

City of London: Projects Procedure Corporate Risks Register

Project Name: **Beech Street Transport and Public Realm to G4**
 unique project identifier: **10847**

PM's Overall risk rating: **Medium**
 Lifetime total: **£ 15,000,000**

Costed risk provision requested: **£ -**

Average unmitigated risk: **5.1**
 Average mitigated: **2.2**

Open Risks: **17**
 Closed Risks: **0**

General risk classification										Mitigation actions					Ownership & Action					
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Risk score	Costed Impact (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification after mitigation	Impact Classification after mitigation	Costed impact after mitigation (£)	Mitigated Risk score	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	[1] Service Delivery/Performance	Streamlined TfL approves process for one-way experimental closure	Further staff and consultant costs may be required if planned engagement work with TfL NIST doesn't go to plan or if they change their requirements for the project.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* The project team meets with the Network Management and Network Impact Specialist teams every 4 weeks and will continue. Any change in course of discussion about the desktop based work will be worked through	£0.00	Unlikely	Minor	£0.00	2	04/06/2019		Aldo Strydom		
R2	[1] Service Delivery/Performance	One way experimental closure affects bus operations	Further staff and consultant costs may be required if planned engagement work with TfL bus operations team doesn't go to plan or if they change their requirements for the project.	Possible	Serious	6	£0.00	N	C – Uncomfortable	The project team are working with the traffic modellers to quantify and approximate what the bus delays could be using the strategic model data	£0.00	Possible	Minor	£0.00	3	21/06/2019		Aldo Strydom		
R3	[1] Service Delivery/Performance	Streamlined TfL approves for experimental two way interim scheme are not granted.	If Members chose to proceed with a two way traffic restriction as an interim scheme, there is a risk that TfL will not approve a TMAN due to unknown impacts as traffic modelling has not been undertaken.	Likely	Major	16	£0.00	N	B – Fairly Confident	Negotiations are ongoing between the Director and TfL Senior Management on the air quality benefits superseding the traffic impacts	£0.00	Possible	Major	£0.00	12	21/06/2019		Zahur Khan		
R4	[1] Service Delivery/Performance	Experimental two way closure affects bus operations	TfL may object and take action if the two way experimental scheme negatively affects bus operations	Likely	Major	16	£0.00	N	A – Very Confident	Negotiations are ongoing between the Director and TfL Senior Management on the air quality benefits superseding the traffic impacts	£0.00	Possible	Major	£0.00	12	21/06/2019		Zuhur Khan		
R5	[4] Legal/Statutory	Issues or delays in any required consents such as planning permissions, third party consents, TMO, TMAN, Permits, etc	If there was to be any delay in the arrival of any required consents, such as planning permissions, approval of the TMAN, TMOs, Permits, discharge of conditions, heritage, TfL etc; its likely the project may suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£0.00	N	B – Fairly Confident	* Regular meetings with TfL Network Performance and City Network Coordination teams to fully understand their consent requirements	£0.00	Possible	Minor	£0.00	3	04/06/2019		Aldo Strydom		
R6	[4] Legal/Statutory	An objection to the traffic order by a statutory authority	An objection in the consultation process from a neighbouring authority must be considered and could involve an enquiry	Possible	Major	12	£0.00	N	C – Uncomfortable	All indications are that neighbouring authorities are supportive of the initiative to improve air quality but there may be some issues with traffic reassignment which the project team will work with our neighbours to mitigate	£0.00	Unlikely	Serious	£0.00	4	21/06/2019		Aldo Strydom		
R7	[2] Financial	Traffic mitigation adds to scheme cost	It may be necessary to fund a traffic mitigation scheme on a parallel street outside the City boundary	Likely	Serious	8	£0.00	N	A – Very Confident	Work with neighbouring authority directly to agree a fair arrangement	£0.00	Likely	Minor	£0.00		04/06/2019		Aldo Strydom		

R8	[3] Reputation	The interim scheme is deemed unsuccessful and is removed	The organisations reputation is damaged if the experimental scheme has to be removed due to excessive traffic	Possible	Serious	6	£0.00	N	B – Fairly Confident	Regular engagement via the TL Network Performance team will enable required discussions to take place as required. The retention of the 153 bus has no air quality impacts on Beech Street	£0.00	Unlikely	Serious	£0.00	4	04/06/2019	Aldo Strydom		
R9	[4] Legal/ Statutory	Equalities act related issues, including EQIA.	More work may be required to deal with the arising issues from the planned EQIA or other aspects of the Equality Act, additional resources would be required to accommodate.	Rare	Serious	2	£0.00	N	B – Fairly Confident	Design measures and consideration of transport changes in the experimental and long term scheme	£0.00	Rare	Minor	£0.00	1	04/06/2019	María Curro		
R10	[4] Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Possible	Minor	3	£0.00	N	A – Very Confident	The interim scheme would not require a consultation so the risk is minimal. However, there could be some construction disruption so stakeholders may object to this and require either further engagement or alterations to the construction phasing plans.	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		
R11	[4] Legal/ Statutory	Issue(s) with internal engagement and buy-in	Further time and therefore resource may be required if planned engagement work with internal stakeholders didn't go as planned.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Assess the objective benefits of the scheme after construction as per the G4/5 report Success Criteria * Various options have been put will be put to Members as part of the G4/5 report	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		
R12	[2] Financial	Funding constraint/ conditions implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions that came with existing funding we're originally unforeseen, unappreciated or have subsequently changed.	Unlikely	Major	8	£0.00	N	B – Fairly Confident	* Track and locate other possible additional funding streams * Utilise eventual revenue from the eventual enforcement scheme	£0.00	Unlikely	Serious	£0.00	4	21/06/2019	Aldo Strydom		
R13	[2] Financial	Internal Governance and requirements impact on project delivery	Given that the Corporation's internal governance and committee structure can be complex, additional resources may be required to facilitate any unplanned work.	Possible	Minor	3	£0.00	N	A – Very Confident	* Follow all internal guidance and requirements * Forward plan any required reporting, and allocate specific tasks to team members within this task * Ensure G4/5 report contains recommendations for delegated authority to mitigate against possible delays in approvals.	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		
R14	[2] Financial	Procurement procedures impact on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Unlikely	Minor	2	£0.00	N	A – Very Confident	* Confirm that the existing JB Riney Highways contract can accommodate the value of work via the PT4 form consultation process * Mitigation already provided by utilising JB Riney term contract for the consultancy services	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		
R15	[2] Financial	Project supplier delays, productivity or resource issues impact on the project	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason. This may involve re-tendering work if an existing supplier is unable to deliver.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Confirm via City Highways staff that the JB Riney and their contractors are able to resource the project. Confirm with Parking enforcement that the resource is in place to enforce the scheme and issue PCNs	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		

R16	(6) Objectives	Changing internal aspirations or requirements that impact on a project, including those arising from political drivers.	Any change away from the agreed project objectives in any respect by either officers or members may result in additional resources being required to account for the change.	Possible	Serious	6	£0.00	N	B – Fairly Confident	* G4 report is to contain all the possible viable options for Members to debate and choose from, along with the Officers recommendation.	£0.00	Unlikely	Minor	£0.00	2	21/06/2019	Aldo Strydom		
R17	(1) Service Delivery/ Performance	Inaccurate or incomplete project estimates, including cost increases from delays	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.	Possible	Major	12	£0.00	N	B – Fairly Confident	* On-going reassessment of the G4 estimated costs in an effort to make early identification of any items going overbudget.	£0.00	Possible	Serious	£0.00	6	21/06/2019	Aldo Strydom		
R18	(1) Service Delivery/ Performance	Utility and utility survey issues	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Outside of the standard project processes, regular conversations with the Network Coordination team will help to identify if any utility companies wish to enter the site before, during or after construction.	£0.00	Unlikely	Minor	£0.00	2	21/06/2019	Aldo Strydom		
R19	(1) Service Delivery/ Performance	TfL Signals (single supplier)	Any delays or issues with required signal work can result in impacts on project delivery, whether they be time or cost	Possible	Major	12	£0.00	N	B – Fairly Confident	* TfL signals team need to be instructed to proceed as soon as possible after G4/5 to maintain the programme * Regular meetings with the TfL signals team would be prudent to deal with any potential design and installation issues	£0.00	Possible	Minor	£0.00	3	21/06/2019	Aldo Strydom		
R20	(1) Service Delivery/ Performance	Network accessibility before and during construction	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Major	12	£0.00	N	B – Fairly Confident	* Regular discussions with the Network Coordination team, especially in regards to utility works in the area.	£0.00	Possible	Serious	£0.00	6	21/06/2019	Aldo Strydom		
R21	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	Late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Assessment of whether to undertake further survey work could be undertaken if through worthwhile during the detailed design process.	£0.00	Unlikely	Minor	£0.00	2	21/06/2019	Aldo Strydom		
R22	(5) Safety/ Health	Accident during construction	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Minor	1	£0.00	N	A – Very Confident	* Regular site inspections with the Principal Designer * Construction phase plan to consider utilising quieter times of day for potentially more dangerous elements of the work	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		
R23	(5) Safety/ Health	Roles and responsibilities under CDM	Further resources may be required if there is any confusion or problems allocating roles or responsibilities under CDM regulations	Rare	Minor	1	£0.00	N	A – Very Confident	* Follow standard City process	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		
R24	(3) Reputation	External events and/ or occurrences impact on project plans	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed	Unlikely	Minor	2	£0.00	N	B – Fairly Confident	* Regular contact with the Culture Mile and Network Coordination teams * liaison with emergency planning team	£0.00	Rare	Minor	£0.00	1	21/06/2019	Aldo Strydom		