

City of London: Projects Procedure Corporate Risks Register

Project Name:	St Paul's gyratory phase 1	PM's overall risk rating:	Medium	CRP requested this gateway	£ 280,000	Average unmitigated risk	5.6	Open Risks	13
Unique project identifier:	113377	Total estimated cost (exc risk):	£ 14,711,440	Total CRP used to date	£ -	Average mitigated risk score	3.8	Closed Risks	3

General risk classification										Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	4	(1) Compliance/Regulatory	Successful challenge to a permanent traffic order or judicial review	Challenge on procedural or other grounds relating to the traffic order or scheme development process	Possible	Major	12	£100,000.00	N	B - Fairly Confident	Ensure that best practice is followed to mitigate against a successful challenge. Lessons have been learnt from judgements at Beech Street and Bishopsgate.	£0.00	Possible	Serious	£60,000.00	6	£0.00		07/12/2022	Gill Howard	George Wright		Engagement is on-going as the scheme is developed. On-going discussions with stakeholders indicate they share the project's ambitions. However, recent legal challenges mean the risk of challenge remains possible.
R2	4	(2) Financial	Additional survey data and/or monitoring is required; unforeseen utility costs	A project of this scale at such an early stage of design development may incur additional unforeseen fee costs as scheme development progresses for each element of the project: trial holes, basement surveys, utility costs traffic counts, additional staff time for TfL staff to assess design proposals etc.	Likely	Serious	8	£220,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	A level of data has already been collected and the current budget includes a sum for additional survey works and TfL staff fees that are anticipated.	£0.00	Likely	Serious	£170,000.00	8	£0.00		07/12/2022	Gill Howard	George Wright		The data currently held is considered robust. However, as the project progresses into detailed design, it is possible that additional data will be required. This is particularly pertinent as C3/C4 utility cost estimates are received. Note: 8/9/23: C3 estimate from BT Openreach over £2 million. 21/3/24: Openreach C4 estimate over £10 million.
R3	4	(8) Technology	Additional staff resource is required	As design development progresses there may be issues that are more technically challenging than first envisaged. As a result, the project may incur additional staff resources.	Possible	Minor	3	£60,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	An experienced team of project managers and highway engineers has been assembled. Project manager will keep staff expenditure under regular review but may consider external consultancy support for specialist areas such as SUDs.	£0.00	Possible	Minor	£50,000.00	3	£0.00		07/12/2022	Gill Howard	George Wright		
R4	4	(2) Financial	Compensation payment to TfL Buses	TfL Buses require compensation due to predicted longer journey times arising from new highway layout	Unlikely	Serious	4	£0.00	Y - for costed impact post-mitigation	B - Fairly Confident	Regular and on-going dialogue with TfL Buses to agree measures that will mitigate increases in bus journey times	£0.00	Unlikely	Serious	£0.00	4	£0.00		30/01/2023	Gill Howard	George Wright	08/09/2023	08/09/23: TfL Buses have approved all the proposed changes and have informally indicated that no compensation will be required.
R5	4	(4) Contractual/Partnership	Key stakeholder (s) do not endorse preferred option at concept stage, with regards to access for servicing, building users or changes to waiting and loading.	Delay to programme	Possible	Serious	6	£0.00	N	B - Fairly Confident	Maintain the on-going dialogue with stakeholders to ensure any issues are addressed satisfactorily.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30/01/2023	Gill Howard	George Wright		Meetings will continue to be held with stakeholders so dialogue is on-going. Option 1/1A has received a good level of support at recent public consultation.
R6	4	(3) Reputation	There is a potential that different elements of the scheme could impact negatively on some of the protected characteristics under the equalities act.	Reputational impact	Rare	Serious	2	£0.00	N	B - Fairly Confident	Engagement with various accessibility groups as the preferred option is progressed and consider identified issues.	£0.00	Rare	Serious	£0.00	2	£0.00		30/01/2023	Gill Howard	George Wright		Would impact on the ability to deliver the magnitude of change that members and the public are expecting to see if not managed well to design out identified issues.
R7	4	(2) Financial	Inaccurate or incomplete project estimates, including inflationary issues leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Unlikely	Serious	4	£0.00	N	B - Fairly Confident	Undertake regular cost reviews with the highways team as designs evolve (a costed risk for construction phase has included in the overall budget estimate).	£0.00	Rare	Minor	£0.00	1	£0.00		30/01/2023	Gill Howard	George Wright		A costed risk provision for the construction phase has been set aside in the overall budget estimates. However it does not cover the unfavorable estimates received from Openreach. 8/9/23: C3 estimate from Openreach. 5/12/23: Optioning for HVM for the new public space on-going. Provisional sum in overall budget. 21/3/24: C4 estimate from Openreach
R8	4	(4) Contractual/Partnership	TfL Buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Unlikely	Serious	4	£0.00	N	B - Fairly Confident	* Regular and on-going engagement with TfL buses in the design phases so they can consult internally * Design the measures to help minimise impacts on the bus network	£0.00	Unlikely	Minor	£0.00	2	£0.00		30/01/2023	Gill Howard	George Wright		Liason on-going.
R9	4	(3) Reputation	Relocation/rationalisation of coach parking.	Objections from key stakeholders due to reduced provision within project area.	Possible	Minor	3	£0.00	N	B - Fairly Confident	Monitor existing provision to determine current demand. Identify alternative locations for coach parking if demand warrants it.	£0.00	Possible	Minor	£0.00	3	£0.00		30/01/2023	Gill Howard	George Wright	05/12/2023	Surveys undertaken in March 2023 show that across the City there is sufficient coach parking provision. 08/09/23: Further surveys undertaken in July 23 show there is sufficient coach parking provision (if Tower Hill coach park is taken into account). Additional on-street locations have been identified. Will now be picked up as part of the strategy review into the future of on and off-street coach parking in the Square Mile.

R10	4	(3) Reputation	Highway layout changes necessitate changes to routes to Bart's Hospital	Objections from a key stakeholder due to concerns about impact on blue light response times	Possible	Serious	6	£0.00	N	B – Fairly Confident	Regular and ongoing liaison with Bart's hospital to provide re-assurance and explore mitigation measures where required.	£0.00	Unlikely	Minor	£0.00	2	£0.00	30/01/2023	Gill Howard	George Wright	8/9/23: Regular, ongoing dialogue with Bart's and the London Ambulance Service. Two-way working on Montague Street supported by Bart's. 5/12/23: Option 1A recommended. 29/2/24: Meeting held with London Ambulance Service (supportive of option 1A)
R11	4	(1) Compliance/Regulatory	Highway layout changes result in traffic increases on some streets	Concerns have been raised about additional traffic on Little Britain south	Possible	Serious	6	£0.00	N	B – Fairly Confident	Mitigation measures are proposed to reduce this risk.	£0.00	Unlikely	Minor	£0.00	2	£0.00	30/01/2023	Gill Howard	George Wright	05/12/2023 8/9/23: An additional option (1A) with two way working on Montague Street is included in the current public consultation. 5/12/23: Option 1A is proposed and this will include a Pedestrian & Cycle Zone (except access) on Little Britain south
R12	4	(1) Compliance/Regulatory	Delays to TfL approving the TMAN will delay the statutory process for the permanent Traffic Order	Delays to the TMAN approval if TfL have any concerns relating to the impact of a permanent scheme on the highway network	Possible	Serious	6	£0.00	N	B – Fairly Confident	Regular and ongoing liaison with TfL teams	£0.00	Possible	Minor	£0.00	3	£0.00	30/01/2023	Gill Howard	George Wright	On-going, regular liaison with TfL re. various TMAN approvals
R13	4	(3) Reputation	Contractor of 81 Newgate Street does not release highway back to the City on the agreed dates.	Delays in the construction of the project.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Regular meetings with the contractor of 81 Newgate St construction and fitting out contractor to ensure timely release of highway.	£0.00	Possible	Serious	£0.00	6	£0.00	30/09/2023	Gill Howard	George Wright	A construction phasing programme has been shared with the developer and HSBC. Meetings on-going with both.
R20	4	(3) Reputation	The stage 3 proposals for Greyfriars Square raise expectations that cannot be delivered	Computer generated images always present a set of proposals in the best possible light but the final design is dependent on the constraints of below ground utility being resolved; budget constraints; and the technical requirements of rain garden planting.	Possible	Serious	6	£0.00	N	B – Fairly Confident	It will be important that the messaging makes it clear that the proposed design is at RIBA stage 3 and the next stage of design work will deliver the final design that the City is confident can be built.	£0.00	Possible	Minor	£0.00	3	£0.00	23/03/2024	Gill Howard	George Wright	
R21	4	(2) Financial	Contract grown plants are wasted due to construction delays/project overruns.	Financial loss and cost increases as other plants will need to be sourced.	Possible	Serious	6	£0.00	N	B – Fairly Confident	The current programmed window for planting in the Greyfriars Square is Autumn 2026 to Spring 2027 which is considered realistic and achievable. If this window is missed some plants may be lost and will need to be replaced and a costed risk provision will be considered at Gateway 5.	£0.00	Possible	Serious	£0.00	6	£0.00	23/03/2024	Gill Howard	George Wright	
R22	4	(2) Financial	The nursery providing contract grown plants goes out of business.	Financial loss and cost increases as other plants will need to be sourced.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	The City would use established nurseries with a proven track record. Financial due diligence would form part of the procurement process.	£0.00	Unlikely	Serious	£0.00	4	£0.00	23/03/2024	Gill Howard	George Wright	
R23								£0.00				£0.00					£0.00				
R24								£0.00				£0.00					£0.00				
R25								£0.00				£0.00					£0.00				
R26								£0.00				£0.00					£0.00				
R27								£0.00				£0.00					£0.00				
R28								£0.00				£0.00					£0.00				
R29								£0.00				£0.00					£0.00				
R30								£0.00				£0.00					£0.00				
R31								£0.00				£0.00					£0.00				
R32								£0.00				£0.00					£0.00				
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