

City of London: Projects Procedure Corporate Risks Register

Project Name: Pedestrian Priority Streets			PM's overall risk rating: Medium		CRP requested this gateway £ 250,000		Average unmitigated risk 5.1		Open Risks 19														
Unique project identifier: 12269			Total estimated cost (exec risk): £ 8,307,969		Total CRP used to date £ 61,000		Average mitigated risk score 1.4		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	5	(1) Compliance/Regulatory	Issues or delays in any required consents such as third party consents, TTOs, Section 8s, TMAN, 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 TTOs, Permits, EqIA, TMAN etc; its likely delivery of the interventions could suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* 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	Unlikely	Serious	£7,500.00	4		Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Transport & Public Realm Projects	Kristian Turner, Transport & Public Realm Projects		4/8/25 - Costs reduced. Although the schemes are being delivered under well-used and understood regulations, there is a possibility that some delays may occur due to unforeseen technicalities.
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	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* 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	£15,000.00	3		Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Transport & Public Realm Projects	Kristian Turner, Transport & Public Realm Projects		4/8/25 - Costs reduced. It is unlikely that any form of meaningful legal challenge will take place against the remaining proposed TMOs, and standard project management processes will help mitigate against the possibility.
R3	5	(3) Reputation	Issue(s) with external engagement and buy-in, potentially at the consultation stage, 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	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* 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	£6,000.00	3		Use of CRP could include but is not limited to additional staff time and increased external consultants costs	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. 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, lead to additional resources 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	2	£7,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* 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	£2,500.00	2		Use of CRP could include but is not limited to additional staff time and increased external consultants costs	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		(as above)
R5	5	(2) Financial	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	2	£7,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake early engagement with City's term contractor, FM Conway where required and map out the required resources & materials.	£0.00	Unlikely	Minor	£2,500.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. Early engagement and early ordering where possible.
R6	5	(10) Physical	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	£7,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* 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	£2,500.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. The interventions 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	(4) Contractual/Partnership	Accessibility, equalities and/or security concerns or simmlar 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	3	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Include the City's Accessibility and Security Officers (If required) in design reviews. * Consider involving accessibility groups in an advisory role.	£0.00	Unlikely	Minor	£7,500.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. The interventions 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	(10) Physical	Inaccurate or incomplete project estimates, including inflationary and/ or price indexing related 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 (Baxters, RPI, etc) amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Major	12	£200,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via interim submissions from the main contractor. * Track spending closely so future costs can be estimated more accurately.	£0.00	Possible	Serious	£125,000.00	6	£5,000.00	Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - financial figures updated. The works required are using well-established rates and costs through the City's existing highways term contractor but the current financial climate means contract uplifts and increases in other costs are very likely. This will include any upcoming rate/ baxters/RPI changes. Officers will continually monitor this and mitigate as best as possible. Also, its possible an estimate could be wrong for whatever reason and this risk also covers this possibility.
R9	5	(10) Physical	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	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Regular engagement with City and TfL network management teams	£0.00	Possible	Minor	£8,500.00	3		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		17/5/24 - £5k drawn down. New 4/8/25 - Costs reduced. 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 delivery the 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	(3) Reputation	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, especially those involving utilities could result in further costs whether they be time, funding or resources.	Possible	Serious	6	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work with design engineers to review each site at the appropriate time.	£0.00	Unlikely	Serious	£12,500.00	4	£1,000.00	Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - 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) 4/8/25 - Costs reduced to reflect current progress.
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	£0.00	Y – for costed impact post-mitigation	B – Fairly Confident	* 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	£0.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour and works costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - 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. 4/8/25 - risk closed. No further work is required with TfL buses.
R12	5	(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	4	£15,000.00	Y - for costed impact post-mitigation	A – Very Confident	* 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	Rare	Minor	£7,500.00	1		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. Should an accident occur within any of the 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 Utilities diversions or alterations impact on project delivery and/ or costs	Unforeseen delay and costs from SU companies	Possible	Serious	6	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ensure due NSWRA process is followed	£0.00	Rare	Minor	£17,500.00	1	£30,000.00	Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. Whilst all efforts are made to identify the required utility works for a scheme, its possible extra diversions or changes could be required once a site is exposed.
R14	4	(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	£0.00	Y – for costed impact post-mitigation	B – Fairly Confident	Highways (who will undertake detailed design) to undertake a review of the preliminary design cost estimates prior to gateway 345 submission.	£0.00	Rare	Minor		1	£25,000.00		13/09/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - risk closed having been used previously. However, the risk is still live and is covered by R8.
R15	5	(10) Physical	Additional investigations, surveys, data and/ or monitoring may be required by internal/ external parties to further validate the design or due to another unforeseen event.	Delays could occur to the programme if validation of the design is delayed. Also, should the interventions / experimental schemes cause any type of unforeseen impacts (changes in traffic patterns, pedestrian behaviour, pollution levels, etc), the monitoring strategy may need changing and therefore extra resource may be need to account for this.	Possible	Serious	6	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	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	£10,000.00	6		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	01/10/2022	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced, schemes may require additional surveys, data and/ or monitoring than those already planned for whatever reason(s), particularly concerning basements and possibly the underground infrastructure.
R16	6	(10) Physical	Network performance issues following the schemes result in changes being required	There could be unforeseen implications on the city's network performance, both positive and negative.	Unlikely	Major	8	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Create a monitoring strategy that includes the ability to react quickly to changes and unforeseen events. * Ensure that all relevant departments are consulted as early as possible to input into design options.	£0.00	Rare	Minor	£7,500.00	1		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. No traffic modelling is being undertaken for the interventions and this therefore means that the risk is higher. This risk will reduce as more schemes complete.

R17	6	(1) Compliance/Regulatory	Scheme monitoring and/ or Road Safety Audits identify required changes	Scheme monitoring or Road Safety Audits may identify that the interventions / experimental schemes require changes. This could result in rework costs or further monitoring to assess whether what's built is safe and suitable.	Unlikely	Serious	4	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Informally monitor on street as work begins to complete to identify any potential changes whilst the contractor is on-site * Ensure the planned monitoring feeds directly into design reviews	£0.00	Rare	Minor	£6,000.00	1		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. If issues are identified by monitoring and/ or any future road safety audits, these may require extra resource to fix.
R18	5	(10) Physical	Unexpected or unplanned user behaviour results in the City requiring marshalling and/ or enforcement in and around the schemes before, during or after construction/ implementation.	Extra costs would be incurred if additional resource was required to marshal and enforce the interventions / experimental schemes	Unlikely	Serious	4	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Ensure that the comms related to the interventions / experimental schemes is strong and clear in its message to all stakeholders * Assess whether city occupiers can also promote the City's work and message through their comms channels.	£0.00	Rare	Minor	£12,000.00	1		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - Costs reduced. With the post COVID-19 return to work, it's very difficult at this point in time to assess how users will react to the interventions / experimental schemes, and its likely that there will be many contributing factors to this. Many of these will also be outside of the City's control. Therefore, should it be required, approx. £8k per month has been estimated for providing marshalling and enforcement services should they be necessary.
R19	5	(10) Physical	The relocation of the Net World telephone kiosk on Cheapside	Delays the construction programme or requires a design change if the box cannot be relocated	Unlikely	Serious	4	£20,000.00	Y – for costed impact post-mitigation	B – Fairly Confident	* Ensure liaison with the 3rd party provider and Planning colleagues; identify an alternative location on Cheapside if required	£0.00	Rare	Minor	£0.00	1		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	01/12/2024	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		4/8/25 - risk closed as planning approval has been granted.