

City of London: Projects Procedure Corporate Risks Register

Project Name:	Future Network Programme	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	6.8	Open Risks	11
Unique project identifier:	12423	Total estimated cost (exc risk):	£ -	Total CRP used to date	£ -	Average mitigated	5.2	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 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 issue
R1	2	(8) Technology	The existing network support model costs could increase significantly from Jan 2025	With no ability to extend the existing contract, CoL may need to tender for a short-term support contract / agreement for legacy equipment. Given the complexity of the legacy network and the short-term nature of the requirement suppliers are likely to only offer terms on a high-cost basis.	Likely	Minor	4	£0.00	N	C – Uncomfortable	Recruit temporary support staff until future network rollout has been completed	£0.00	Rare	Minor	£0.00	1	£0.00						Cost based on new service provider requiring a min 12 month contract, at 1.5x incumbent's annual cost. Mitigation – based on 6 months, 4 x network engineers @£600 per day.
R2	2	(8) Technology	Tacit knowledge of current network is not made available to programme team	This could result in items being missed causing delays and / or issues which need to be remediated.	Rare	Serious	2	£0.00	N	B – Fairly Confident	Technical team to review existing documentation and liaise with incumbent network support team, as per contract exit agreement	£0.00	Rare	Serious	£0.00	2	£0.00						Cost based on estimate of post-contract CCNs required to accommodate additional work.
R3	2	(8) Technology	Existing, complex workarounds for legacy systems cannot be easily accommodated as part of the new network	This could result in the new network requirement more complexity than anticipated, increasing design and support cost, and compromise the Future Network Strategy.	Likely	Major	16	£250,000.00	N	B – Fairly Confident	Engage relevant business units to understand future road maps (e.g. BEMS) and current designs to allow bidding parties early visibility of the network estate	£0.00	Likely	Major	£250,000.00	16	£0.00						Based on Dynamic Segmentation costs x 2. This covers e.g. BEMS, hence being 'likely'.
R4	2	(8) Technology	Hardware supply chain issues	If there are supply chain issues it could result in having to pay premium rates for hardware procurement or extend length of time the programme team is engaged.	Rare	Major	4	£350,000.00	N	B – Fairly Confident	Procure hardware from alternative vendors / supply channels. If not possible, retain programme team for additional quarter	£350,000.00	Rare	Major	£0.00	4	£0.00						Cost of extending programme team by 1 quarter. It is likely the cost uplift of sourcing hardware from an alternative vendor would be less than this cost and not impact the schedule.
R5	2	(8) Technology	Existing network documentation is inaccurate	This could result in having to procure additional equipment / services which have not been accounted for.	Likely	Serious	8	£170,000.00	N	D – Very Uncomfortable	Pre-tender analysis of network, engagement with incumbent service provider and local staff with tacit knowledge of the existing network	£0.00	Possible	Serious	£170,000.00	6	£0.00						Unknowable figure. This cost is an estimate that will be refined through the pre-tender discovery work.
R6	2	(4) Contractual/Partnership	Delays caused by external factors within the business could result in the resource being required for a longer time-frame	This could result in outsourcing additional, required resource.	Unlikely	Major	8	£273,000.00	N	B – Fairly Confident	Review and approval of resource profile by senior stakeholders with experience of similar network refresh programmes, with regular governance checkpoints.	£0.00	Unlikely	Minor	£273,000.00	2	£0.00						Cost based on Programme Manager, Project Manager, Technical Architect, Circuit Engineer and Field Engineer for additional 6 months, plus £45K of dual run vendor support
R7	2	(4) Contractual/Partnership	No vendor provides an acceptable tender response	Either a second round of tendering will be necessary with requirements clarified, or the Corporation will have to accept a deviation from the Future Network Strategy	Rare	Extreme	8	£0.00	N	D – Very Uncomfortable	Ensure requirements are identified, confirmed, defined and articulated as part of the tender preparation.	£0.00	Rare	Extreme	£0.00	8	£0.00						This is uncosted as in this scenario we could re-tender, or revert to Options 1 or 2
R8	2	(2) Financial	Inflation increases the cost of hardware and / or services	Additional, unfunded costs need to be met to deliver the programme	Likely	Serious	8	£0.00	N			£0.00			£0.00		£0.00						There has been no CRP assigned. It is deemed inflation will not materially alter the programme's viability.
R9	2	(2) Financial	The assumed cost of hardware and licences has been significantly underestimated	There is insufficient budget to cover procurement of the hardware and licences	Unlikely	Major	8	£680,000.00	N	B – Fairly Confident	Procurement to engage with market and suppliers to provide programme with compliant route to vendor meetings.	£0.00	Rare	Major	£680,000.00	4	£0.00						Assumed cost of hardware / licences – have used 20% of estimated total for FNP hardware
R10	2	(2) Financial	Managed service costs increase	There is a risk the revenue cost of the managed service provider increases - it has been assumed to be a cost-neutral exercise.	Possible	Minor	3	£0.00	N	C – Uncomfortable	NA	£0.00	Possible	Minor	£0.00	3	£0.00						No costs associated - these would be deemed in-flight BAU run costs.
R11	2	(2) Financial	There is a risk the new internet circuits will require new circuits to be run (as opposed to using existing infrastructure	Each site would require circuit installation costs for surveys, physical installation and, in many cases, additional construction costs.	Possible	Serious	6	£1,210,000.00	N	C – Uncomfortable	NA	£0.00	Possible	Serious	£1,210,000.00	6	£0.00						Figures are based on £5K per site – half of the sites have been factored into the standard cost modal, and half in the CRP.
R12								£2,933,000.00				£350,000.00			£2,583,000.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						

