

City of London: Projects Procedure Corporate Risks Register

Project name: The Warren [Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings]

Unique project identifier: 12425

Total est cost (exc risk) £429227

PM's overall risk rating

Medium
6.2
3.2
2
8
12

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)

£227,261.55	53%
£227,261.55	53%
£0.00	0%
£42,923.34	10%

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
2	2.0	£7,500.00	0	0	2
3	6.0	£85,454.80	0	3	0
0	0.0	£0.00	0	0	0
8	5.1	£24,000.00	1	2	5
4	10.0	£64,384.05	1	1	2
1	4.0	£0.00	0	0	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	12.0	£0.00	0	1	0
3	6.0	£45,922.70	0	1	2

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:	The Warren [Climate Action Strategy (CAS) – Capital	PM's overall risk rating:	Medium	CRP requested this gateway	£ 42,923	Average unmitigated risk	6.2	Open Risks	22
Unique project identifier:	12425	Total estimated cost (exc risk):	£ 429,227	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 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	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	Possible	Serious	6	£21,461.35	Y - for mitigation costs	B – Fairly Confident	CRP requested to address this if it occurs	£17,169.08	Likely	Minor	£0.00	4	£0.00	To address any need for contract variations	06/02/24	Darren Horigan	Darren Horigan		
R2	5	(1) Compliance/Regulatory	Permissions and compliance Cause: planning permission not required for this phase Event: additional fees for application and input required from contractor	Cost for planning fees	Unlikely	Minor	2	£2,500.00	N	B – Fairly Confident	CRP included for in R1	£0.00	Possible	Minor	£0.00	3	£0.00	To address any need for contract variations	06/02/24	Darren Horigan	Darren Horigan		To be funded from approved GW5 budget to support project implementation
R3	5	(2) Financial	Insulation to pipework Cause: quality of installation (attachment, installation, coverage, performance) does not meet requirements Event: heat leakage to the plant room, pipe runs resulting insufficient heat being supplied to emitter meaning end user are unsatisfied, potential compliance or H&S risk with regard DHW LED installation Cause: quality of luminaires results in different colour rendition lighting in the building, controls not operating the lights as required. Event: lighting not in compliance with CIBSE guidance or Building Controls. ASHP Cause: The lower temperatures of the ASHP result in the existing radiators not getting hot enough to heat the building in the colder months.	Additional costs to rectify issues.	Possible	Serious	6	£42,922.70	Y - for mitigation costs	B – Fairly Confident	Good design and consultation with stakeholders. Strict adherence to warranty to ensure that any mistakes are corrected within the handover period.	£10,730.68	Possible	Minor	£0.00	3	£0.00		06/02/24	Darren Horigan	Darren Horigan		To be funded from approved GW5 budget to support project implementation
R4	5	(1) Compliance/Regulatory	Permissions and compliance Cause: planning or building control requires design changes Event: additional cost of works	Capital cost for additional works	Unlikely	Minor	2	£5,000.00	Y - for mitigation costs	B – Fairly Confident	CRP requested to address potential additional works cost	£5,000.00	Possible	Minor	£0.00	3	£0.00	To allow for additional scope of works	06/02/24	Darren Horigan	Darren Horigan		
R5	5	(10) Physical	Accidental property damage due to movement of equipment Cause: impact of items to property/lifts from equipment transfer to/from works space, within the spaces Event: damage to property within access routes or work space	Additional project time delay. Cost of repairs. Disruption caused by damage/repairs.	Unlikely	Serious	4	£21,461.35	N	B – Fairly Confident	The main risk relates to any transfer of equipment to/from the plant room areas which can be fully 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		06/02/24	Darren Horigan	Main Contractor: Vital Energi		Liaison required with building manager
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		06/02/24	Darren Horigan	Main Contractor: Vital Energi		
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	With the exception of the ASHP none of the items being installed are difficult to access (and even for the ASHP this is becoming less of a risk) and so very low risk to the supply of the selected products	£0.00	Rare	Minor	£0.00	1	£0.00		06/02/24	Darren Horigan	Main Contractor: Vital Energi		

88	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 sub-contractor could go insolvent, in which case this could cause delays while the Main Contractor arranges an alternative sub-contractor but the installation works do not require a specialist contractor.	£0.00	Rare	Serious	£0.00	2	£0.00	06/02/24	Darren Horigan	Darren Horigan
89	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	06/02/24	Darren Horigan	Main Contractor: Vital Energi
910	5	(4) Contractual/Partnership	Contract dispute Cause: disputes between the client and the contractor Event: legal actions delays or pause in the project	Additional project time delay.	Unlikely	Serious	4	£5,000.00	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	06/02/24	Darren Horigan	Main Contractor: Vital Energi
911	5	(4) Contractual/Partnership	Contractor performance Cause: contractor not performing to expectations Event: programme of works affected and delays in delivering key milestones	Additional project time delay.	Possible	Serious	6	£3,000.00	N	B – Fairly Confident	Careful contractor selection, using established frameworks. Good project management and controls with frequent meetings, key milestones, regular contractor reports, regular site inspections.	£0.00	Unlikely	Serious	£0.00	4	£0.00	06/02/24	Darren Horigan	Main Contractor: Vital Energi
912	5	(4) Contractual/Partnership	Faulty equipment Cause: faulty equipment Event: ECM not operating as intended as detailed in R3	Inconvenience to building users, H&S risk where required building conditions are not being met.	Possible	Serious	6	£3,000.00	N	B – Fairly Confident	Ensure all ECMs products are of good quality. Ensure installers are experienced and qualified. Ensure effective QA process.	£0.00	Unlikely	Minor	£0.00	2	£0.00	06/02/24	Darren Horigan	Main Contractor: Vital Energi
913	5	(4) Contractual/Partnership	Coordination between the various ECMs and on site maintenance Cause: poor coordination with other ECMs or maintenance works Event: disruption to both works and reduced building operations for the building manager.	Project delays	Unlikely	Minor	2	£3,000.00	N	B – Fairly Confident	Early and ongoing engagement with all key stakeholders especially the Building Manager	£0.00	Unlikely	Minor	£0.00	2	£0.00	06/02/24	Darren Horigan	Main Contractor: Vital Energi
914	5	(5) H&S/Wellbeing	Asbestos Cause: unsurveyed areas of work Event: asbestos discovery	Additional project costs and time delay while asbestos is managed.	Unlikely	Serious	4	£21,461.35	Y - for mitigation costs	B – Fairly Confident	Asbestos RAD 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	£3,000.00	Rare	Serious	£0.00	2	£0.00	06/02/24	Darren Horigan	Darren Horigan
915	5	(5) H&S/Wellbeing	Works 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 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	£21,461.35	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans, 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	06/02/24	Darren Horigan	Main Contractor: Vital Energi
916	5	(5) H&S/Wellbeing	Covid-19 or similar pandemic 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	Unlikely	Serious	8	£21,461.35	N	B – Fairly Confident	Work in accordance with CoL, COVID-19 and similar public health 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	06/02/24	Darren Horigan	Main Contractor: Vital Energi
917	5	(5) H&S/Wellbeing	Noise nuisance Cause: use of power tools for cutting Event: noise is audible to building users	Nuisance cause to occupants.	Unlikely	Serious	4	£0.00	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	06/02/24	Darren Horigan	Main Contractor: Vital Energi
918	5	(6) Safeguarding	Vehicle access and/or collisions Cause: Vehicle access to only certain parking bays for loading and unloading Event: Possible injuries to drivers, vehicle or pedestrians	Reputation damage and financial loss	Unlikely	Serious	4	£0.00	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 site.	£0.00	Rare	Extreme	£0.00	8	£0.00	06/02/24	Darren Horigan	Main Contractor: Vital Energi

R19	5	(10) Physical	Redecoration Cause: any ECM installation do not match up with existing fixing points highlighting the need for redecoration. Event: minor damage to the surface, or exposing an undecorated surface	May cause a noticeable visual appearance issue	Unlikely	Minor	2	£3,000.00	N	B – Fairly Confident	A making good allowance has been included in the main contract budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00	06/02/24	Darren Horigan	Main Contractor: Vital Energi		
R20	6	(10) Physical	Post ECM installation Cause: a fault with the design, installation or commissioning results Event: ECM not operating as intended or to specification	Inconvenience to building users and/or building manager, H&S risk if the building isn't being heated to the levels required.	Possible	Major	12	£21,461.35	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	06/02/24	Darren Horigan	Main Contractor: Vital Energi		
R21	6	(9) Environmental	Savings lower than estimated Cause: inaccurate assumptions or calculations, installation does not meet specification, post-installation changes to the control settings of the ECMs, post-installation maintenance issues with the wider integration of the ECMs, future energy prices lower than anticipated, future electric grid carbon factor lower than anticipated, change in occupancy usage of the spaces 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. Energy consumption 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 guarantee provided through energy performance contract with Vital Energi and includes a Monitoring and Verification exercise.	£0.00	Possible	Serious	£0.00	6	£0.00	06/02/24	Darren Horigan	Main Contractor: Vital Energi		
R22	5	(2) Financial	Extended Project Management services required Cause: Project programme is extended Event: need for extended project management services	Unable to provide sufficient Project Management support to the whole programme	Possible	Serious	6	£21,070.75	Y - for mitigation costs	B – Fairly Confident	CRP requested	£7,023.58	Possible	Minor	£0.00	3	£0.00	06/02/24	Darren Horigan	Darren Horigan		
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