City of London: Projects Procedure Corporate Risks Register

Project name: *Smithfield Public Realm*

Unique project identifier: *11956*

Total est cost (exc risk) *£12000000*

PM's overall risk rating	Medium
Avg risk pre-mitigation	9.0
Avg risk post-mitigation	5.3
Red risks (open)	2
Amber risks (open)	12
Green risks (open)	2

Corporate Risk Matrix score table

	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)	£0.00	0%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£0.00	0%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	16.0	£0.00	1	0	0
(2) Financial	3	9.3	£0.00	0	3	0
(3) Reputation	6	6.7	£0.00	0	4	2
(4) Contractual/Partnership	4	10.5	£0.00	1	3	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	2	9.0	£0.00	0	2	0
(10) Physical	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

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Smithfield Public Realm	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	9.0	**Open Risks**	16
Unique project identifier:	11956	**Total estimated cost (exc risk):**	£ 12,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.3	**Closed Risks**	0

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 Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	3	(2) Financial	A - The cost of the project goes over the budget B - The sources of project funding and the release of funds is not agreed in time to progress the project	a) The project scope may have to be reduced b) An additional committee may be required, which may cause delay of the project	Likely	Serious	8	£0.00			Regular budget monitoring, checking invoices and POs. During procurment processes, be clear about budget constraints. Project funding confirmed via committee reports in good time.	£0.00	Possible	Serious	£0.00	6	£0.00		02/01/20	Helen Kearney/ Clarisse Tavin	Helen Kearney		
R2	3	(4) Contractual/Partnership	Project Dependencies: Partnership management: with key stakeholders Museum of London, Market Co-location Programme and City Surveyors (the Annex building)	The agreed scope, objectives or cost of the project changes due to partner priorities diverging. The priorities change regulary.	Likely	Major	16	£0.00			Work closely with the team throughout the project to inform all parties about possible changes and to understand where there are issues arising. Where possible come to decisions approved by both parties. Meetings with partners held regularly.	£0.00	Possible	Serious	£0.00	6	£0.00		13/03/20	Helen Kearney/ Clarisse Tavin	CPR, Musem of London, Market Consolidation Programme and City Surveyors		
R3		(4) Contractual/Partnership	Project Dependencies: The Annex bulding occupancy and exact use is unknown at this stage of the project	The risk could have an impact on scope, budget and could create a possible delay	Likely	Serious	8	£0.00			Ensure that good communication and regular updates are maintained with the City Surveyors	£0.00	Possible	Minor	£0.00	3	£0.00		16/03/20	Helen Kearney/ Clarisse Tavin	City Public Realm and City Surveyors		
R4		(4) Contractual/Partnership	Project Dependencies: The Market building and the Rotunda occupancy and exact use is unknown at this stage of the project	This risk could have an impact on scope, budget and reputation. Project could be significantly delayed. Potential uses of the Market and the Rotunda could be in conflict with aspiration for the Public Realm.	Possible	Serious	6	£0.00			Regular meeting are in place and good communication is maintained with Market Co-location team and Consultants. Three team design meetings scheduled regulary and the client for both projects meets weekly. KPI's for each project are being set.	£0.00	Likely	Serious	£0.00	8	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm and Market Consolidation Programme		
R5		(3) Reputation	The design is not delivered on time to meet with the Parliamentary Bill deadline and opening of the New Musem of London	If the project does not meet important deadlines realiting to project dependencies it could impact on the City of London's reputation and cause further delays for all related major projects	Unlikely	Major	8	£0.00			Ensure project programme is up to date and there is enough contingency within the programme. Ensure public engagement on the concept design is planned well in advance.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R6		(9) Environmental	Scope: improvements need to be significant enough to meet the Healthy Street plan and Culture Spine outcomes	The targets in Transport Strategy and Culture Mile Look and Feel strategy would not be met.	Possible	Major	12	£0.00			Continued engagement with transportation team, transportation consultants and Culture Mile team as part of the design process.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, City Transportation		
R7		(2) Financial	City of London not able to identify funds for the whole project	The project is not able to fulfil its objectives	Possible	Major	12	£0.00			Close working with Major Project team and City members.	£0.00	Unlikely	Major	£0.00	8	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, Town Clerk		
R8		(3) Reputation	Conflicting opinions about the scope and objectives of the project	The risk could result in lack of consistent decision making. This could cause change in scope and have an impact on cost estimation, time and reputation.	Possible	Serious	6	£0.00			Ensure that good communication is maintained and members are reciving regular project updates. Keep Chief Officers updated	£0.00	Unlikely	Minor	£0.00	2	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, Built Environment Director		
R9		(3) Reputation	Residents object to the project	The project is not able to fulfil its initial objectives. It could have an impact on scope and delay the project by looking for alternative design solutions.	Unlikely	Serious	4	£0.00			Residents Representative to sit on Stakeholder Working Party. Engagement on concept design. Initiate communication with residents through e-bulletin, letters, public consultation, meeting/events. Comms Strategy updated regularly.	£0.00	Rare	Minor	£0.00	1	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R10		(3) Reputation	Negotiations with traders causes problems to City Public Realm project	The risk could have an impact on scope, cost estimate, time and reputation. Traders objectives could cause issues for all parties involved in the project.	Possible	Major	12	£0.00			Work closely with the MCP team who are leading on traders engagement. Engagement withMarkets team to understand traders' business needs.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm and MCP Team		
R11		(3) Reputation	Local businesses object to transportation changes and proposed design option	The project is not able to fulfil its initial objectives. It could have an imapct on scope and delay the project by looking for alternative design solutions.	Possible	Serious	6	£0.00			Ensure good communication with local businesses through surveys, e-bulletin, letters, public consultation, and other meeting/events and regular project updates are in place.	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		

R12		(4) Contractual/Partnership	Problem with decision making between three large separate consultants teams	Lack of clear lines of responsibilities and poor communication could cause project delay in all consultants team. This would have an impact on budet and reputation.	Possible	Major	12	£0.00			Ensure that good communication is maintained between three separate consultants team and regular meetings are in place.	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, MCP team, Museum of London team		
R13		(2) Financial	Issues relating to appointment of consultants	Delays cause by problems with finalising contracts with consultants	Unlikely	Major	8	£0.00			City procurement practices are in place	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R14		(3) Reputation	Lack of clear and effective comunication with LB Islington	Poor communcation with LB Islington could impact scope of the project and cause delay. It would also impact project reputation.	Unlikely	Serious	4	£0.00			Ensure that good communication is maintained with LB Islington and regular meetings are in place.	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R15		(1) Compliance/Regulatory	The Parliamentary Bill for Smithfield Market relocation not approved	The project is not able to fulfil its objectives. Significat changes to scope would be introduced.	Unlikely	Extreme	16	£0.00			MCP team working closely with Remembrancers' dept. CPR team to contribute required design work in a timely manner.	£0.00			£0.00		£0.00			Chris Bonner	MCP team		
R16		(9) Environmental	Covid-19 impacts	Due to Covid 19 and the impact of this (e.g. social distancing measures and contractors stopping work), certain elements of the project are delayed. Could particularly impact on Stakeholder engagement and transport modelling.	Possible	Serious	6	£0.00			Reorder project programme to concentrate on priorities; ensure that transport options are set out so that one option is not pre determined prior to engagement.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						
R57								£0.00				£0.00			£0.00		£0.00						
R58								£0.00				£0.00			£0.00		£0.00						
R59								£0.00				£0.00			£0.00		£0.00						
R60								£0.00				£0.00			£0.00		£0.00						
R61								£0.00				£0.00			£0.00		£0.00						
R62								£0.00				£0.00			£0.00		£0.00						
R63								£0.00				£0.00			£0.00		£0.00						
R64								£0.00				£0.00			£0.00		£0.00						
R65								£0.00				£0.00			£0.00		£0.00						
R66								£0.00				£0.00			£0.00		£0.00						
R67								£0.00				£0.00			£0.00		£0.00						
R68								£0.00				£0.00			£0.00		£0.00						
R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						
R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						
R76								£0.00				£0.00			£0.00		£0.00						
R77								£0.00				£0.00			£0.00		£0.00						
R78								£0.00				£0.00			£0.00		£0.00						
R79								£0.00				£0.00			£0.00		£0.00						
R80								£0.00				£0.00			£0.00		£0.00						
R81								£0.00				£0.00			£0.00		£0.00						
R82								£0.00				£0.00			£0.00		£0.00						
R83								£0.00				£0.00			£0.00		£0.00						
R84								£0.00				£0.00			£0.00		£0.00						
R85								£0.00				£0.00			£0.00		£0.00						
R86								£0.00				£0.00			£0.00		£0.00						
R87								£0.00				£0.00			£0.00		£0.00						
R88								£0.00				£0.00			£0.00		£0.00						
R89								£0.00				£0.00			£0.00		£0.00						
R90								£0.00				£0.00			£0.00		£0.00						
R91								£0.00				£0.00			£0.00		£0.00						
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						

R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

City of London: Projects Procedure Corporate Issues Log

Project Name: Smithfield Public Realm

Unique project identifier: 11956

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

City of London: Projects Procedure Corporate Dependencie

Project Name: Smithfield Public Realm

Unique project identifier: 11956

A list of any event or work that are either dependent on the result of your project, or your project will depe

General dependency classificatio				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)

Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

City of London: Projects Procedure Corporate Assumptions L

Project Name: Smithfield Public Realm

Unique project identifier: 11956

A list of any factors that you are assuming to be in place that will contribute to the successful result of your

			General assumption classificatio	
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)

Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)