

ID	Risk Category	Risk	Risk Owner	Probability	Impact	Total Risk Value	Proximity	Risk Response	Risk Response/Mitigation	Status	Probability	Impact	Total Risk Value
PROCUREMENT RISKS													
A-001	Financial / Budgeting	Specialist material item availability and lead times	WCC/ Contractor	Medium	Medium	Medium	Med term	Reduce	1. Consider material lead times and detail of material selection earlier in the design process (i.e. Stage 2 instead of Stage 3) 2. Lock in material order early in the design process	Open	Low	Low	Low
FINANCE AND BUDGETING													
B-001	Financial / Budgeting	£150m was allocated from the WCC capital fund in 2019 of which circa £36m has been spent. A Fairer Westminster approach requires the re-prioritisation of investment across the borough and leveraging external funding to progress/deliver projects. Without third party funding, the programme cannot be delivered in full.	WCC	Medium	High	High	Med term	Reduce	1. WCC has been meeting regularly with NVEC and businesses in advance of funding agreements being defined and agreed. This engagement has proactively respond to queries. The Council has received strong assurance that NVEC will be able to raise the necessary funds.	Open	Medium	Medium	Medium
B-002	Utilities (water, electricity, gas, BT, comms)	Costs for protection and diversion of existing services will not be known until the designs are progressed and the relevant utility quotations are obtained. The budget held for these works will be carefully monitored.	WCC	Medium	High	High	Med term	Reduce	1. Engagement with utility companies through the C2, C3, C4 processes (in accordance with the WCC Design Stages). Comprehensive buried services surveys are allowed for as part of the design programme.	Open	Medium	Medium	Medium
B-003	Contract	Annual indexation increases	WCC	High	Medium	Medium	Short term	Accept	1. Proactive allowance for indexation increases in the project cost estimates	Open	High	Low	Medium
B-004	Contract	Material storage costs need to be budgeted for at a programme wide level as it is over and above physical works	WCC	Medium	Medium	Medium	Med term	Reduce	1. Order materials efficiently to minimise storage costs 2. Storage costs were renegotiated with MCJV 3. Storage costs are accounted for in programme budget estimates	Open	Low	Low	Low
B-005	Financial / Budgeting	Material costs are subject to fluctuation given inflationary rises and sourcing issues which will impact on overall project and programme cost	WCC/ Contractor	High	Medium	High	Med term	Reduce	1. Monitor material costs through the design process and determine impact on scheme cost. This may trigger the requirement for descoping/value engineering. 2. Include an appropriate allowance for inflationary increases within any cost estimates	Open	High	Medium	High
EXTERNAL COMMUNICATIONS / STAKEHOLDERS RISKS													
C-001	External approval	Potential delays resulting of lack of coordination with relevant TfL teams including London Buses and Taxis and delay in their response on various aspects of project design and delivery, e.g. signal design.	WCC	Medium	High	High	Short term	Reduce	1. Head of Programme / Project Director undertaking engagement with these stakeholders and responding to ad hoc enquiries 2. Regular meetings with TfL 3. Seek of an SRO at these organisations	Open	Medium	Medium	Medium
C-002	External approval	Lack of support from neighbouring boroughs	WCC	Low	Medium	Low	Med term	Reduce	1. Project team proactively liaising with neighbouring boroughs regarding the OS programme and schemes	Open	Low	Medium	Low
C-003	External approval	Lack of support for proposed changes due to transport and other potential impacts (e.g. concerns of impact on residential amenity)	WCC	Medium	High	High	Short term	Reduce	1. Early engagement with all stakeholders regarding the proposals 2. Alternative options considered where necessary	Open	Medium	Medium	Medium
C-004	Communications / Stakeholders	TMO consultation and objection causing delay to projects	WCC	Medium	Medium	Medium	Short term	Reduce	1. TMO consultation strategy includes pre-engagement with relevant stakeholders to ensure they are clear on the proposals and their impact in advance of the TMO consultation going live. Proactive resolution of issues required.	Open	Medium	Medium	Low
C-005	Governance / Internal approval	Delays to the programme due to the internal approval process	WCC	Medium	Medium	Medium	Short term	Reduce	1. Key internal approval process highlighted in project programme 2. Decision makers meet on a regular and proactive basis 3. Political support in place to ensure the approval process is quick 4. Ensuring improved governance arrangements are followed	Open	Medium	Medium	Medium
DESIGN AND SCOPE													
D-001	Design	Street trading kiosk locations may conflict with proposed design	WCC	High	High	High	Short term	Reduce	1. Comprehensive kiosk mapping exercise being conducted 2. Work with Licensing and WESTA on to explore options	Open	High	Medium	High
D-002	Design	Potential challenge to the success of the project(s) if traffic approach is not well received locally	WCC	Medium	Medium	Medium	Short term	Reduce	1. Traffic restrictions are being considered along Oxford Street to moderate flow 2. Proactive liaison with residents and businesses to address any concerns and impact in advance of design finalisation	Open	High	Medium	High
D-003	Scope	Delay to design duration impacting on meeting construction start and completion dates	WCC	Medium	High	High	Short term	Reduce	1. Careful management of design process and interfaces with TfL and other organisations 2. Ensure that there is appropriate and sufficient design resource	Open	Medium	Medium	Medium
D-004	Scope	OS team staff recruitment constraints	WCC	Medium	Medium	Medium	Med term	Reduce	1. New staff structure has been approved and recruitment is ongoing 2. Working with HR to consider alternative recruitment approaches	Open	Medium	Low	Low
D-006	Design	Signal design - TfL capacity to deliver necessary signal design and works as per project milestones	WCC	Medium	High	High	Med term	Reduce	1. Dedicated TfL project sponsor has been confirmed to facilitate	Open	Medium	Medium	Medium
D-007	Utilities (water, electricity, gas, BT, comms)	Utilities - Utility companies may wish to upgrade existing infrastructure or provide new ducting for future requirements. This may result in delays to project works.	WCC / Contractor	Medium	Medium	Medium	Long term	Reduce	1. Encouraging advanced utility works - coordination with cyclical closures	Open	Medium	Medium	Medium
D-008	Utilities (water, electricity, gas, BT, comms)	Future Proofing - Consideration of future proofing may be beneficial to provide infrastructure for new services which are not foreseen at this time.	WCC / Contractor	Low	Medium	Low	Long term	Reduce	1. Coordination with utility companies during the design process to preemptively understand requirements and programme	Open	Low	Medium	Low
D-009	Design	Security - Consideration of pedestrian safety through the design process	WCC	Medium	Medium	Medium	Med term	Accept	1. Trial holes/GPR required to determine the feasibility of in-ground 2. A dedicated design strand will focus on security measures	Open	Medium	Medium	Medium
D-010	Design	Trees and other planting - There is an ambition to plant additional trees/greening on Oxford Street and other project areas however buried services may present an obstacle to in ground planting	WCC	High	Medium	Medium	Med term	Reduce	1. Trial holes/GPR required to determine the feasibility of in-ground planting 2. Diversion of utilities to be considered on a case by case basis	Open	Medium	Medium	Medium
CONSTRUCTION RISKS													

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E-001	Utilities (water, electricity, gas, BT, comms)	Uncharted services not identified through C2 enquiries may impact on the ability to achieve the design without diversion, lowering or protection in agreement with the relevant authority resulting in potential delay and additional cost	Contractor	Medium	Medium	Medium	Med term	Accept	1. C2 enquiries will need to be undertaken and followed up with design in short succession	Open	Medium	Medium	Medium
E-002	Utilities (water, electricity, gas, BT, comms)	Shallow services are regularly encountered throughout Westminster and Central London. These may impact on installing gullies and foundations to lighting columns, greening, posts, gullies, bollards requiring redesign or further utility works	Contractor	Medium	High	High	Long term	Reduce	1. Coordination of design development with utility companies. Contractor to coordinate for the stages they are commissioned to deliver for each project.	Open	Medium	Medium	Medium
E-003	Utilities (water, electricity, gas, BT, comms)	Existing services are found to be damaged during the works - requiring protection, reconstruction or other works	Contractor	Medium	Medium	Medium	Long term	Accept	No mitigating action	Open	Medium	Medium	Medium
E-004	Basements	Basements extend below footway to an extent which requires additional care in excavation methodology	Contractor	Medium	Medium	Medium	Long term	Accept	1. Visual survey to be undertaken at Feasibility Stage 2. Detailed surveys to be undertaken in advance of construction in accordance with the WCC Stage Deliverables	Open	Medium	Low	Low
E-005	Basements	Property owners do not repair basements in advance of works impacting on ability to commence in those locations	WCC	Low	Medium	Low	Long term	Reduce	1. Surveys to be undertaken - early engagement with property owners	Open	Low	Medium	Low
E-006	Basements	WCC unable to ascertain ownership of basements in order to inspect and require repair works	WCC	Low	Medium	Low	Long term	Reduce	1. Surveys to be undertaken - early engagement with property owners	Open	Low	Medium	Low
E-007	Drainage	Approval of works impacting on Thames Water infrastructure may not be provided in time	Contractor	Medium	Medium	Medium	Long term	Reduce	1. Coordination with Thames Water during the works - Contractor to be responsible for this	Transfer	Medium	Medium	Medium
E-008	Drainage	Existing drainage network requires improvements/repairs in order to use	Contractor	Medium	Medium	Medium	Long term	Reduce	1. CCTV survey to be undertaken by the Contractor	Open	Medium	Medium	Medium
E-009	Other Works	Progression of works may be impacted by applications from third parties to carry out works	WCC	Medium	Medium	Medium	Long term	Reduce	1. All works applications in the Oxford Street area to be considered by WCC or potential impact on the project	Open	Medium	Low	Low
E-010	Other Works	Works may be hindered by existing scaffolding, diversions, suspensions, closures, access requirements	WCC	Medium	High	High	Long term	Reduce	1. Close engagement with the WCC Network Management team and developers in advance of public realm works commencing	Open	Medium	Medium	Medium
E-012	Material delivery	Large quantity of specialist materials may be difficult to source within the required timescales impacting on the delivery of the works	WCC/ Contractor	Medium	Medium	Medium	Med term	Reduce	1. Identify potential materials palette during early design stages to allow Contractor to engage with the supply chain if possible	Open	Medium	Medium	Medium
E-013	Residential and Business access	Access to business frontages will need to be maintained but may impact on the phasing, programming and efficiency of the works	WCC	High	Medium	Medium	Med term	Reduce	1. Early engagement with stakeholders to discuss specific requirements 2. Restrictions on work to be included in the contract in relation to maintaining access and coordination of the works	Open	High	Medium	High
E-014	Residential and Business access	Access will need to be maintained for deliveries potentially impacting on the phasing, programming and efficiency of the works	WCC/ Contractor	High	Low	Medium	Long term	Reduce	1. Early engagement with stakeholders to discuss specific requirements 2. Restrictions on work to be included in the contract in relation to deliveries and coordination of the works	Open	High	Low	Medium
E-015	Work restrictions	Planned events will impact on the phasing and progress of the works	WCC/ Contractor	High	Low	Medium	Long term	Reduce	1. Regular planned events to be identified in the contract 2. Other events may take place and to be managed between the Client and the Contractor	Open	High	Low	Medium
E-016	Work restrictions	Union action may result in strikes or walkouts impacting on resource and meeting of project milestones	Contractor	Low	Medium	Low	Long term	Accept	1. Contractor's risk	Transfer	Low	Medium	Low
E-017	Work restrictions	Third party developments along Oxford Street and wider area in parallel with the proposed programme works which could result in competition for road space	WCC/ Contractor	Medium	Medium	Medium	Long term	Reduce	1. Long term planning and liaising required with developers, WCC Highways and TfL to coordination of work and minimisation of traffic and access impacts during construction	Open	Medium	Medium	Medium
E-018	Work restrictions	Marches and demonstrations may arise during the works which can impact access to site	WCC	Low	Medium	Low	Long term	Accept	1. Protests mainly take place on Parliament Square - no mitigating action	Open	Low	Medium	Low
E-019	Terrorism	Terrorist attack within the area may require shut-down or impact on the works or change to security requirements	WCC/ Contractor	Medium	High	Medium	Long term	Reduce	1. Contract to incorporate emergency plan for dealing with incidents especially at the London Underground Stations 2. Close working with the MPS	Open	Medium	Medium	Medium
E-020	Inclement weather	Flooding due to excessive rainfall may impact on the works (or surrounding areas)	N/A	Medium	Medium	Medium	Long term	Accept	No mitigating action	Open	Medium	Medium	Medium
E-021	Inclement weather	Temperatures below a certain point will impact on the ability of the Contractor to pour concrete, undertake resurfacing and other aspects of the works	N/A	Medium	Medium	Medium	Long term	Accept	No mitigating action	Open	Medium	Medium	Medium
E-022	Inclement weather	Snowfall may impact on the ability to undertake works or access the site until it has cleared	N/A	Low	Medium	Low	Long term	Accept	No mitigating action	Open	Low	Medium	Low
E-023	Archaeological	Archaeological items may be found during the works which require third party input	N/A	Low	Medium	Low	Long term	Accept	No mitigating action	Open	Low	Medium	Low
E-024	Noise Restrictions	WCC may impose general noise restrictions over different locations of the works	WCC	Medium	Medium	Medium	Long term	Reduce	1. Early engagement with contractor to understand construction method and mitigation in consideration of residential amenity and impact on other uses	Open	Medium	Low	Low
E-025	Default / Administration	The main Contractor or designer may enter administration during the currency of the contract - requiring a new Contractor to be appointed	WCC/ Contractor	Low	High	Medium	Med term	Reduce	1. Financial evaluation as part of PQQ with a 're-check' at ITT	Open	Low	High	Medium
E-026	Default / Administration	(Key) suppliers may enter administration during the currency of the contract - requiring new suppliers to be sourced. Amounts may have already been paid to suppliers for materials which cannot be delivered	WCC/ Contractor	Low	Medium	Low	Med term	Reduce	1. Financial evaluation as part of PQQ with a 're-check' at ITT	Open	Low	Medium	Low
E-027	Default / Administration	Subcontractor(s) may enter administration during the currency of the contract - potentially impacting significant elements of the works	WCC/ Contractor	Low	Medium	Low	Med term	Reduce	1. Financial evaluation as part of PQQ with a 're-check' at ITT	Open	Low	Medium	Low
E-028	Supply Chain Payment	The (main) Contractor may withhold payment to its supply chain - causing dispute, not delivering to site, removal of operatives from site	WCC/ Contractor	Low	Medium	Low	Long term	Reduce	1. A Fair Payment Protocol is part of the contract	Open	Low	Medium	Low
POST COMPLETION RISKS													
F-001	Maintenance	Incomprehensive maintenance and management plan that fails to cover all aspects necessary to deliver successful schemes in the long term.	WCC	Medium	Medium	Medium	Long term	Reduce	1. Define maintenance requirements 2. Close liaison with relevant WCC teams and NWEC to define comprehensive management approach 3. Secure third party funding for post completion maintenance and management	Open	Medium	High	Medium