

City of London: Projects Procedure Corporate Risks Register

Project name: Secure City Programme VMS/VA Workstream

Unique project identifier: PV12206

Total est cost (exc risk) £

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	11.8
Avg risk post-mitigation	9.0
Red risks (open)	3
Amber risks (open)	9
Green risks (open)	0

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£475,000.00	0%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£475,000.00	0%
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Costed risk post-mitigation (open)

£240,000.00	0%
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Costed Risk Provision requested

£240,000.00	0%
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CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
6	12.0	£435,000.00	1	5	0
3	8.7	£0.00	0	3	0
1	16.0	£0.00	1	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
2	14.0	£40,000.00	1	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0

Issues (open)	0
All Issues	0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion)	£0.00
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Total CRP used to date	£0.00
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Project Name: Secure City Programme VMS/VA Workstream			PM's overall risk rating: Medium		CRP requested this gateway: £ 240,000		Average unmitigated risk: 11.8		Open Risks: 12														
Unique project identifier: PV12206			Total estimated cost (exc risk):		Total CRP used to date: £ -		Average mitigated risk score: 9.0		Closed Risks: 1														
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 post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Revisited & moved to issues	Comment(s)
R1	4	(4) Contractual/Partnership	Insufficient CoLP IT resource availability to support whole environment including Network management etc.	Inability to progress in line with defined schedule due to insufficient IT support services.	Likely	Major	16	£0.00	N	B – Fairly Confident	Active engagement with CoLP IT and external suppliers, funding and timeline checkpoints being upheld.	£0.00	Likely	Serious	£0.00	8	£0.00	No CRP requested at G4c issues report March 21.	12/01/2021	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		
R2	4	(2) Financial	Key members of project team including external partners materially affected by Covid-19 or other systemic resource availability constraints	This could cause delays to project due to non-availability of resources.	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	We are actively monitoring and engaging with all key stakeholders in order to understand potential issues as early as possible. However, should this risk come to fruition we would have to accept it and make allowance for replanning/additional work.	£0.00	Possible	Serious	£10,000.00	6	£0.00	£10,000 CRP granted at G4c issues report March 21. No CRP used to date. Fees/charges for delays due to key person COVID absence	15/01/2021	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		
R3	4	(8) Technology	In-building CCTV subject to delay.	Availability of Bishopsgate perimeter CCTV and CoLP Custody CCTV is necessary for uninterrupted service. Persistent user experience issues and intermittent downtimes in custody could detract key project resources from PEI development. This could result in delays and additional cost.	Possible	Major	12	£0.00	N	B – Fairly Confident	Ongoing engagement with Project Managers for Custody and Perimeter install in order to identify and understand any issues as early as possible and initiate efficient resolution.	£0.00	Possible	Serious	£0.00	6	£0.00	No CRP requested at G4c issues report March 21.	15/01/2021	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		
R4	4	(8) Technology	Azure storage requirements exceed acceptable storage allocation / cost	If Blob storage solution cannot be achieved and/or storage requirements cannot be reduced, then costs of Azure storage will exceed the budget allocation	Possible	Major	12	£0.00	N	B – Fairly Confident	Extensive engagement with the business is underway in order to understand business and operational requirements. This will allow the solution to be value engineered according to necessary functionality, frame rates, resolution etc.	£0.00	Unlikely	Major	£0.00	8	£0.00	No CRP requested at G4c issues report March 21.	04/09/2020	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq	04/10/2021	
R5	4	(2) Financial	Non-availability of MPS and TL resources to support the development of VMP and DVNP solutions to allow interoperability of VMS Production Environment with MPS and TL systems	There will be no ability to view MPS/TL cameras from VMS. Furthermore, any delays in go-live of Production Environment will result in replanning and reworking	Possible	Major	12	£15,000.00	Y - for costed impact post-mitigation	A – Very Confident	Early engagement with MPS and TL Technology teams to ensure that the City's VMS is covered under their respective workstreams.	£0.00	Possible	Serious	£15,000.00	6	£0.00	£15,000 CRP granted at G4c issues report March 21. No CRP used to date. Fees to redress delays due to insufficient engagement by Met/TL	18/02/2021	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		
R6	4	(2) Financial	Delays in installation of Public Realm and Bridge cameras and other IT equipment due to purchases being held up in Customs (Brexit)	This will have an impact on Contractor programme and will require rework and replanning to commission the cameras into the VMS. This may result in additional costs	Likely	Serious	8	£10,000.00	Y - for costed impact post-mitigation	A – Very Confident	Work with contractor on ongoing basis to ensure resources optimally utilised to reduce any impact	£0.00	Possible	Serious	£10,000.00	6	£0.00	£10,000 CRP granted at G4c issues report March 21. No CRP used to date. Fees/charges for Brexit supply chain delays	18/02/2021	Lorenzo Conigliaro	James Aggo Brewes / Jamie Twinn		
R7	4	(2) Financial	Supplier could encounter unexpected difficulties in developing or running the Azure-efficient solution	Material delays to the Azure-efficient solution could impact all active workstreams for schedule and cost.	Possible	Major	12	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Early engagement with supplier with added active support from Microsoft is expected to mitigate the impact	£0.00	Possible	Serious	£15,000.00	6	£0.00	£15,000 CRP granted at G4c issues report March 21. No CRP used to date. Fees to redress delays in delivery of Azure-efficient solution	04/12/2020	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		
R8	5	(3) Reputation	Difficulties in obtaining sufficient time with key users of the VMS in order to inform configuration and achieve user buy-in.	The (non)availability of end users to engage with could result in the new system being poorly received and generate resistance to change.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Early engagement with key user groups in order to communicate the vision of the project. Incentive options are being considered to encourage initial end user	£0.00	Possible	Serious	£0.00	6	£0.00	No CRP requested.	22-Sep-21	Lorenzo Conigliaro	Ariff Razzaq		
R9	5	(3) Reputation	Lack of training resource which is aligned to user requirements.	In the absence of appropriate training resource, it will be challenging to properly equip users with the knowledge and skills they need to interact with the new VMS and instill a sense of confidence in users	Possible	Major	12	£0.00	N	B – Fairly Confident	Early planning and engagement with end user community to identify the level of training required, and parallel conversation with the system provider to discuss how user needs can best be met.	£0.00	Possible	Major	£0.00	12	£0.00	No CRP requested.	22/09/2021	Lorenzo Conigliaro	Ariff Razzaq		
R10	5	(8) Technology	(Non)availability and delay of in delivery of hardware, including client machines, due to the global chip shortage.	In the event that new devices have a very order long lead time, the project schedule may be subject to significant delays. New hardware is necessary in order to support the running of the new VMS and enabling user access.	Likely	Major	16	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Where there is requirement for hardware, additional lead times to be factored into project plan. Where this risk occurs, we would have to accept it and plan to mitigate impacts as far as possible.	£0.00	Likely	Major	£20,000.00	16	£0.00	Support workaround solutions/alternative sourcing and cost of programme delay that could result from non-availability of hardware	16/04/2021	Lorenzo Conigliaro	Tim Roberts/Ariff Razzaq		

R11	5	(3) Reputation	Key person risk - loss of integral resource on the project.	The absence of the key team members, such as technical advisor, is a single point of vulnerability. Any unplanned or prolonged absence could cause significant delays	Unlikely	Major	8	£0.00	N	B - Fairly Confident	Knowledge sharing between team members. Keep other team members informed on all project activities and encourage document sharing and saving in centralised locations.	£0.00	Unlikely	Extreme	£0.00	16	£0.00	No CRP requested.	07/05/2021	Lorenzo Conigliaro	Tim Roberts/Ariff Razzaq		
R12	5	(2) Financial	Additional Professional Services Costs due to either delays in establishing 3rd party systems, extensions to programme or additional unplanned works required to deliver the VMS	Additional Contractor costs may arise as a result of changes outside suppliers' control and/or responsibility	Likely	Major	16	£150,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Work with suppliers in order to understand and pre-empt additional works or rework in all possible events	£0.00	Likely	Serious	£80,000.00	8	£0.00	Fees/charges for delays, additional work or rework	01-Oct-21	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		
R13	5	(2) Financial	Azure run costs may be higher than expected due to delays in changes that need to be made in the IT infrastructure to support lower run costs.	The projected run costs are based on replacing certain IT components with alternative solutions that remove the high costs associated with traversing data across the Azure platform. These changes are planned from Feb/March '22. If there is a delay in establishing the replacement systems then the programme will have higher Azure run costs than those projected.	Possible	Major	12	£200,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Ongoing engagement and partnership working with IT to support necessary infrastructure changes.	£0.00	Possible	Major	£90,000.00	12	£0.00	Cover temporary elevated run costs if there is delays to delivery of lower run cost solution	01-Oct-21	Lorenzo Conigliaro	Tim Roberts / Ariff Razzaq		