet taking into consideration the Cabinet Reports of Feb 2014 and June 2021. Key projects requiring funding include:</p> <ul style="list-style-type: none"> • Phase 1 Cardiff Crossrail City Centre to Cardiff Bay Metro by 2026; • Phase 2 southern section of Crossrail by 2028; • Phase 1 of Northwest Corridor by 2025; • New stations at Crwys Road, Butetown and Cardiff Parkway in St Mellons by 2024; • New stations at Velindre, Ely Mill, Roath Park, Gabalfa, Newport Road and Pierhead Street by 2025; • A Bus Strategy, including Park and Ride for Cardiff is being prepared for completion in Q3. • Phased implementation of sustainable transport improvements to the Eastern Corridor by 2030; • High-quality bus and cycling routes between Cardiff and Newport by 2025. • Integrated ticketing trial with TfW between Cardiff and Newport in 2023/24. • Mobility as a Service (MaaS) being progressed by TfW. 	<ul style="list-style-type: none"> - Agreement of governance and working arrangements - Agreement of a programme of Metro improvements
PTE 12	<p>Delivery of phased programme of well-maintained highway asset and public realm:</p> <p>Risk:</p> <ul style="list-style-type: none"> Investment levels do not meet steady state / improving asset levels. 	<p>Consequence:</p> <ul style="list-style-type: none"> - Asset continues to deteriorate placing a future financial, as well as reputational risk on the Council. 	B1 = VERY LIKELY/ SIGNIFICANT	C3 = POSSIBLE/ MODERATE	D3 = UNLIKELY/ MODERATE	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - REDUCED FROM C2 = POSSIBLE/ SIGNIFICANT TO C3 = POSSIBLE/ MODERATE DUE TO INCREASED INVESTMENT IN 23/24 (SUBJECT TO FUNDING RINGFENCED FOR PRIORITY SCHEMES ONLY) - RISK WILL INCREASE IF INVESTMENT DIPS IN 24/25</p> <p>Funding</p> <ul style="list-style-type: none"> • Funding pressure bids have been submitted to support longer term financial model to maintain steady state (capital & revenue/ FRM) • FRM Funding has not been allocated in 23/24, placing further pressure on existing budgets when considering the management of a deteriorating asset. • Future maintenance of City Centre/ Cycleway schemes flagged as part of MTFP - £125K in 23/24 & 24/25 currently allocated • The Highway Asset Management Plan HAMP 3 was approved by Cabinet in May 2023. The HAMP highlights the gap between current funding and steady state and requests the Council to consider additional funding options for future years to mitigate the cost increases and asset deterioration. • Additional £2M funding has been allocated in 23/24 towards Carriageway & Footway improvements as a result of the approved HAMP, as well as a cost pressure uplift due (one year only) due to increased contract prices (approx 56% increase experienced). • Will continue to liaise with corporate finance as part of the 24/25 budget setting process - outcome Feb 2024 • Invest to Save bid submitted for 24/25 for investment (over and above the normal cway allocation and outside of the HAMP) that would make future capital savings by prolonging the lifespan of specific roads using a specialist treatment, reducing the frequency required for resurfacing (lasts up to 3 times longer). This treatment can only be used on roads that are in a good condition on application, and would be targeted at specific high traffic A roads - awaiting bid outcome. <p>Programme & Monitoring</p> <ul style="list-style-type: none"> • Projects such as LED street lighting investment and infrastructure projects being delivered to improve the position. • A48 Barriers replacement and Eastern Ave Street Lighting & Cabling - design now progressing following procurement and covid delays • AMX asset management is in place for assets and information on assets is being collated so asset data and performance is held for informed decision-making, allowing investment in key areas. • Patching and Preventative Treatment programme is supporting the delay of investment in highways assets. However, this is not a replacement to steady state investment. • Ongoing programme of new C/way & F/way works being delivered within available budgets 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE</p> <p>Funding</p> <ul style="list-style-type: none"> • Ongoing review/ assessment to be undertaken re MTFP to determine impact of Capital Schemes & future maintenance requirements (high end materials & related assets) • Issue around Tree Cutting to be re-raised with Parks Services in Economic Development and Corporate Finance - Q3 23/24 <p>Programme & Monitoring</p> <ul style="list-style-type: none"> • Completion of any carryover schemes, plus Programme of new C/way & F/way works to be tendered. • A48 Barrier design to be completed and works tendered - due to complexities in the project and the potential requirement, due to available road space, to combine with the replacement street lighting project design has been delayed. Tender anticipated Q3 2023/24 • Eastern Ave S/L design to be completed and works to be tendered - as above - to be delivered in conjunction with the barrier scheme due to location of works - Q3 2023/24 • Ongoing work to continue looking at how Developments and projects can support improving highway assets 	<ul style="list-style-type: none"> - condition related data - continued asset mgmt/ appraisal - complaints/dissatisfaction of stakeholders
PTE 35	<p>SERVICE - Regulations on Sustainable Drainage Systems -</p> <p>Risk:</p> <ul style="list-style-type: none"> - Liability of Cardiff Council adopting new SuDS on approximately 9% of new developments per year. - Impact of new approval process on resource - management of maintenance of SuDS - Resource for managing approximately 270 SAB applications per year based on Planning data for last four years. 	<p>Consequence:</p> <p>Health & Safety /Reputational/ Legal/ Financial/ Service Delivery/ Strategic</p> <ul style="list-style-type: none"> - Authority open to injury claims if adopted SuDS are not maintained. - New area meaning contractor readiness is unproven. - New area meaning lack of procedural or legal precedence in place and open to challenge. 	C2 = POSSIBLE/ SIGNIFICANT	C3 = POSSIBLE/ MODERATE	D3 = UNLIKELY/ MODERATE	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE</p> <p>SuDS Adoption</p> <ul style="list-style-type: none"> • SuDS adoption process established in partnership with other Council departments and teams. • Senior managers in PTE have worked with Legal to define an approach to take forward to SMT and Cabinet in Qtr3 2021/22. - Cabinet report was submitted in November 2021. The requirement for commuted maintenance sums for future SuDS maintenance was approved as the approach to be taken for future qualifying developments. <p>Resource</p> <ul style="list-style-type: none"> • establish online application form with StarTraq system. • Capital Ambition Delivery Team supporting forecast of applications, digital support, fee structure and workshops to bring Council teams together in establishing new processes. • Recruitment of administrative and technical staff to manage workload. • Use of StarTraq as document management system. • Implemented Pre-application charging system. <p>Maintenance</p> <ul style="list-style-type: none"> • Working with insurance provider to ensure a robust maintenance regime that will mitigate the risk of any claims. • Cabinet approval achieved to ensure that future maintenance of SuDS will be through developer supplied commuted maintenance sums (CMS) and the management/ maintenance undertaken in-house 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE</p> <p>SuDS Adoption</p> <ul style="list-style-type: none"> • Develop robust Cardiff SuDS standards with strong health & safety principles - ongoing • Implement GIS tool for risk assessment of individual sites in line with the Welsh Government Standards - ongoing • Working with Legal to construct a formal adoption agreement - agreement to be completed Q1/2 2023/24 <p>Resource</p> <ul style="list-style-type: none"> • Development with Planning and Building Control of iDOCS system - long term strategy - ongoing • Impact of SAB legislation and related requirements on resource being reviewed - funding options being investigated & considered for additional support - ongoing • Additional resources into the SAB team being pursued due to increasing demand. Resource to include 1No.G8, G7 and 2No.G6 for inspection to include Coal Tips - ongoing but with limited success to date in the SAB Officer role, applications have not warranted interviews • Still unsuccessful in recruitment in Q4, Team Leader meeting with J6 team to look at options for role and grade review. Recruitment to continue into 2023/24 <p>Maintenance</p> <ul style="list-style-type: none"> • Develop robust SLAs and maintenance regime agreement for landscaping contract scenario - ongoing • Agreement for the mechanism and future maintenance responsibility of SuDS related to the legislative requirement of compulsory adoption • Once funding is at appropriate levels look to increase resource in the Operational teams to enable the maintenance of new SuDS features. 	<ul style="list-style-type: none"> - SAB applications processed and approved or declined within 7 weeks. - Phase 2 milestones agreed by Jan '19

Ref:	Risk Description:	Potential Consequence:	Inherent Risk Rating:	Current Mitigated Risk Rating:	Target Risk Rating:	Target Date:	Current Controls at Q2:	Proposed Management Actions at Q2:	Key Indicators
PTE 46	SUPPORTED BUS SERVICES Risk: Reduction in bus services in Cardiff as a result of a reduction in Welsh Government revenue funding support to bus operators.	Consequence: Reputational/ Legal/ Financial/ Service Delivery/ Strategic	C2 = POSSIBLE/SIGNIFICANT	C3 = POSSIBLE/MODERATE	D3 = UNLIKELY/MODERATE	Q4 23/24	RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE Mitigation: • BES3 ends on 24th July 2023. Bus Transition Fund (BTF) being made available in 2023/24 to continue supporting bus services as long as possible. Discussions ongoing with region. Shortfall in funding likely to limit how long the BTF can be supported in 2023. The WG has not made any funding commitment for 2024/25. • Letter sent to Ministers from the Cardiff City Region. • Reviewed existing FRM and BSSG supported services in preparation for 2023/24. • Liaised with corporate finance as part of the 23/24 budget setting process - outcome Feb 2023. • Work with the Welsh Government, Transport for Wales, Cardiff City Region and bus operators on revenue and capital funding, bus network design and bus infrastructure investment. • Assessment of local needs taking into consideration of the potential impact on the elderly, disabled, and people with mobility problems and School Transport. • Proposed promotion of bus use with bus operators, Welsh Government and Transport for Wales (funding and scope tbc). • Longer term supporting schemes to make bus use more convenient and attractive (e.g. ticketing, fare incentives, bus stop improvements, passenger information). • Working with TfW and Burns Delivery Unit on development of a travel App. Background <i>The Bus Emergency Scheme (BES3) funding from the Welsh Government has been extended to 24th July 2023. The funding beyond this end date is proposed to be supported to a lower level requiring a reduction or de-registering of some bus services. Bus patronage has only returned to 60-70% of pre-COVID19 levels and this remains the case as of the end of June 2023. The costs of operating bus services is increasing significantly due to external economic influences on fuel, supplies and labour. Bus operators may begin de-registering bus services or reducing their frequency later in the year in advance of the funding ending in order to meet the 56 day notification requirements or for business planning reasons. Local Authorities are required to secure the provision of appropriate services to meet public transport requirements where it is socially necessary to have a bus service and the bus operators will not run a bus commercially. Where appropriate, local authorities step in and subsidise a bus service or part of a bus service taking into consideration funds available in accordance with the Transport Act 1985. Any assessment needs to consider the impact bus services being withdrawn may have in particular on the elderly, disabled, and people with mobility</i>	TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE Support Cardiff City Region Bus Group, WLGA, bus operators and public transport interest groups with lobbying the Welsh Government for revenue and capital funding for supported bus services and improvements to bus infrastructure. Funding • Ongoing joint working with WG, TfW, Burns Delivery Unit and Region on infrastructure improvements. • Work with TfW and Burns Delivery Unit on integrated ticketing trial between Cardiff and Newport. • Collaboration with the Region and Bus Operators on the transition to reduced funding by the Welsh Government. • Preparation of the Bus Strategy in 2023/24 (including Park and Ride) for completion in Q3.	Level of revenue funding support from the Welsh Government for bus operators.
PTE 42	Workforce Planning Risk: Failure to recruit graduates, apprentices and trainees within the directorate, and lack of representation in respect of equalities & diversity	Consequence: Negative impacts on staff composition in relation to succession planning, skills, knowledge and experience, particularly in relation to promoting recruitment of younger people, or those from different and diverse backgrounds into the service to improve resilience	B3 = LIKELY/MODERATE	C3 = POSSIBLE/MODERATE	D3 = UNLIKELY/MODERATE	Q4 23/24	RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE Workforce Plan • Directorate and Team Workforce Action Plan developed • Directorate and Team target for recruiting Apprentices, Graduates and Trainees • Corporate support received for a number of apprentices within the directorate - work ongoing to identify other funding/ establishment opportunities to support creation of additional posts (25 posts targeted in addition to corporate supported ones) • All OMs confirmed feasible numbers of trainees and apprenticeships for their areas: - meeting with finance to discuss budget required to meet department target and how that might be met (w/c 24/01/2022) - 30 corporate funded posts available each year, OMs and PG working with HR to ensure bids submitted meet requirements to maximise opportunity for achieving corporate funding. The directorate applied for a number of corporate apprenticeship places. However high demand for funding across the Council has led to only a small number being funded this year. Review & Resource • HR support • Regular reviews at DMT • New OM (Sustainability Policy & Performance Manager) appointed in Q3 22/23, and review of risk undertaken in Q4 - Project now included in DDP for 23/24 • A directorate working group has been formed to develop the workforce planning plan.	TARGET RISK RATING AFTER ACTIONS BELOW - D3 = UNLIKELY/ MODERATE Workforce Plan • Priority action to be included in workforce action plan • Adhering to team targets for recruitment in posts (subject to available funding) • Any vacancies/new posts that become available will be considered for apprenticeships, trainees and Welsh speaker essential roles. • Identify & prioritise certain areas where there is the highest workforce planning risk e.g. operational • Self funded apprenticeships and trainees can be from outside of the Cardiff area - this will widen the audience for recruitment where we have struggled to get applicants when Cardiff only Review & Resource • Review of finances and other resources • Review of establishment to identify potential opportunities • Firming up mentoring requirements • Review of progress will be managed through DDP reporting • The directorate working group has connected with corporate equalities and diversity leads in the development of the project brief and is currently engaged with WLGA seeking funding to support the project - ongoing. • Research with managers has been undertaken and highlighted a number of constraints which are considered to affect recruitment & retention - this will be investigated to see how this can be addressed going forward.	Directorate DMT monitoring. Audit recommendation / Asset Management Action Plan. DDP
PTE 47	CCTV PARKING FINES Risk: Civil Parking Enforcement is not currently able to redact video footage that is stored and that may need to be shared as evidence from CCTV parking fines	Consequence: Reputational/ Legal/ Financial	B3 = LIKELY/MODERATE	C3 = POSSIBLE/MODERATE	D4 = UNLIKELY/MINOR	Q4 23/24	RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE Mitigation: • We do not capture anything not already in the public realm • We only share the footage when we need to • We only share the footage with the vehicle owner in question, it is not available publicly • We already redact photos therefore it is only the video footage that this would impact Background <i>The issue of video footage in relation to CCTV parking fines has been raised by Information Governance as we currently do not have the ability to redact images, when supplied as evidence of the parking breach & fine, to the vehicle owner in question.</i>	TARGET RISK RATING AFTER ACTIONS BELOW - D4 = UNLIKELY/ MINOR • Service to put a process in place to manage video footage that is stored • Service to explore options for mitigation, including the possibility of introducing redaction software - Risk is not significant as no new complaints received, however for best practise we are looking to improve our process. We are currently awaiting options and costs from our Moving Traffic camera supplier on redaction possibilities for all video clips.	No. of complaints received

Ref:	Risk Description:	Potential Consequence:	Inherent Risk Rating:	Current Mitigated Risk Rating:	Target Risk Rating:	Target Date:	Current Controls at Q2:	Proposed Management Actions at Q2:	Key indicators
NEW - PTE 48	<p>PASSENGER TRANSPORT</p> <p>Risk: contractor withdrawal from market, creating gap in availability of transport to undertake our statutory duty to provide transport.</p>	<p>Consequence:</p> <p>Reputational/ Legal/ Financial/ Service Delivery/ Strategic</p>	B3 = LIKELY/ MODERATE	C3 = POSSIBLE/ MODERATE	D4 = UNLIKELY/ MINOR	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Work with operators to explore infrastructure works that can reduce operating costs and increase bus use <p>Background</p> <p>Ongoing uncertainty over amount of available funding from Welsh Government together with driver shortages and increased operating costs have led to fewer operators in the market generally. This is less of a problem in Cardiff than in areas where the bus market is dominated by SMEs.</p>	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D4 = UNLIKELY/ MINOR</p> <ul style="list-style-type: none"> Service to explore possible solutions, including but not limited to; <ul style="list-style-type: none"> setting up own fleet and workforce to undertake the transport increase contract spend and budgets to attract contractors back into market to make it profitable to undertake contracts develop a robust business case outlining options and proposals 	NEW - TBC at Q3
NEW - PTE 49	<p>PASSENGER TRANSPORT</p> <p>Risk: Commercial Bus Services withdrawn when Welsh Government emergency funding finishes leaving thousands of pupils without transport options to get to their school, with no alternative companies having capacity to undertake additional contracts required</p>	<p>Consequence:</p> <p>Reputational/ Legal/ Financial/ Service Delivery/ Strategic</p>	B3 = LIKELY/ MODERATE	C3 = POSSIBLE/ MODERATE	D4 = UNLIKELY/ MINOR	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Increase in pupil season ticket rates for operators to increase operator income Work with operators to make timetables and routes more pupil friendly Continue to work with Region to lobby for increased levels of WG bus support funding <p>Background</p> <p>The continuing uncertainty over WG levels of bus funding, together with driver shortages and increased operating costs have led to operators reducing service frequencies and hours of operation, limiting the choice of transport options for some pupils In addition some operators have withdrawn from the market, limiting capacity and competition for contracts.</p>	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D4 = UNLIKELY/ MINOR</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Increase in pupil season ticket rates for operators to increase operator income - ongoing review Work with operators to make timetables and routes more pupil friendly - ongoing Continue to work with Region to lobby for increased levels of WG bus support funding - ongoing 	NEW - TBC at Q3
PTE 50	<p>PASSENGER TRANSPORT</p> <p>Risk: Increased costs as a result of the new contracts when the main bus and minibus contracts are re-tendered in 23/24.</p>	<p>Consequence:</p> <p>Reputational/ Legal/ Financial/ Service Delivery/ Strategic</p>	B3 = LIKELY/ MODERATE	C3 = POSSIBLE/ MODERATE	D4 = UNLIKELY/ MINOR	Q4 23/24	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - C3 = POSSIBLE/ MODERATE</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Routes have been rationalised to reduce the number of vehicles needed and walking route improvements are being examined Enabling more pupils to use service buses with season tickets, however fewer alternatives available <p>Background</p> <p>Costs prices may increase by as much as 35% as a result of the new contracts and we may have to apply for increased Budgets to cover the costs of the new contracts, this won't be known until mid to late July this year, and then the same the following year when we tender the main bus and minibus contracts.</p>	<p>TARGET RISK RATING AFTER ACTIONS BELOW - D4 = UNLIKELY/ MINOR</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Ongoing review of routes/ rationalisation to reduce the number of vehicles needed Engagement with Active Travel colleagues to review walking route improvements - ongoing review External fuding bids submitted where possible/ appropriate for walking/ cycling routes as alternative mode of getting to school 	NEW - TBC at Q3

Ref:	Risk Description:	Potential Consequence:	Inherent Risk Rating:	Current Mitigated Risk Rating:	Target Risk Rating:	Target Date:	Current Controls at Q2:	Proposed Management Actions at Q2:	Key indicators
PTE 31	<p>Intelligent Transport Systems (ITS)</p> <p>Risk: Deteriorating condition of Highways Electrical (Telematics) asset which is essential for the operational safety of the highway network and City Centre pedestrianised areas, including: - traffic signals - CCTV - LED VMS - RPS - North Rd Lane control System (tidal flow) - Bus RTI system - City Centre automatic rising bollards</p> <p>The risk also has a direct impact on other bodies/ stakeholders e.g. SW Police</p>	<p>Consequence: equipment/ system failure resulting in; Health & Safety - increased likelihood of accidents as a result of network failure Legal / Regulatory - potential breach of statutory obligations under the Highways Act and Traffic Mgt Act 2004 Reputational / Service Delivery/ Stakeholders Persistent failures of the asset will result in major reputational damage based on perception of public safety, resultant major road network congestion, reduction in CCTV coverage on the highway network and city centre pedestrianised areas and also the potential for possible risk to life and limb of catastrophic failure of the physical asset and safety critical control systems. This has a direct impact on other bodies/ stakeholders e.g. SW Police Financial - potential reactive realignment of budgets to cover emergency repairs Strategic - potential risk Corporate Plan/ Capital Ambition objectives</p>	B2 = LIKELY/ SIGNIFICANT	C3 = POSSIBLE/ MODERATE	E3 = VERY UNLIKELY/ MODERATE	Q1 24/25 (outcome of grant funding bids for 24/25)	<p>RESIDUAL RISK RATING AFTER CURRENT CONTROLS BELOW - REDUCED FROM B3 = LIKELY/ MODERATE TO C3 = POSSIBLE/ MODERATE DUE TO RTI FUNDING 23/24 & 24/25</p> <p>Maintenance & Obsolescence</p> <ul style="list-style-type: none"> Existing maintenance contracts in place to maintain existing asset (revenue budget) – renewal ongoing for various elements (Bollards, Traffic Signals/ITS) <ul style="list-style-type: none"> CCTV new awarded with cost increase <ul style="list-style-type: none"> 7 mth extension to ITS contract due to Covid 19 restrictions & necessity of business continuity - no significant cost increase New contract being developed and let, return/award anticipated early 2022. Due to specialist technical nature, these assets have limited lifespan (10-20 years), with parts not available off-the-shelf and requiring significant lead time for design, procurement and installation. Obsolescence has become increasing issue due to move from analogue to digital systems, and environmental issues/ new regulations. <p>Funding</p> <ul style="list-style-type: none"> Capital annual sums allocation in place to cover replacement/ renewal of obsolescence and major catastrophic failure of asset, however demand from ageing asset far exceeds available budget, which covers Electrical (Telematics) / Butetown Tunnel/ UTC Traffic Control Room – some additional funding secured in 21/22-25/26 capital programme following pressure bid Additional Capital Bid submitted for programme of replacement over next 5 years & matchfunding bid to WG submitted - consultation with WG to agree strategy has recommenced. N.B. without increased investment this risk is likely to increase in severity in future First two years of WG Transport Grant awarded for the programmed replacement of the Bus Real Time information system and displays (3 year programme). <p>Asset Review</p> <ul style="list-style-type: none"> Bus Real Time Information (RTI) system replacement is in progress. Scoping Report (Design) procured to determine exact specification requirements/ costs Integrated Mobility as a Service (Maas) phone travel app is in development by Transport for Wales funded by WG for phased implementation in 2023/24 alongside integrated ticketing trials. 	<p>TARGET RISK RATING AFTER ACTIONS BELOW - E3 = VERY UNLIKELY/ MODERATE</p> <p>Maintenance & Obsolescence</p> <ul style="list-style-type: none"> Continued maintenance - ongoing Monitoring of supply issues (availability/lead times) additionally impacted by Covid 19/ Brexit Squirrelling/ re-purposing of any spare parts following upgrades <p>Asset Review</p> <ul style="list-style-type: none"> Identify any assets which can be decommissioned/ removed and analyse risk of doing so - ongoing. Continue to improve asset register - ongoing. <p>Funding</p> <ul style="list-style-type: none"> Programme of replacing of RTI system (3 year programme) Seek ongoing funding for Northern Corridor Smart Corridor. Pressure bids for capital programme 22/23-26/27 subject to Cabinet approval. The identification of sources of reliable funding needed in order to finalise the scope of the ITS Strategy. The Road User Payment (RUP) scheme may provide an opportunity subject to funding and approvals. Development of phased business cases including potential funding sources for ITS asset improvements. 	<ul style="list-style-type: none"> condition related data continued asset mgt/ appraisal complaints/dissatisfaction of stakeholders success of funding bids (internal & external)