

City of London: Projects Procedure Corporate Risks Register

Project Name:	<b>Pedestrian Priority Streets</b>	PM's overall risk rating:	<b>Medium</b>	CRP requested this gateway	<b>£ 414,200</b>	Average unmitigated risk	<b>6.1</b>	Open Risks	<b>16</b>
Unique project identifier:	<b>12269</b>	Total estimated cost (exec risk):	<b>£ 1,500,000</b>	Total CRP used to date	<b>£ 56,000</b>	Average mitigated risk score	<b>3.3</b>	Closed Risks	<b>1</b>

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	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 Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	5	(1) Compliance/Regulatory	Issues or delays in any required consents such as third party consents, TIOs, Permits, etc which cause delays to the implementation of the schemes.	If there was to be any delay in the approval of any required consents, such as TIOs, Permits, EqIA, IMAN etc; its likely delivery of the interventions could suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£30,000.00	N	* Map out the required consents for each intervention / experimental scheme and continually monitor & update the consents if required throughout the trial period and delivery of the permanent measures. * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.	£0.00	Possible	Minor	£15,000	2	£0.00	£15,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		Although the interventions / experimental schemes are being delivered under well-used and understood regulations, there is a possibility that some delays may occur due to unforeseen technicalities.  Updated risk to reflect changed programme of work 01/23
R2	5	(1) Compliance/Regulatory	Legal challenges or query upon any of the interventions / experimental schemes (excluding judicial review) that leads to delays or extra costs	Should an intervention / experimental scheme 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.	Possible	Serious	6	£100,000.00	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. * Ensure TRO making process is followed to the letter of the law to mitigate against any statutory challenges (lesson learnt from Beech St)	£0.00	Possible	Minor	£50,000	3	£0.00	£50,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		Given the experimental nature of the interventions 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 or actual negative impacts, lead to additional resources being required to compensate	Further time and therefore resource may be required if the interventions / experimental schemes delivered don't meet the stakeholder's expectations. Its possible that as a result of this, changes to the interventions / experimental schemes may also be required.	Possible	Serious	6	£20,000.00	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	£10,000	3	£0.00	£10,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		Engagement with businesses, occupiers, residents, street users and other actively interested stakeholders (refer to PPS comms strategy) explaining what's happening and why is best placed to mitigate against negative reactions to the interventions / experimental schemes.
R4	5	(4) Contractual/Partnership	Issue(s) with internal engagement and buy-in, including any perceived or actual negative impacts, being required to compensate	Further time and therefore resource may be required if the interventions / experimental schemes delivered either don't meet the stakeholder's expectations. Its possible that as a result of this, changes to the interventions / experimental schemes may also be required.	Unlikely	Minor	4	£10,000.00	N	* Early-as-possible identification and engagement with key stakeholders where possible. * Proactive internal comms to inform stakeholders as early as possible.	£0.00	Unlikely	Minor	£2,500	1	£0.00	£2,500.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		(as above)
R5	5	(4) Contractual/Partnership	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.	Unlikely	Minor	3	£10,000.00	N	* Undertake early engagement with City's term contractor, FM Conway where required and map out the required resources & materials.	£0.00	Unlikely	Minor	£3,000	1	£0.00	£3,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		Early engagement and early ordering where possible.
R6	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.	Unlikely	Minor	2	£10,000.00	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	£5,000	1	£0.00	£5,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		The interventions / experimental schemes are being installed are to be delivered by the City's term contractor, FM Conway, with the issue of resourcing having already been discussed. However, with the economic climate, inflation and labour shortages in some industries its possible it could also negatively impact on resources available.
R7	5	(1) Compliance/Regulatory	Accessibility, equalities and/or security concerns or similar lead to changes being required to either designs or implemented interventions 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	5	£30,000.00	N	* Include the City's Accessibility and Security Officers (if required) in design reviews. * Consider involving accessibility groups in an advisory role.	£0.00	Possible	Minor	£15,000	3	£0.00	£15,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		The interventions / experimental schemes will account 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.

R8	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.	Possible	Major	12	£60,000.00	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	Unlikely	Minor	£35,000	4	£0.00	£35,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		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 decision to retain of remove the experimental schemes is unknown. Therefore, work will take place to track the spending required to maintain the interventions so that a future spend profile can be estimated. This will include any upcoming rate/ baxters/RPI changes.
R9	5	(4) Contractual/Partnership	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 implementation, expect delivery delays.	Possible	Serious	6	£25,000.00	N	* Regular engagement with City and TfL network management teams	£0.00	Possible	Minor	£20,000	3	£0.00	£20,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		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 deliver the interventions / experimental schemes. For example, if urgent utility works are required on a street where interventions have been installed, it could result in alternative routes being required to comfortably divert pedestrians and cyclists around the emergency works. Delays could cause cost increases with material prices and some utility services.
R10	5	(6) Safeguarding	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.	Possible	Serious	6	£20,000.00	N	* Work with design engineers to review each site at the appropriate time.	£0.00	Unlikely	Serious	£12,000	4	£1,000.00	£11,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		engineering difficulties occurred with the interim measures leading to a change in approach to the project, but increased costs had been realised in determining this and changing direction. Increased the provision available as this risk still exists and drawing down part of the revised revision. (Jan 23)
R11	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	£25,000.00	N	* Ensure early engagement with TfL buses in the design phases so they can consult internally * Design the interventions to help minimise impacts on the bus network	£0.00	Unlikely	Minor	£12,500	2	£0.00	£12,500.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		Bus routes and stops are likely to be affected by at least some of the interventions so these effects will need to be discussed with TfL and monitored, and changes made to the interventions if required.
R12	6	(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 interventions / experimental schemes, delays are likely to occur whilst its investigated.	Rare	Major	8	£30,000.00	N	* Consider regular site visits with the Principal Designer both to monitor the construction of the interventions / experimental schemes and user behaviour once installed.	£0.00	Unlikely	Serious	£15,000	4	£0.00	£15,000.00	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		Should an accident occur within any of the interventions / experimental schemes, 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.
R13	5	(10) Physical	Unexpected STATS diversions or alterations	Unforeseen delay and costs from SU companies	Possible	Serious	5	£50,000.00	N	Ensure due NSWRA process is followed	£0.00	Possible	Minor	£35,000	3	£30,000.00	£5,000.00	13/09/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		
R14	3	(2) Financial	Gateway 345 cost estimates are based on schematic and preliminary design plans. Subsequent changes /costs may be identified during the detailed design phase.	Unforeseen design & works costs	Possible	Serious	6	£50,000.00	N	Highways (who will undertake detailed design) to undertake a review of the preliminary design cost estimates prior to gateway 345 submission.	£0.00	Unlikely	Minor	£30,000	3	£25,000.00	£5,000.00	13/09/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		All of the work undertaken to try to get the interim measures to work, followed by the subsequent redesign to design permanent measures with additional costs for utilities realised.
R15	5	(10) Physical	King William Street subject to the upcoming 'Bank Blockade' by TfL in early 2022.	Restricted working at weekends only	Likely	Serious	6	£82,000.00	N	None	£0.00	Likely	Serious			£0.00		24/09/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects	Nov-22	blockade complete
R16	5	(2) Financial	Provision for a Continued uplift in the term contract rates to reflect services and materials costs, "supply chain inflation/energy/etc rises"	Unforeseen increase in works costs	Possible	Serious	6	£187,200.00	N	None	£0.00	Possible	Serious	£187,200	6	£0.00	£187,200.00	27/09/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		
R17	5	(2) Financial	outcome of public consultation exercise identifies areas that need to be relooked at or redesigned increasing costs of the scheme	increased staff and resource costs above what was planned/expected to modify schemes to better meet the stakeholder aspirations	Possible	Serious	6	£20,000.00		engage as early as possible with stakeholders	£0.00	Unlikely	Serious	£13,000	4	£0.00	£13,000.00	01/10/2022	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		
R18	5	(4) Contractual/Partnership	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Possible	Serious	6	£12,000.00		undertake trial holes and basement surveys where needed to minimise the risk, but if it occurs there will be additional costs	£0.00	Possible	Serious	£10,000	6	£0.00	£10,000.00	01/10/2022	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		undertaking the detailed design on the phase 1 schemes, may require additional surveys than those already planned, particularly concerning