

City of London: Projects Procedure Corporate Risks Register

Project Name: **St Mary Axe Experimental Timed Closure**

PM's overall risk rating: **Low**

CRP requested this gateway **£ 14,600**

Average unmitigated risk **5.5**

Open Risks **6**

Unique project identifier: **12072**

Total estimated cost (exec risk): **£ 255,400**

Total CRP used to date **£ -**

Average mitigated risk score **3.3**

Closed Risks **0**

| General risk classification | | | | | | | | | | Mitigation actions | | | | | | | | Ownership & Action | | | | Comment(s) | |
|-----------------------------|---------|----------------|--|--|--|--------------------------------------|------------|----------------------------------|---------------------------------------|------------------------------|--|---------------------|--|--|-----------------------------------|----------------------------|------------------|--------------------|-------------|---|--|------------|---|
| 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 on 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 |
| R1 | 4 | (3) Reputation | Issue with external engagement and buy-in lead to project delay and/or change | Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could also arise from the public consultation results. | Possible | Serious | 6 | £4,000.00 | Y - for costed impact post-mitigation | 8 - Fairly Confident | * Early identification and engagement with key stakeholders | £0.00 | Unlikely | Minor | £2,000.00 | 2 | £0.00 | | 03/02/2020 | Leah Coburn | Daniel Laybourn | | 21/12/21 - As the new proposals for SMA are thought to be less uncontentious than previous, the risk scores has been adjusted accordingly. There is some risk however associated with the construction disruption. |
| R2 | 4 | (3) Reputation | Procurement procedures impact negatively 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. | Possible | Serious | 6 | £4,500.00 | Y - for costed impact post-mitigation | 8 - Fairly Confident | * Consider early engagement with internal suppliers where required (Highways, Traffic Enforcement) | £0.00 | Possible | Minor | £2,000.00 | 3 | £0.00 | | 03/02/2020 | Leah Coburn | Daniel Laybourn | | 21/12/21 - With the Highways term contract currently being retendered, there are procurement risks associated with this. Subsequently, the risk scores have been adjusted. However, its important to note that this risk is being dealt with at a business level. |
| R3 | 4 | (10) Physical | Accessibility and/or security concerns lead to project change | Further changes to the project's design and scope may be required if accessibility/security concerns are raised. | Possible | Minor | 3 | £3,000.00 | Y - for costed impact post-mitigation | 8 - Fairly Confident | * Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and internal contacts | £0.00 | Unlikely | Minor | £1,800.00 | 2 | £0.00 | | 03/02/2020 | Leah Coburn | Daniel Laybourn | | 21/12/21 - Given the altered proposed scope of the project, any risks along these lines are now thought to be small. However, as the project is in the design stage, changes could be incorporated in the next design revision. |
| R4 | 4 | (2) Financial | Inaccurate or incomplete project estimates | 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 | Serious | 6 | £9,000.00 | Y - for costed impact post-mitigation | 8 - Fairly Confident | * Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement/ finance * Monitor Highways Term Contract retendering | £0.00 | Possible | Serious | £5,000.00 | 6 | £0.00 | | 03/02/2020 | Leah Coburn | Daniel Laybourn | | 21/12/21 - With the Highways term contract currently being retendered, there are procurement risks associated with this. Subsequently, the risk scores have been adjusted. However, its important to note that this risk is being dealt with at a business level. Also of note in this regard is the general inflationary increases on resources due to the impacts of the Covid-19 pandemic. |
| R5 | 4 | (10) Physical | Utility and utility & topo survey issues lead to further information being required. | At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required. | Unlikely | Serious | 4 | £5,000.00 | Y - for costed impact post-mitigation | 8 - Fairly Confident | * Subject to committee approval, undertake the proposed GPR and Topo surveys | £0.00 | Possible | Minor | £2,000.00 | 3 | £0.00 | | 03/02/2020 | Leah Coburn | Daniel Laybourn | | 21/12/21 - As part of the Feb 22 report, GPR and Topo surveys are proposed for the entire street not only to inform this project but also the Eastern City Cluster Programme's proposals for SMA. This information should identify any utility issues which can then be dealt with accordingly. Also, the new proposals for the raised table involve constructing 'upwards' - where alterations are made above the existing carriageway levels. This generally means that less excavation is required and therefore utility diversions are less likely. |
| R6 | 4 | (3) Reputation | Stakeholder engagement and their requirements on a project. | Further time and therefore resource may be required if planned engagement work with stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs. | Likely | Serious | 8 | £3,500.00 | Y - for costed impact post-mitigation | 8 - Fairly Confident | * Keep in regular contact with those stakeholders which the project requires approval from for the scheme | £0.00 | Unlikely | Serious | £1,800.00 | 4 | £0.00 | | 03/02/2020 | Leah Coburn | Daniel Laybourn | | 21/12/21 - As the new proposals for SMA are thought to be less uncontentious than previous, the risk level has been adjusted accordingly. There is some risk however associated with the construction disruption. |