

City of London: Projects Procedure Corporate Risks Register

Project name: Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings: LMA Solar PV

Unique project identifier: TBC

Total est cost (exc risk) £129116

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	7.2
Avg risk post-mitigation	3.2
Red risks (open)	4
Amber risks (open)	9
Green risks (open)	13

	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)

£219,012.00	170%
-------------	------

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£219,012.00	170%
-------------	------

" "

Costed risk post-mitigation (open)

£0.00	0%
-------	----

" "

Costed Risk Provision requested

£21,089.00	16%
------------	-----

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
2	3.0	£6,014.00	0	0	2
5	10.6	£119,998.00	2	2	1
0	0.0	£0.00	0	0	0
8	5.1	£33,000.00	1	2	5
6	8.7	£40,000.00	1	3	2
1	4.0	£10,000.00	0	0	1
0	0.0	£0.00	0	0	0
1	3.0	£0.00	0	0	1
1	12.0	£0.00	0	1	0
2	8.0	£10,000.00	0	1	1

Issues (open)

0

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

0

All Issues

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:	Climate Action Strategy (CAS) – Capital Delivery Programme	PM's overall risk rating:	Medium	CRP requested this gateway	£ 21,089	Average unmitigated risk	7.2	Open Risks	26
Unique project identifier:	TBC	Total estimated cost (exc risk):	£ 129,116	Total CRP used to date	£ -	Average mitigated risk score	3.2	Closed Risks	0

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification in pre-mitigation	Impact Classification in 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	Comment(s)
R1	5	(2) Financial	Solar PV Main works variations/delays Cause: changes during the design or installation stage based on further design work surveys and consultation with building control, planning conservation and other stakeholders. Event: may require further design or installation works and could lengthen the programme	Additional costs and delays, if no budget is available to meet this then scope of the project would need to be changed or an issue report raised to request the additional budget	Likely	Major	16	£13,540.50	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£9,027.00	Likely	Minor	£0.00	4	£0.00	To address any need for contract variations	19/09/23	Darren Horigan	Main Contractor: Vital Energy		
R2	5	(1) Compliance/Regulatory	Permissions and compliance application for proposals, landlords consent required additional design work or legal support. Event: additional fees for and input required from contractor/legal solicitors or other main works variations/delays	Additional costs exceed approved budget	Unlikely	Serious	4	£5,000.00	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£1,250.00	Unlikely	Minor	£0.00	2	£0.00	To address any need for contract variations	19/09/23	Darren Horigan	Main Contractor: Vital Energy		to be funded from approved GW2 budget to support project development
R3	5	(2) Financial	Solar PV Main works variations/delays Cause: changes during the design or installation stage based on further design work surveys and consultation with building control, planning conservation and other stakeholders. Event: may require further design or installation works and could lengthen the programme	Additional costs and delays, if no budget is available to meet this then scope of the project would need to be changed or an issue report raised to request the additional budget	Likely	Major	16	£3,750.00	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£2,500.00	Likely	Minor	£0.00	4	£0.00	To address any need for design or contract variations	19/09/23	Darren Horigan	TBC (Contractor)		
R4	5	(2) Financial	Client Project management fees increase Cause: programme extension/delays or scope changes Event: increase in the resources available to support the programme	Insufficient PM resource could impact project control and hence other risks - such as performance	Possible	Serious	6	£2,707.50	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£1,805.00	Possible	Minor	£0.00	3	£0.00	To extend PM services	12/01/24	Darren Horigan	Darren Horigan		
R5	5	(10) Physical	Accidental property damage due to movement of equipment Cause: impact of items to property/fittings from equipment transfer to/from Event: damage to property within access routes	Additional project time delay. Disruption caused by damage/repairs.	Unlikely	Serious	4	£5,000.00	N	B – Fairly Confident	This can be mitigated through restricting access route to low risk areas, well developed RAMS and good installation supervision.	£0.00	Rare	Minor	£0.00	1	£0.00		19/09/23	Darren Horigan	Main Contractor: Vital Energy		Isolion required with Art Gallery management
R6	5	(4) Contractual/Partnership	Unable to enter into contract within fixed price proposal period	Additional costs due to inflation	Unlikely	Minor	2	£5,000.00	N	B – Fairly Confident	Fixed price is 90 days and the approval process should be short due to delegated authority under CAS programme. If 90 days was exceeded, the increased costs are likely to be minor.	£0.00	Unlikely	Minor	£0.00	2	£0.00		19/09/23	Darren Horigan	Main Contractor: Vital Energy		
R7	5	(4) Contractual/Partnership	Supply delivery disruption Cause: disruption to the transport system. Event: delays for materials and personnel	Additional project time delay.	Unlikely	Minor	2	£0.00	N	B – Fairly Confident	Main Contractor has verified there is very low risk to the supply of the selected products.	£0.00	Rare	Minor	£0.00	1	£0.00		19/09/23	Darren Horigan	Main Contractor: Vital Energy		
R8	5	(4) Contractual/Partnership	Contractor liquidity Cause: contractor cash liquidity Event: contractor insolvency	Project delays	Unlikely	Extreme	16	£0.00	N	B – Fairly Confident	Works to be delivered through call-off contract with existing Main Contractor - Vital Energi. Vital Energi are considered low risk in terms of solvency given the size of the company, there is a risk that the lighting sub-contractor could go insolvent, in which case this could cause delays while the Main Contractor arranges an alternative sub-contractor.	£0.00	Rare	Serious	£0.00	2	£0.00		19/09/23	Darren Horigan	Main Contractor: Vital Energy		
R9	5	(4) Contractual/Partnership	Commissioning and snagging delays Cause: commissioning and snagging not performed on time Event: the quality of remaining works might be jeopardised if repeated mistakes are not spotted on time	Additional project time delay.	Possible	Minor	3	£5,000.00	N	B – Fairly Confident	Ensure Main Contractor carries out their QA process effectively. Procured PM services will support quality control checks.	£0.00	Unlikely	Minor	£0.00	2	£0.00		19/09/23	Darren Horigan	Main Contractor: Vital Energy		
R10	5	(4) Contractual/Partnership	Contract dispute Cause: disputes between the client and contractor Event: legal actions delays or pause in the project	Additional project time delay. Legal costs	Unlikely	Serious	4	£10,000.00	N	B – Fairly Confident	Works to be delivered through call-off contract with existing Main Contractor - Vital Energi. Considered unlikely due to the existing GLA framework contract being well developed and used for a number of years. A specific JCT contract will be in place for the works in scope of the project.	£0.00	Rare	Serious	£0.00	2	£0.00		19/09/23	Darren Horigan	Main Contractor: Vital Energy		

R11	5	(4) Contractual/Partnership	Contractor performance Cause: contractor not performing to expectations Event: programme of works altered and delays in delivering key milestones	Additional project time delay.	Possible	Serious	6	£5,000.00	N	B – Fairly Confident	Careful contractor selection, using established frameworks. Good project management and controls with frequent meetings, key milestones, regular contract reports, regular site inspections.	£0.00	Unlikely	Serious	£0.00	4	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R12	5	(4) Contractual/Partnership	Faulty equipment Cause: faulty equipment delivered to site Event: solar panels not operating as intended	Delays to completion	Possible	Serious	6	£5,000.00	N	B – Fairly Confident	Ensure specified products are of good quality. Ensure installers are experienced and qualified. Ensure effective QA process.	£0.00	Unlikely	Minor	£0.00	2	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R13	5	(4) Contractual/Partnership	Coordination with other site works and maintenance Cause: poor coordination with other site project works or maintenance works Event: disruption to both works	Project delays	Unlikely	Minor	2	£3,000.00	N	B – Fairly Confident	Early and ongoing engagement with all key stakeholders	£0.00	Unlikely	Minor	£0.00	2	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R14	5	(5) H&S/Wellbeing	Asbestos related to Solar PV works Cause: unsurveyed areas of work Event: asbestos discovery	Additional project costs and time delay while asbestos is managed.	Unlikely	Serious	4	£5,000.00	Y - for mitigation costs	C - Uncomfortable	Asbestos R&D surveys planned for all risk areas. CRP requested to allow for any discovered asbestos to be managed. Where risk budget is insufficient the scope of the project may need to be changed to avoid asbestos risks, or an issue raised to obtain further budget to address	£2,000.00	Rare	Serious	£0.00	2	£0.00	19/09/23	Darren Horigan	Darren Horigan
R15	5	(5) H&S/Wellbeing	General H&S Cause: accident while working on or near electrical equipment, unsafe works or installation, working in a plant room, working at height, working with power tools, crane lift, traffic control Event: various - immediate or later injury or death to people undertaking the work or in the vicinity of the works, electrical fire, damage to property.	Project delays. Reputational risk.	Possible	Extreme	24	£10,000.00	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans/permits, RAMS and monitoring of works to ensure compliance with CDM, Col H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R16	5	(5) H&S/Wellbeing	Covid-19 Cause: Covid-19 outbreak Event: disruption to contractor or supply-chain, infections between personnel, restricted or no access to the building.	Additional project time delay and closure of the building	Likely	Serious	8	£5,000.00	N	B – Fairly Confident	Work in accordance with Col. COVID-19 safe guidelines, including the use of face masks and social distance between teams, limiting personnel within confined plant rooms where possible. Vaccination of site personnel.	£0.00	Possible	Serious	£0.00	6	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R17	5	(5) H&S/Wellbeing	Noise nuisance Cause: use of power tools, crane operation, installation on solar panel installation roof Event: noise is audible to occupants	Nuisance cause to occupants. Project delays if works need to be postponed. Additional costs if works need to be undertaken out of hours.	Unlikely	Serious	4	£10,000.00	N	B – Fairly Confident	Consultation with stakeholders to understand potential impacts. Careful planning of works to avoid time when this may be an issue.	£0.00	Unlikely	Minor	£0.00	2	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R18	5	(6) Safeguarding	Vehicle/Crane access Cause: Access to LMA Event: Possible injuries to people/property	Reputation damage and financial loss. Potential project delays while issue is addressed.	Unlikely	Serious	4	£10,000.00	N	B – Fairly Confident	Good contractor management, ensuring construction plan and RAMS are in place. Only authorised drivers should be granted permission for access to Guildhall	£0.00	Rare	Extreme	£0.00	8	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R19	5	(1) Compliance/Regulatory	Building control compliance	Additional project costs and time delay to address building control approval	Unlikely	Minor	2	£1,014.00	Y - for mitigation costs	C - Uncomfortable	CRP requested	£507.00	Rare	Minor	£0.00	1	£0.00	13/02/24	Darren Horigan	Main Contractor: Vital Energi
R20	4	(10) Physical	Post Practical Completion Solar PV performance issues Cause: a fault with the design, installation or commissioning Event: Solar PV not operating as intended or to specification	Energy savings lower than anticipated	Possible	Major	12	£5,000.00	N	B – Fairly Confident	Careful design and specification. Selection of contractor experience with these types of works for these types of environments. Good project control and monitoring to ensure installation meets specification. Good QA. Processes in place to address any defects during the defects period. Ensure good warranties are in place.	£0.00	Unlikely	Minor	£0.00	2	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi
R21	4	(9) Environmental	Savings lower than estimated Cause: inaccurate assumptions or calculations, post-project site changes to on-site electricity consumption, post-installation maintenance issues, future energy prices lower than anticipated, future electric grid carbon factor lower than anticipated Event: actual energy cost and carbon savings are lower than estimated	Unable to verify project meets the OWS savings targets for carbon emissions and energy costs. Project provides less support to the Climate Action Strategy than anticipated. Guildhall energy costs remain higher than anticipated.	Possible	Major	12	£0.00	N	B – Fairly Confident	Base saving estimates on conservative assumptions. Refine estimations based on final design. Verify assumptions throughout the project. Savings guarantees provided through energy performance contract with Vital Energi and includes a Monitoring and Verification exercise.	£0.00	Possible	Serious	£0.00	6	£0.00	19/09/23	Mark Donaldson	Main Contractor: Vital Energi

R22	5	(8) Technology	If Network connection Cause: connection costs higher than anticipated Event: unable to connect solar pv to network	Unable to remotely monitor solar PV performance, ongoing risk to proactive identification of any future performance issues	Possible	Minor	3	£0.00	Y - for mitigation costs	B - Fairly Confident	CRP requested	£750.00	Possible	Minor	£0.00	3	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi		
R23	5	(2) Financial	Warranty extension Cause: extension costs higher than anticipated Event: unable to extend warranty	Warranty expires before lease expiration resulting in ongoing liability	Possible	Minor	3	£0.00	Y - for mitigation costs	B - Fairly Confident	CRP requested	£1,000.00	Possible	Minor	£0.00	3	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi		
R24	5	(5) H&S/Wellbeing	Fire safety isolation Cause: costs for installing isolation are higher than anticipated Event: delay to project completion	Fire isolation is required, hence if costs were higher than budget this could cause a delay to the project while additional funding is requested	Possible	Serious	6	£5,000.00	Y - for mitigation costs	B - Fairly Confident	CRP requested	£1,000.00	Possible	Minor	£0.00	3	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi		
R25	5	(5) H&S/Wellbeing	Lightning protection system Cause: costs for ensuring installation is compliant with lightning protection system are higher than anticipated Event: delay to project completion	Compliant lightning protection is required, hence if costs were higher than budget this could cause a delay to the project while additional funding is requested	Possible	Serious	6	£5,000.00	Y - for mitigation costs	B - Fairly Confident	CRP requested to cover survey and works costs which exceed budget allocation for these items	£1,250.00	Possible	Minor	£0.00	3	£0.00	19/09/23	Darren Horigan	Main Contractor: Vital Energi		
R26	5	(2) Financial	Damage to roof structure/covering Cause: poor design/installation of solar installation, such as excessive	Project could be delayed will damage is addressed and a solution found, there could be insurance and legal implications.	Possible	Major	12	£100,000.00	N	B - Fairly Confident	structural survey completed and advises installation does not require structural changes to the roof. Ensure contractor engages	£0.00	Unlikely	Serious	£0.00	4	£0.00	28/02/24	Darren Horigan	Main Contractor: Vital Energi		
R27																						
R28																						
R29																						
R30																						
R31																						
R32																						
R33																						
R34																						
R35																						
R36																						
R37																						
R38																						
R39																						
R40																						
R41																						
R42																						
R43																						
R44																						
R45																						
R46																						
R47																						
R48																						
R49																						
R50																						
R51																						
R52																						
R53																						
R54																						
R55																						
R56																						
R57																						
R58																						
R59																						
R60																						
R61																						
R62																						
R63																						
R64																						
R65																						
R66																						
R67																						
R68																						
R69																						
R70																						
R71																						
R72																						
R73																						
R74																						
R75																						
R76																						
R77								£0.00				£0.00				£0.00						
R78								£0.00				£0.00				£0.00						
R79								£0.00				£0.00				£0.00						
R80								£0.00				£0.00				£0.00						
R81								£0.00				£0.00				£0.00						
R82								£0.00				£0.00				£0.00						
R83								£0.00				£0.00				£0.00						
R84								£0.00				£0.00				£0.00						
R85								£0.00				£0.00				£0.00						
R86								£0.00				£0.00				£0.00						
R87								£0.00				£0.00				£0.00						
R88								£0.00				£0.00				£0.00						
R89								£0.00				£0.00				£0.00						
R90								£0.00				£0.00				£0.00						
R91								£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	