

Appendix 2: City of London: Projects Procedure Corporate Risks Register

Project Name:			City Streets: Transportation response to support Covid-19 recovery						PM's overall risk rating:		CRP requested this gateway		Average unmitigated risk		4.6		Open Risks		21					
Unique project identifier:									Total estimated cost (exec risk):		£ -		Total CRP used to date		£ -		Average mitigated		2.6		Closed Risks		0	
General risk classification										Mitigation actions														
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	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	Ownership & Action		Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to future	Comment(s)
R1	5	(1) Compliance/Regulatory	Issues or delays in any required consents such as planning permissions, third party consents, TMO, Permits, etc which cause delays to project delivery	If there was to be any delay in the approval of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TfL, etc; its likely delivery of the measures could suffer from some form of unplanned delay or additional work.	Possible	Minor	3	£0.00	N	* Map out the required consents for each measure and continually monitor & update the consents if required throughout their lifespan * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Although the COVID measures are being delivered under well-used and understood regulations, there is a possibility that some delays may occur due to unforeseen technicalities. There could also be delays due to the amount of change that's required in a short time.		
R2	5	(1) Compliance/Regulatory	Legal challenges or query upon any of the measures (excluding judicial review) that leads to delays or extra costs	Should a measure fall under some form of legal or challenge or investigation, its likely additional time and resource will be required to undertake associated work. External additional legal assistance could also be required. On the other hand, a project may need to look at legally resolving an unforeseen issue to proceed. It's also possible that a challenge to one measure then means that all are affected.	Unlikely	Serious	4	£0.00	N	* Consult early on with the legal, planning and network performance teams as required to identify potential issues, then monitor these individual issues and mitigate if possible.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Given the temporary nature of the measures being installed, it is unlikely that any form of meaningful legal challenge will take place but standard project management processes will help mitigate against the possibility.		
R3	5	(3) Reputation	Issue(s) with external engagement and buy-in, including any perceived negative impacts, lead to additional resources being required to compensate	Further time and therefore resource may be required if the measures delivered either don't meet the stakeholder's expectations. Its possible that as a result of this, changes to implemented measures may also be required.	Possible	Serious	6	£0.00	N	* Early-as-possible identification and engagement with key stakeholders where possible. * Proactive external comms to inform stakeholders as early as possible.	£0.00	Possible	Minor	£0.00	3	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Given the speed at which work is taking place, its going to be difficult to undertake much of a stakeholder identification process. Therefore, proactive comms explaining what's happening and why is best placed to mitigate against negative reactions to the planned measures.		
R4	5	(3) Reputation	Issue(s) with internal engagement and buy-in, including any perceived negative impacts, lead to additional resources being required to compensate	Further time and therefore resource may be required if the measures delivered either don't meet the stakeholder's expectations (including members) . Its possible that as a result of this, changes to implemented measures may also be required.	Possible	Serious	6	£0.00	N	* Early-as-possible identification and engagement with key stakeholders where possible. * Proactive internal comms to inform stakeholders as early as possible.	£0.00	Possible	Minor	£0.00	3	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		(as above)		
R5	5	(2) Financial	Unforeseen funding constraint/ conditions implications lead to project delay or unplanned costs	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.	Possible	Serious	6	£0.00	N	* Map out and investigate potential alternative funding streams (S106, CIL, TfL, etc)	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Funding for the measures is to come from Transport for London's streetspace programme. However, should there be any issues with this, such as the amount available being lower or it being delayed, other funding streams may be required to plug the shortfall.		
R6	5	(3) Reputation	Procurement procedures impact negatively on project delivery	Additional resource may be required if there is a delay or issue with the procurement of goods or services from external suppliers.	Possible	Serious	6	£0.00	N	* Undertake early engagement with internal supplies where required and map out the required resources (Highways, Traffic Enforcement, Open Spaces, M&E, etc)	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Work has already taken place to ensure that the materials and equipment required for at least phase 1 of the measures is available. However, further planned work will take place to ensure that supply chains are as robust as possible.		

R7	5	(4) Contractual/Partnership	Supplier delays, productivity or resource issues impact on project delivery	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 retendering work if an existing supplier is unable to deliver.	Possible	Minor	3	£0.00	N	* Utilise existing framework agreements where possible * Investigate any likely 'bottlenecks', such as TfL's ability to deliver at this time, as early as possible to help plan possible mitigations	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	The measures being installed are to be delivered by the City's term contractor, JB Riney, with the issue of resourcing having already been discussed. However, should the COVID-19 alter negatively in some way, its possible it could also negatively impact on their ability to resource implementation of the measures.  Also, Transport for London is rotating staff through furloughing which makes it difficult at times for the City to know who they're dealing with and to keep the momentum up. The issue is being managed well but may require some mitigation planning should it worsen.
R8	5	(10) Physical	Accessibility, equalities and/or security concerns lead to changes being required to either designs or implemented measures that in-turn results in additional resources being required to compensate.	Further changes may be required if accessibility, equalities and/or security concerns are raised.	Possible	Minor	3	£0.00	N	* Include the City's Accessibility and Security Officers (if required) in design reviews. * Consider involving accessibility groups in an advisory role.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	the designs are accounting for accessibility, equalities and security concerns but its possible that when implemented or further design reviews are undertaken that changes are deemed necessary to remove identified shortcomings.
R9	5	(2) Financial	Inaccurate or Incomplete project estimates, including baxters/ 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	* Undertake regular cost reviews via interim submissions from the main contractor. * Track spending closely so future costs can be estimated more accurately.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	The works required are using well-established rates and costs through the City's existing highways term contractor but its difficult to know at this stage what the likely end cost is to be given that the end date/ when the measures can be removed is unknown. Therefore, work will take place to track the spending required to maintain the measures so that a future spend profile can be estimated. This will include any upcoming rate/ baxters changes.
R10	5	(10) Physical	Network performance issues following the implementation of measures result in changes being required	As measures are being designed and installed at a rapid rate, there could be unforeseen implications on the city's network performance. These could be both positive and negative.	Possible	Serious	6	£0.00	N	* Create a monitoring strategy that includes the ability to react quickly to changes and unforeseen events. * Ensure that all relevant departments are consulted as early as possible to input into design options.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	No traffic modelling is being undertaken for the measures being installed and this therefore means that the risk is higher. However, given the temporary nature of the measures, it will be easier to adapt and changes them should it be deemed necessary.
R11	5	(4) Contractual/Partnership	TfL Signals (single supplier) timescales elongate project delivery.	Any delays or issues with required signal work can result in impacts on project delivery, whether they be time or cost	Possible	Serious	6	£0.00	N	* Engage with TfL Network Performance and Signals as early as possible should you be making changes to the signal infrastructure to establish costs and timescales.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	With TfL rotating staff through furlough, there could be delays in the required signal changes. Regular contact is taking place with them to ensure the risk is minimised.
R12	5	(10) Physical	Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3	£0.00	N	* Regular engagement with City and TfL network management teams	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	It is possible that should other works be required in a given street or road that it could impact on the City's ability to delivery the temporary COVID measures. For example, if urgent utility works are required on a street where measures have been installed, it could result in alternative routes being required to comfortably divert pedestrians and cyclists around the emergency works.
R13	5	(10) Physical	Unforeseen technical and/or engineering issues identified which leads to delays and additional costs to rectify.	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Unlikely	Minor	2	£0.00	N	* Work with design engineers to review each site at the appropriate time.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	No technical difficulties are expected due to the temporary nature of the infrastructure being used for the measures but this risk is to cover the possibility of something being missed due to the rate at which work is progressing.
R14	5	(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	* Ensure early 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	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation	Bus routes and stops are likely to be affected by at least some of the measures so these effects will need to be discussed with TfL and monitored, and changes made to the measures if required.

R15	5	(4) Contractual/Partnership	LUL engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with LUL didn't go as planned. Also, they may change their requirements for a project.	Unlikely	Minor	2	£0.00	N	* Ensure early engagement with LUL in the design phase to ascertain their requirements for working near their infrastructure.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		LU entrances/ exits will be natural pinch points where pedestrians may not be able to socially distance. Therefore, whilst measures will take this into account, its possible that they may require changes should any shortcomings be identified.
R16	5	(3) Reputation	Accident during construction/ operation impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around any of the measures, delays are likely to occur whilst its investigated.	Unlikely	Major	8	£0.00	N	* Consider regular site visits with the Principal Designer both to monitor the construction of the measures and user behaviour once installed.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		A very unlikely event given that measures will comply with 'Chapter 8' traffic management regulations but still a possibility. Should an accident occur within any of the temporary measures, the safety of all may be called into question. Therefore, the planned monitoring is to include an overview of any accidents that occur. However, any identified changes will require resourcing in terms of design and contractor time.
R17	5	(3) Reputation	Design changes and changes to already-implemented measures result in additional resources being required.	With the COVID-19 guidance from central government and the GLA changing at regular short-term intervals, its possible that either design or installed measure changes may be required to account for any direct and/ or indirect implications.	Possible	Major	12	£0.00	N	* regular design and measure reviews by those involved * regular comms with key external stakeholders i.e. TfL * regular comms with key internal stakeholders i.e. Gold, Silver and Bronze commands. * Maintain a design log to record what has and hasn't worked on-street, and why.	£0.00	Possible	Serious	£0.00	6	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		The COVID-19 guidance has been shifting in very short timescales, and this is not expected to change any time soon. Therefore, changes to developing designs and those measures already implemented could be required to account for the changing guidance.
R18	5	(10) Physical	Scheme monitoring and/ or Road Safety Audits identify required changes	Scheme monitoring or Road Safety Audits may identify that the designs and/or measures requires changes. This could result in rework costs or further monitoring to assess whether what's built is safe and suitable.	Unlikely	Minor	2	£0.00	N	* Informally monitor on street as work begins to complete to identify any potential changes whilst the contractor is on-site * Ensure the planned monitoring feeds directly into design reviews	£0.00	Rare	Minor	£0.00	1	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		In a similar vein to R17, if issues are identified by monitoring and/ or any future road safety audits, these may require extra resource to fix.
R19	5	(10) Physical	Extra scheme monitoring being required due to unforeseen impacts	Should the implemented measures cause any type of unforeseen impacts (changes in traffic patterns, pedestrian behaviour, pollution levels, etc), the monitoring strategy may need changing and therefore extra resource may be need to account for this.	Unlikely	Minor	2	£0.00	N	* If external consultants are used, request that schedule of rates for any possible extra tasks are included.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Similarly to R18, if extra monitoring is required for any reason, extra resource may be needed to boost it's scope.
R20	5	(10) Physical	Extra Maintenance being required or measures being required for longer than expected	Current plans include allocations for maintenance and for the measures to be in place for a given amount of time (approx. until the end of the year). Should there be additional maintenance or it becomes necessary for measures to be in place for longer, extra costs will be incurred to facilitate this.	Possible	Serious	6	£0.00	N	* Monitor the usefulness of measures throughout their lifespan to constantly assess their impacts on social distancing. Its possible that those that aren't as effective could be removed and the resource directed elsewhere. * Should the equipment used be found to not be cost effective in terms of on-going maintenance, consider other products that lower this cost * Monitor what other local authorities are doing and share best practice wherever possible.	£0.00	Possible	Minor	£0.00	3	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Whilst its been considered that implementation of these COVID-19 measures could be treated like a long-term temporary event in highway terms like the 2012 Olympics , the situation the City sees itself in is still unprecedented. Therefore its very difficult to know and predict how much work will be required to maintain the network of measures being planned, and how much the total end cost may be. However, £10k per month for JB Riney to maintain the measures has been estimated at this early stage.
R21	5	(10) Physical	Unexpected or unplanned user behaviour results in the City requiring marshalling and/ or enforcement in and around the measures.	Extra costs would be incurred if additional resource was required to marshal and enforce the temporary measures.	Possible	Minor	3	£0.00	N	* Ensure that the comms related to the measures is strong and clear in its message to all stakeholders * Assess whether city occupiers can also promote the City's work and message through their comms channels.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	26/05/20	Bruce McVean, Strategic Transportation	Leah Coburn, City Transportation		Its very difficult at this point in time to assess how users will react to the measures, and its likely that there will be many contributing factors to this. Many of these will also be outside of the City's control. Therefore, should it be required, approx. £8k per month has been estimated for providing marshalling and enforcement services should they be required.
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