

City of London: Projects Procedure Corporate Risks Register

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

Unique project identifier: TBC

Total est cost (exc risk) £269408

PM's overall risk rating

Medium
6.9
3.2
3
11
11

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

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)

£129,331.50	48%
£129,331.50	48%
£0.00	0%
£24,121.00	9%

Costed risk as % of total estimated cost of project

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Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

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
1	6.0	£5,000.00	0	1	0
3	8.3	£21,331.50	1	1	1
0	0.0	£0.00	0	0	0
8	5.1	£33,000.00	1	2	5
8	8.3	£50,000.00	1	5	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
0

All Issues

Open Issues

All Issues

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

Cost to resolve all issues (on completion)

£0.00

Total CRP used to date

£0.00

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Project Name:	Climate Action Strategy (CAS) – Capital Delivery Programme	PM's overall risk rating:	Medium	CRP requested this gateway	£ 24,121	Average unmitigated risk	6.9	Open Risks	25
Unique project identifier:	TBC	Total estimated cost (exc risk):	£ 269,408	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 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	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, structural engineering surveys and consultation with building control, planning conservation and local residential 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	18	£8,581.50	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£5,721.00	Likely	Minor	£0.00	4	£0.00	To address any need for contract variations	02/01/24	Darren Horigan	Main Contractor: Sykes		
R2	5	(1) Compliance/Regulatory	Permits and compliance Cause: planning permission and building regs required, if planning is refused then this could be appealed. Event: additional fees for and input required from contractor/legal	Additional costs exceed approved budget	Possible	Serious	6	£5,000.00	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£2,250.00	Unlikely	Minor	£0.00	2	£0.00	To address any need for contract variations	02/01/24	Darren Horigan	Main Contractor: Sykes		To be funded from approved GW2 budget to support project development
R3	5	(2) Financial	Electrical LV Panel Main work delays Cause: existing panel is at full capacity and new PV electricity will cause it to fail (which would have a significant impact on the site operation) as such it needs to be replaced	Additional costs and delays.	Possible	Serious	6	£12,750.00	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£8,500.00	Likely	Minor	£0.00	4	£0.00	To address any need for design or contract variations	02/01/24	Darren Horigan	Main Contractor: Sykes		
R4																							
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	A – Very 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		02/01/24	Darren Horigan	Main Contractor: Sykes		Liaison required with Lido 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		02/01/24	Darren Horigan	Main Contractor: Sykes		
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		02/01/24	Darren Horigan	Main Contractor: Sykes		
R8	5	(4) Contractual/Partnership	Contractor and/or PV supplier liquidity Cause: contractor cash liquidity Event: contractor insolvency	Project delays	Unlikely	Extreme	18	£0.00	N	B – Fairly Confident	Works to be delivered through call-off contract with existing Main Contractor - Sykes who are considered low risk in terms of solvency given the size of the company and their history of working with Col. There is a risk that the PV supplier and sub-contractor could go insolvent, in which case this could cause delays while the Main Contractor arranges an alternative PV supplier (who is able to supply the same panels).	£0.00	Rare	Serious	£0.00	2	£0.00		02/01/24	Darren Horigan	Main Contractor: Sykes		
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 on the PV installation effectively.	£0.00	Unlikely	Minor	£0.00	2	£0.00		02/01/24	Darren Horigan	Main Contractor: Sykes		
R10	5	(4) Contractual/Partnership	Contract dispute Cause: disputes between the client, the contractor and/or the PV supplier 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 Sykes. This is considered unlikely due to the existing contract and history of there working with Col. 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		02/01/24	Darren Horigan	Main Contractor: Sykes		

R11	5	(4) Contractual/Partnership	Contractor performance Cause: contractor and/or PV supplier 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, good project management and control with frequent meetings, key milestones, regular contract reports, regular site inspections.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
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 with each string tested when installed.	£0.00	Unlikely	Minor	£0.00	2	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
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	02/01/24	Darren Horigan	Main Contractor: Sykes
R14	5	(5) H&S/Wellbeing	Asbestos related to Solar PV works in feeding cables from the roof to the new panel. Cause: unsurveyed areas of work Event: asbestos discovery	Additional project costs and time delay while asbestos is managed.	Likely	Serious	8	£5,000.00	Y - for mitigation costs	B – Fairly Confident	Asbestos R&D surveys planned for all risk areas. 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	£1,200.00	Rare	Serious	£0.00	2	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
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 small plant room, working at height, working with power tools, working near to water, slips and trips due to surface water, splashing from pool users, lifting panels onto roof, stacking panels at height prior to installation, working during sunny days resulting in high temperatures, traffic control through car park, awareness of children playing facilities nearby. 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, CoU, H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
R16	5	(5) H&S/Wellbeing	Covid-19 and/or similar pandemic outbreaks 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 CoU, 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	02/01/24	Darren Horigan	Main Contractor: Sykes
R17	5	(5) H&S/Wellbeing	Noise nuisance Cause: use of power tools, lifting machine, installation of solar panel installation roof. Event: noise is audible to lido users or local residents	Nuisance cause to users of lido and/or local residents. Project delays if works need to be postponed. Additional costs if works need to be undertaken during certain hours to avoid disturbing either party.	Unlikely	Serious	4	£10,000.00	N	B – Fairly Confident	Consultation with stakeholders to understand potential impacts. Careful planning of works to avoid times when this may be an issue.	£0.00	Unlikely	Minor	£0.00	2	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
R18	5	(6) Safeguarding	Vehicle/lifting machine access to site via car park Cause: Access to lido roof space 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 lido site space.	£0.00	Rare	Extreme	£0.00	8	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
R19	5	(5) H&S/Wellbeing	Asbestos related to Electrical panel works Cause: unsurveyed areas of work Event: asbestos discovery	Additional project costs and time delay while asbestos is managed. Asbestos related to LV panel works as age of existing panel means that likely to contain asbestos.	Unlikely	Serious	4	£5,000.00	Y - for mitigation costs	C – Uncomfortable	Asbestos R&D surveys planned for all risk areas. 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	£1,200.00	Rare	Serious	£0.00	2	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
R20	6	(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		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	02/01/24	Darren Horigan	Main Contractor: Sykes

R21	4	(7) 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 GWS savings targets for carbon emissions and energy costs. Project provides less support to the Climate Action Strategy than anticipated. Lido 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.	£0.00	Possible	Serious	£0.00	6	£0.00	02/01/24	Adam Fjærem	Main Contractor: Sykes
R22	5	(8) Technology	IT 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	02/01/24	Darren Horigan	Main Contractor: Sykes
R23	5	(2) Financial	Warranty extension Cause: extension costs higher than anticipated Event: unable to extend warranty	Warranty expires resulting in ongoing liability	Possible	Minor	3	£0.00	Y - for mitigation costs	B – Fairly Confident	Recommended panels come with a 40 year warranty, invertors will need to be replaced before these.	£1,000.00	Possible	Minor	£0.00	3	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
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	Existing installation already has fire isolation installed and this will cover this new installation.	£1,000.00	Possible	Minor	£0.00	3	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
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	Existing installation already has lightning protection installed and this will cover this new installation.	£1,250.00	Possible	Minor	£0.00	3	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
R26																				
R27	5	(5) H&S/Wellbeing	Main obtaining power shut-down Cause: costs for carrying out the power shut-down are	Power shut-down is essential for the final connection works to the mains supply be carried out, hence if costs	Possible	Serious	6	£5,000.00	Y - for mitigation costs	B – Fairly Confident	Power to the site could be shut down for a short period during the day especially during the winter season	£1,250.00	Possible	Minor	£0.00	3	£0.00	02/01/24	Darren Horigan	Main Contractor: Sykes
R28																				
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R100							£0.00				£0.00			£0.00			£0.00				