



# Operational Property and Projects Sub Committee

## INFORMATION PACK

**Date:** MONDAY, 13 FEBRUARY 2023  
**Time:** 3.30 pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

### SUPPLEMENTARY AGENDA

8. **\*GW5 PROGRESS: SYDENHAM HILL REDEVELOPMENT, LEWISHAM**  
Joint report of the City Surveyor and Director of Community & Children's Services.

**For Information**  
(Pages 3 - 18)

16. **\*CITY FUND AND ESTATE REVENUE WORKS PROGRAMME - PROGRESS REPORT**  
Report of the City Surveyor.

**For Information**  
(Pages 19 - 24)

17. **\*REPORT OF ACTION TAKEN BETWEEN MEETINGS**  
Report of the Town Clerk.

**For Information**  
(Pages 25 - 28)

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**Michael Cogher**  
Acting Town Clerk and Chief Executive

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<b>Committees:</b> Community and Children's Services' - <i>for information</i> Operational Property and Projects Sub - <i>for information</i>	<b>Dates:</b> 23 January 2023 13 February 2023
<b>Subject:</b> Sydenham Hill Redevelopment, Lewisham <b>Unique Project Identifier:</b> 11960	<b>Gateway 5</b> <b>Complex</b> <b>Progress Report</b>
<b>Joint report of:</b> City Surveyor and Director of Community & Children's Services <b>Report Author:</b> Edwin Birch <b>CS 444/22</b>	<b>For Information</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> To optimise the land and social housing provision within the Sydenham Hill Estate by demolition and redevelopment of Mais House and associated garages.</p> <p><b>RAG Status:</b> Red (Red at G5 report)</p> <p><b>Risk Status:</b> High (High at last report to Committee)</p> <p><b>Total Estimated Cost at G5:</b> £51,129,039 (including risk) or £46,083,539 (excluding risk)</p> <p><b>Total budget approved to date:</b> £51,129,039 (inclusive of £310,270 drawdown from the approved CRP via the CCN process).</p> <p><b>Change in Total Estimated Cost of Project since last report:</b> £0</p> <p><b>Spend to Date:</b> £3,161,677</p> <p><b>Costed Risk Provision Utilised:</b> £436,427 of which £310,270 has been drawn down since the last Gateway 5 report to Committee in December 2020); use has been as a direct result of the two Judicial Reviews.</p> <p><b>Slippage:</b> +23 Months since Gateway 5 – December 2020 due to:</p> <ul style="list-style-type: none"> <li>• Two Judicial reviews (May 2021 &amp; July 2022) upheld</li> <li>• Failed application for appeal (July 2022)</li> <li>• Extended contract negotiation period due to inflation (Sept – Oct 2022)</li> </ul>
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<b>2. Key points to note</b>	<p><b>Next Gateway:</b> Gateway 6</p> <p><b>Key Points:</b></p> <ol style="list-style-type: none"> <li>1. Main Contract fully executed on 24<sup>th</sup> November 2022</li> <li>2. Site Possession confirmed as 3<sup>rd</sup> January 2023</li> <li>3. Commencement of Demolition Works (Soft Strip) 30<sup>th</sup> January 2023</li> <li>4. Practical Completion June 2025</li> </ol>
<b>3. Reporting period</b>	<p><i>August 2022 – January 2023</i></p>
<b>4. Progress to date</b>	<p>Since the August Gateway 5 Issues report, the professional team have been working with Lovells to enter into the contract.</p> <p>Due to several unauthorised access incidents including attempts of occupation by squatters, the building security has been increased to include 24/7, mobile security patrols. This provision will remain in place until January 2023 when the Principal Contractor takes site possession and responsibility for security.</p> <p>To ensure that all tenants and external stakeholders are kept informed, the Communications Protocol has been refreshed, so that it focuses on the construction phase and sets out the aims, channels, and processes for communications regarding the Sydenham Hill Project. Communications sent out on 1<sup>st</sup> December 2022 included details of the new website confirming how to make contact, while letting residents know that a ‘drop-in surgery’ will be held in January to answer questions, and that there will be a meet the contractor event.</p> <p>Rights of Light engagement commenced 28th November.</p> <p>Pre-Commencement Planning conditions are being discharged between 28<sup>th</sup> November 2022 &amp; 13<sup>th</sup> February 2023.</p> <p>To secure the funding, the GLA have confirmed that the start of site must be by the end of January 2023 which is confirmed as 30<sup>th</sup> January 2023. Housing will submit the first funding application on the 30<sup>th</sup> January, which the GLA confirmed will be 90% or £9.9 million.</p>
<b>5. Next steps</b>	<ol style="list-style-type: none"> <li>1. <i>Site Possession and handover – January 2023</i></li> <li>2. <i>Drop-in surgery – 10<sup>th</sup> January 2023</i></li> <li>3. <i>Meet the Contractor event – 12<sup>th</sup> January 2023</i></li> <li>4. <i>Members (CoL &amp; LBL) Presentation – January</i></li> <li>5. <i>Re-establishment of the community Liaison Group</i></li> </ol>

## **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Cost Book
<b>Appendix 3</b>	Risk Register
<b>Appendix 4</b>	Programme

## **Contact**

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# Project Coversheet

## [1] Ownership & Status

**UPI: 11960**

**Core Project Name:** Sydenham Hill Redevelopment

**Programme Affiliation** (if applicable): Housing development options

**Project Manager:** Edwin Birch

**Definition of need:** Contribute to the objective to develop 3,700 housing units by 2025, of which 700 will be new social housing units located on existing housing estates.

**Key measures of success:**

1. The project will be designed to stipulated standards as per Funders requirements and City of London Corporation Housing Design Standards and guidelines.
2. Progression of the contract works before the funding deadline of March 2023
3. Minimum of 80% of units achieving LABC Gold Standard

**Expected timeframe for the project delivery:** Originally March 21-July 23. Now November 22-May 25.

**Key Milestones:**

1. Gateway 3 –September 2018
2. Gateway 4 – March 2020
3. Gateway 5 – December 2020
4. JR 1 – April 2021
5. JR 2 – June 2022
6. Stage 4 – November 2022
7. Start on Site February 2023
8. PC May 2025
9. Gateway 6 – September 2025

**Are we on track for completing the project against the expected timeframe for project delivery?** No

Two Judicial Reviews have put back the start of construction by almost +22 months.

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?** Yes

Two Judicial Reviews has generated substantial media impact.

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

*Scope/Design Change and Impact:*

**'Project Proposal' G1&2 report (as approved by PSC February 2017):**

- Total Estimated Cost (excluding risk): N/A as the report was seeking approval to commission a multi-disciplinary design team to progress housing development options on three sites up to pre-planning stage RIBA Stage 1. The three sites were Avondale Estate, York Way Estate and Sydenham Hill Estate.
- Resources to reach next Gateway £239,500 (excluding risk)

<ul style="list-style-type: none"> <li>Spend to date: £15,000</li> </ul>
<p><b>‘Options Appraisal and Design’ G3 report (as approved by PSC 07/09/2017)</b></p> <ul style="list-style-type: none"> <li>Total Estimated Cost <b>£37,500,000</b> (excluding risk):</li> <li>Resources to reach next Gateway <b>£1,535,000</b> (excluding risk)</li> <li>Spend to date: <b>£230,000</b></li> <li>Costed Risk Against the Project: <b>£5,651,000</b></li> <li>CRP Requested: £0</li> <li>CRP Drawn Down: N/A</li> <li>Estimated Programme Dates: Gateway 3 – September 2017, Procurement of Design Team - October 2017, Gateway 4 Detailed Options Appraisal - March 2018, Planning Application May 2018, Gateway 5/authority to commence demolition of Mais House - September 2018, Demolition starts – November 2018, Demolition Complete - May 2019, Gateway 5 Authority to start works - May 2019, Works Start - July 2019, Completion – March 2021</li> </ul> <p><i>Scope/Design Change and Impact:</i> The Sydenham Hill project was at a more advanced stage, and it is recommended to separate this project from the other two housing development sites. This approach has been endorsed by City Procurement.</p> <p>The option of refurbishing Mais House has been considered, but this option is not recommended. The building is of very poor quality and design. Refurbishment is estimated to cost in region of £10 million and would be relatively expensive to re-provide approximately 30 units. It would be difficult to meet sustainability standards and apply modern methods of construction.</p>
<p><b>‘Inclusion in Capital Programme: G4a report (as approved by PSC 16/10/2019):</b></p> <ul style="list-style-type: none"> <li>Total Estimated Cost (excluding risk): <b>£42,801,500</b></li> <li>Resources to reach next Gateway (excluding risk): <b>£806,300</b></li> <li>Spend to date: <b>£1,260,193</b></li> <li>Costed Risk Against the Project: <b>£4,971,000</b></li> <li>CRP Requested: £282,000</li> <li>CRP Drawn Down: £0</li> <li>Estimated Programme Dates: Planning application (Nov 2019), Gateway 4C (Feb 2020), Tender (Mar0Aug 2020), Gateway 5 (September 2020), Demolition (Oct 2020), Start on site (Feb 2021), PC (Dec 2022).</li> </ul> <p><i>Scope/Design Change and Impact:</i> The project has progressed to the developed design stage with a planning application to be submitted in November 2019. Following feedback from the May 2019 Community and Children’s Services Committee, the proposals were reduced in scale and scope from 134 dwellings to 120 dwellings based on a surface level parking solution.</p> <p>The prolongation of the concept design phase, site abnormal factors (demolition, landscaping, existing services and substation) and the inclusion of inflation of</p>



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£3,039,056 (£1,311,000+£1,728,056), not previously factored at Gateway 3, has increased the project cost by v. April 2019 £5,301,500

**'Detailed Design G4C report (as approved by PSC 16/03/2020):**

- Total Estimated Cost (excluding risk): **£43,028,500**
- Resources to reach next Gateway (excluding risk): **£57,000**
- Spend to date: **£1,615,893**
- Costed Risk Against the Project: **£4,971,000**
- CRP Requested: **£237,000**
- CRP Drawn Down: **£45,000**
- Estimated Programme: Tender (Mar-Aug 2020), Gateway 5 (September 2020), Demolition (Oct 2020), Start on site (Feb 2021), PC (Dec 2022).

*Scope/Design Change and Impact:* Planning Application was submitted to the London Borough of Lewisham and validated on 3 January 2020.

**'Authority to Proceed' G5 report (as approved by PSC December 2020 under DA):**

- Total Estimated Cost (excluding risk): **£37,540,000**
- Resources to reach next Gateway (excluding risk): **£34,259,303**
- Spend to date: **£2,314,037**
- Costed Risk Against the Project: **£5,612,900**
- CRP Requested: **£5,612,900**
- CRP Drawn Down: **£191,106**
- Estimated Programme: Tender (Mar Aug 2020), Gateway 5 (September 2020), Demolition (Oct 2020), Start on site (Feb 2021), PC (Dec 2022).

*Scope/Design Change and Impact:*

- Execute Contract: January 2021
- Start on Site: March 2021
- Practical Completion: July 2023
- Gateway 6 Outcome Report: Nov 2023

**'Authority to Proceed' G5 Issues report (as approved by OPPS Sept 2022)**

- Total Estimated Cost (including risk): **£51,129,039**
- Resources to reach next Gateway (excluding risk): **£3,222,888**
- Spend to date: **£3,112,751**
- Costed Risk Against the Project: **£5,045,500**
- CRP Requested: **£5,045,500**
- CRP Drawn Down: **£310,270**
- Estimated Programme: Start on site (Feb 2023), PC (May 2025)

*Scope/Design Change and Impact:* Sustainability including Part L building regs & 100% Air Source Heat pumps.

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**Authority to Proceed' G5 Progress report 23rd January C&CS & OPPP 13th February (this report)**

- Total Estimated Cost (including risk): **£51,129,039**
- Resources to reach next Gateway (excluding risk): **£0**
- Spend to date: **£3,161,677**
- Costed Risk Against the Project: **£5,045,500**
- CRP Requested: **£5,045,500**
- CRP Drawn Down: **£310,270**
- Estimated Programme: Start on site (January 2023), PC (June 2025)

**Total anticipated on-going commitment post-delivery [£]:£400,000 - £450,0000**  
*per annum net additional income to the HRA.*

Project No.29100067  
Project name - Sydenham Hill  
Project Type - Capital  
Period - Aug 22

PM Edwin Birch  
  
Site Sydenham Hill

Financial Summary		GATEWAY CASHFLOW							
Element		Gateway 1-3 Budget	Gateway 4 Budget	Gateway 5 Budget	Gateway 5 CRP Drawdown	GW5 Issues	Cumulative Budget	Variance GW 5-5 Issues	
Construction		220,000.00	10,000.00	32,780,073.00	98,809.30	8,173,804.00	41,282,686.30	0.00	
1.1	Demolition	220,000.00	10,000.00	948,757.00		8,173,804.00	1,178,757.00	948,757.00	
1.2	New Build			31,773,816.00			39,947,620.00	-8,173,804.00	
1.3	Direct Package						0.00	0.00	
1.4	Surveys			20,000.00			0.00	20,000.00	0.00
1.5	Landscape			2,500.00			0.00	2,500.00	0.00
1.6	Fittings and Equipment			35,000.00	98,809.30	0.00	133,809.30	-98,809.30	
							0.00	0.00	
Professional Fees		1,227,800.00	689,256.00	960,930.00	171,461.00	758,756.00	3,808,203.00	499,500.00	
2.1	Multi Disciplinary (T&T)	1,121,450.00	270,500.00	683,530.00	157,461.00	690,756.00	2,923,697.00	270,500.00	
2.2	Multi Disciplinary (Prolongation)		186,106.00			0.00	186,106.00	0.00	
2.3	Communications (ComCom)		60,000.00	89,400.00	14,000.00	11,000.00	174,400.00	30,000.00	
2.4	Planning Fees	40,000.00	35,000.00			22,000.00	97,000.00	35,000.00	
2.5	Planning (inc PPA)		33,000.00			0.00			
2.6	Planning DRP		7,000.00			0.00			
2.7	Building Control					0.00	0.00	0.00	
2.8	Acoustics Consultant					0.00	0.00	0.00	
2.9	MMC Consultant		12,000.00			0.00	12,000.00	12,000.00	
3	CDMA			23,000.00		5,000.00	28,000.00	0.00	
3.1	Clerk of Works			85,000.00		10,000.00			
3.2	Rights of Light/Party Wall	26,350.00	45,000.00	50,000.00		0.00	121,350.00	171,350.00	
3.3	Financial Assor					0.00	0.00	0.00	
3.4	Surveys	40,000.00	40,650.00	30,000.00		20,000.00	130,650.00	57,000.00	
3.5	Maint Contractor Design						0.00		
Consequential Fees		278,350.00	14,000.00	403,300.00	30,000.00	37,000.00	762,650.00	0.00	
4.1	Construction Legal Fees	5,000.00		20,000.00	30,000.00	17,000.00	25,000.00	0.00	
4.2	LHBC Warranty						0.00	0.00	
4.3	Surveys	35,850.00					35,850.00	0.00	
4.4	Parking Survey						0.00	0.00	
4.5	Arboricultural						0.00	0.00	
4.6	Archeology	15,000.00				15,000.00	0.00		
4.7	Flood Risk assesment					0.00	0.00		
4.8	Topographic					0.00	0.00		
4.9	Verified Views					0.00	0.00		
5	Daylight and Sunlight	10,000.00					10,000.00	55,000.00	
5.1	Soil Surveys	85,000.00				10,000.00	85,000.00	0.00	
5.2	Stop motion camera (Evercam)			20,000.00			30,000.00	0.00	
5.3	Opening up/ Asbestos R+D	49,000.00	14,000.00				63,000.00	0.00	
5.4	Heritage Impace Ass						0.00	0.00	
5.5	Visual Impact assesment	8,000.00					8,000.00	0.00	
5.6	Social Services survey	8,000.00				8,000.00	0.00		
5.7	Parking and Transport	44,000.00					44,000.00	0.00	
5.8	Ecology	6,000.00		5,000.00			11,000.00	0.00	
5.9	Carbon offset Contribution			254,000.00			254,000.00	0.00	
6	Lighting Consultant	12,500.00					12,500.00	0.00	
6.1	S106			79,300.00		10,000.00			
6.2	Media			25,000.00					
							0.00	0.00	
City of London Internal Recharge		85,000.00	20,000.00	115,000.00	10,000.00	0.00	230,000.00	20,000.00	
5.1	City Surveyors Staff	40,000.00	20,000.00	40,000.00	10,000.00	0.00	110,000.00	20,000.00	
5.2	Com Servcies Staff Cost	45,000.00		75,000.00		0.00	120,000.00	0.00	
5.3	Legal Costs						0.00	0.00	
SUB TOTAL		1,811,150.00	733,256.00	34,259,303.00	310,270.30	8,969,560.00	46,083,539.30	519,500.00	
Risk Register		0.00	0.00	0.00	0.00	5,045,500.00	5,045,500.00	282,000.00	
6.1	Compliance/Regulatory (i.e Planning)					401,500.00	401,500.00	75,894.00	
6.2	Financial ( i.e inflation)					2,965,500.00	2,965,500.00	20,000.00	
6.3	Reputation (Client Changes)					333,500.00	333,500.00	186,106.00	
6.4	Contractual/Partnership ( Contracts)						0.00	0.00	
6.5	H&S/Wellbeing ( i.e Design Compliance)						0.00	0.00	
6.6	Safeguarding (i.e Site Attendance)						0.00	0.00	
6.7	Innovation (i.e Design Development )					865,000.00	865,000.00	0.00	
6.8	Technology (BIM/ Sustainability)						0.00	0.00	
6.9	Environmental (Site Constraints)					480,000.00	480,000.00	0.00	
6.10	Physical ( building Constraints)						0.00	0.00	
7	GRAND TOTAL	1,811,150.00	733,256.00	34,259,303.00	310,270.30	14,015,060.00	51,129,039.30	801,500.00	
Grand Total - Capital Investment Costs		1,811,150.00	733,256.00	34,259,303.00	310,270.30	14,015,060.00	51,129,039.30	801,500.00	

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City of London: Projects Procedure Corporate Risks Register

Project name:

Sydenham Hill Redevelopment

Unique project identifier:

11960

Total est cost (exc risk)

£46083539

PM's overall risk rating	High	Corporate Risk Matrix score table				
Avg risk pre-mitigation	10.7		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk post-mitigation	7.6	Likely	4	8	16	32
Red risks (open)	7	Possible	3	6	12	24
Amber risks (open)	44	Unlikely	2	4	8	16
Green risks (open)	3	Rare	1	2	4	8

Costed risks identified (All)	£6,466,500.00	14%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£6,466,500.00	14%	" "
Costed risk post-mitigation (open)	£5,045,500.00	11%	" "
Costed Risk Provision requested	£5,045,500.00	11%	CRP as % of total estimated cost of project

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	9	6.9	£401,500.00	2	7	0
(2) Financial	35	7.9	£2,965,500.00	3	29	3
(3) Reputation	5	5.2	£333,500.00	0	5	0
(4) Contractual/Partnership	0	0.0	£0.00	0	0	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	4	14.0	£865,000.00	2	2	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	1	12.0	£480,000.00	0	1	0
(10) Physical	0	0.0	£0.00	0	0	0

Issues (open)		0	Open Issues	Extreme	Major	Serious	Minor
All Issues		0		0	0	0	0
Cost to resolve all issues (on completion)		£191,106.00	All Issues	0	0	3	0
Total CRP used to date		£0.00					

City of London: Projects Procedure Corporate Risks Register

Project Name: Sydenham Hill Redevelopment			PM's overall risk rating: Total estimated cost (exc risk):		High		CRP requested this gateway		£ 5,045,500		Average unmitigated risk Average mitigated		10.7		Open Risks		77					
Unique project identifier: 11960					Total CRP used to date		£ -		7.6				Closed Risks				47					
					Unspent Risk		£ 5,045,500															
General risk classification										Mitigation actions												
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification on pre-mitigation	Impact Classification on pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/	Risk owner (Named Officer or External	Date Closed OR/ Realised &	Comment(s)
R3A	(2) Financial	Construction inflation (labour & materials) due to contract award extension for Sittling Contractor Lovell up to projected main contract award of end of 2025	Cost/Time	Possible	Serious	6	£500,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Detailed bat surveys underway, mitigating risk of further delay to contractor appointment, provided the survey results are favourable.		Possible	Serious	£300,000.00	6				TPM	NE		
R3B	(2) Financial	Disruption and prolongation associated with the JR appeal process.	Cost/Time	Unlikely	Major	8	£300,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Contractor prelim run rate is £50k/w. Allow for 6 week stand-down.		Unlikely	Major	£300,000.00	8				TPM / TCM	NE / JO		CCN37 - £106,182.26 CCN38 - £31,000
R6	(2) Financial	Additional scope gap in the Stage 4 design has not been costed for	Cost	Possible	Major	12	£150,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ensure contract documents are robust.	£0.00	Possible	Major	£100,000.00	12				TT PM	NE		
R7	(2) Financial	Legal fees to support any action against the scheme	Cost	Possible	Serious	6	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Early engagement with legal team.	£0.00	Possible	Serious	£30,000.00	6				CoL	EB		
R13	(2) Financial	Change in legislation and building regulation introduces requirement to amend design	Cost / Reputational / Legal	Possible	Serious	6	£450,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Changed building regs require further design review. Establish impacts of changed building regs and account for costs in contract sum.	£0.00	Possible	Serious	£450,000.00	6				TT PM	NE		
R16	(1) Compliance/Regulatory	Neighbouring property rights of light and party wall, result in compensation.	Cost	Likely	Serious	8	£170,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Rights of light surveyor appointed - final calculation to be drawn up during planning determination - Appropriate compensation sum to be set aside in CoL's budget. Letters to be issued once delegated authority approved.	£0.00	Likely	Minor	£120,000.00	4				CoL	EB		
R21	(3) Reputation	Impact of an archaeological discovery	Cost	Possible	Major	12	£100,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Desktop study made available - Allowance to be made for watching brief during groundwork phase.	£0.00	Possible	Serious	£50,000.00	6				CoL	EB		
R23	(3) Reputation	Client changes	Cost/Programme	Possible	Serious	6	£250,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	The Client will be invited to all Design Team Meetings to ensure that the designs are inline with their requirements. Presentations to CoL Board members will take place throughout the design period	£0.00	Possible	Serious	£150,000.00	6				CoL	EB		
R26	(3) Reputation	Additional delays to the construction works due to potential findings by the Archaeologist during any requisite Watching Brief	Cost/Programme	Possible	Serious	6	£162,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Existing surveys and desktop information about the site has been shared with the heritage consultant and will be shared with contractor. Allowance for costs related to unforeseen delay to be made. Allowance for costs related to unforeseen delay to be made.	£0.00	Unlikely	Serious	£81,000.00	4				CoL	EB		
R29	(3) Reputation	Harm to Ecology	Reputational	Possible	Major	12	£75,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ensure relevant ecology surveys are completed and results known, with any planning conditions met and appropriate protection measures made by contractor. LEMP procured to satisfy LBL's ecology officer that protection measures are in place.	£0.00	Rare	Major	£37,500.00	4				CoL	EB		
R32	(2) Financial	Underground discoverables, i.e. Disruption to existing services; Risk of diversions of services required	Financial / Reputational	Likely	Major	16	£350,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Residents will be made aware of the works taking place with appropriate notice. Should there be any disruption to the services they will be notified well in advance by the communications consultant. Contractor to make reference to existing utility records, scans and survey	£0.00	Likely	Major	£350,000.00	16				PBA Utilities/Services Moves to Contractor			
R37	(3) Reputation	Wayfinding and lighting needs to be signed off by the LPA.	Reputational / Health & Safety	Possible	Serious	6	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Wayfinding and lighting proposals will be presented to the planning authorities for approval. A separate lighting strategy is to be procured to support the application's progression to determination and	£0.00	Possible	Serious	£15,000.00	6				CoL/Lighting & Ecology Consultant			
R39	(2) Financial	Factors impacting on site handover.	Reputational / Cost / Programme	Likely	Serious	8	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	CoL are to ensure that the site is left secured and inspected prior to the appointment of a Contractor on site. Contractors are to ensure site is secure during construction phase. Concrete blocks and Sitex panels are in place until contractors mobilise and take ownership of	£0.00	Possible	Serious	£40,000.00	6				CoL	EB		
R43	(1) Compliance/Regulatory	The need for services being diverted to parts of the new footprint of the building (ballcourt, Mais House, wall, garages) .	Cost	Likely	Major	16	£135,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Surveys carried out to determine where the new services will be located. Correspondence PBA have had with the utilities engineers to date have advised that no diversionary works are required to accommodate the demolition / construction of the new build. Utilities constraints plan to be included within	£0.00	Likely	Serious	£67,500.00	8				PBA / Contractor			
R53	(1) Compliance/Regulatory	Cranes will need to over sail existing properties	Cost / Programme	Possible	Major	12	£120,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Prior notice will be given to residents and necessary consent obtained. Construction logistics and management plans will be produced where necessary. Assumption is freehold will allow for this, licence may be required. Damages /	£0.00	Possible	Serious	£10,000.00	6				CoL	EB		



R56	(1) Compliance/Regulatory	Disruption, noise and vibration from construction works impacts local occupiers & neighbours.	Cost / Programme	Likely	Serious	8	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Include CoL standard hours of permitted work in prelims. Ensure residents are notified in advance of disruptive works. The contractor will be expected to put sufficient measures in place to ensure that minimal noise and dust is created. Planning conditions and prelims will determine when contractors are permitted to carry out noisy works and any additional conditions of such works being undertaken. CoL may want to provide some light relief.	£0.00	Possible	Serious	£20,000.00	6			CoL/Contractor			
R58	(1) Compliance/Regulatory	Delays arranging installation of utilities	Cost / Programme	Possible	Major	12	£54,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Engage utilities company early so that the contractor is in position to commission early in the project, ensuring lead in times from installation are within programme allowances.	£0.00	Unlikely	Major	£54,000.00	8			PBA Utilities/Contractor			
R59	(1) Compliance/Regulatory	Additional drainage requirements: difficult connections due to issues with existing drainage	Cost / Programme	Possible	Major	12	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Reference to be made to drainage drawing. A CCTV drainage survey has been undertaken and provided to Contractors as part of the IIT.	£0.00	Possible	Serious	£50,000.00	6			CoL / Contractor / PBA	EB		
R64	(1) Compliance/Regulatory	Despite there being no previously identified ground contamination during ground investigation, there is a risk of localised hotspots being contaminated.	Cost / Programme	Possible	Extreme	24	£100,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	There are no known major sources of contamination within the site and the historic and the current use of the site makes the presence of significant concentrations of potential contaminants unlikely. The presence of localised areas of contamination associated with, for example, the storage and use of fuel oils cannot, at this time, be discounted. Remediation and Verification reports likely to be required within planning conditions.	£0.00	Possible	Major	£80,000.00	12			Contractor			
R83	(2) Financial	Additional fees required for consultants due to programme prolongation.	Cost	Likely	Serious	8	£100,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Additional opening out works of existing Construction cost to be monitored, all variations to consider any related consultant fees before instructions are made. Appropriate contingency fees set aside by CoL.	£0.00	Likely	Serious	£50,000.00	8			CoL	EB		
R85	(2) Financial	Provision for temporary play space required. Recreational facilities/residents support	Cost	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Specify sequencing of works / provide temporary play space	£0.00	Possible	Minor	£10,000.00	3		Feb-20	CoL	EB		

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