

City of London: Projects Procedure Corporate Risks Register

Project Name:	Energy Reduction Programme – Phase 1	PM's overall risk rating:	Medium	CRP requested this gateway	£ 10,100	Average unmitigated risk	11.1	Open Risks	13
Unique project identifier:	12210	Total estimated cost (exc risk):	£ 1,154,000	Total CRP used to date	£ -	Average Mitigated	4.8	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	Mitigation actions	Mitigation cost (£)	Likelihood Classification 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	(10) Physical	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Likely	Major	16	£86,000.00	N	C – Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays. If risk provision is insufficient then review impact on business case (and payback) before considering whether to either descope to exclude areas of higher management cost to to request additional funding.	£15,000.00	Likely	Minor	£41,000.00	4	£0.00	Management/removal of asbestos to allow safe installation of works.	17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R2	2	(2) Financial	Consulting Services Engineers costs higher than requested for at GW2 or additional surveys required	Insufficient technical review, leading to lower budget confidence in options appraisal and recommendation	Possible	Minor	3	£32,100.00	Y - for mitigation costs	B – Fairly Confident	Included costed risk for GW2 which equates to 40% in addition to original estimated costs.	£10,100.00	Rare	Minor	£0.00	1	£0.00	Commission additional technical surveys as advised by engineering consultants.	17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R3	4	(2) Financial	Tender costs higher than anticipated budget cost	Insufficient budget to deliver all project scope and hence impact on business case	Possible	Major	12	£0.00	N	C – Uncomfortable	Budget costs and risk provision to be refined between GW2-GW3/4 through further market testing and technical reviews. If costs higher than budget, reduce project scope (value engineer). If reduced scope will impact the business case significantly then an Issue Report will be raised for a decision on this or option for maintaining scope through additional funding (setting out impact on payback period).	£0.00	Possible	Major	£0.00	12	£0.00		17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R4	4	(2) Financial	Design costs higher than requested for at GW3/4	Unable to progress to tender on one or more projects.	Possible	Major	12	£31,600.00	Y - for mitigation costs	B – Fairly Confident	Included costed risk for GW4 which equates to 40% in addition to original estimated costs.	£9,600.00	Possible	Minor	£0.00	3	£0.00	Commission additional design work as advised by Project Manager.	17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R5	6	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitable. The potential impact of the disruption is project specific. Could result in part or full building closure, occupant/user complaints, project delays/deferment, and increased costs.	Likely	Major	16	£0.00	N	B – Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders.	£0.00	Likely	Minor	£0.00	4	£0.00		17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R6	6	(5) H&S/Wellbeing	An accident/injury related to the work being undertaken for the installation	Depends on the nature of the accident/injury, but potentially; project delays and legal action.	Possible	Extreme	24	£0.00	N	B – Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations and Cat policies. A competent Project Manager, with appropriate experience in building services installations, will be appointed to manage the projects from GW3/4 stage until installation completion and hand-over and ensure compliance with regulations and Cat policies.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R7	6	(4) Contractual/Partnership	Installation is not compliant	Depending the the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building areas being unoccupied.	Unlikely	Extreme	18	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources: ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R8	6	(5) H&S/Wellbeing	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major dissatisfaction depending on the resulting issues.	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources: ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Major	£0.00	4	£0.00		17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		

R9	6	(2) Financial	Projected energy savings not achieved	Longer payback period which erodes the business case which is based on a short spend-to-save payback	Possible	Serious	6	£0.00	N	B – Fairly Confident	Energy saving calculations have been based on conservative assumptions, but will be further reviewed between GW2-3/4 to ensure projections are still realistic. If lower energy savings are due to system performance this will be investigated and may require engaging with the installer/contractor or designer.	£0.00	Possible	Minor	£0.00	3	£0.00	17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R10	6	(8) Technology	Installed assets fail before anticipated life	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Specify quality equipment with a high confidence for meeting project life basis for whole-life-cost business case. Ensure efficient assets are under appropriate maintenance contract and that maintenance is carried out in accordance with manufacturers recommendations.	£0.00	Unlikely	Serious	£0.00	4	£0.00	17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R11	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans. Where there is a significant risk of assets becoming redundant before their anticipated simple payback consider mitigating through reducing installation scope to areas less likely to be effected.	£0.00	Unlikely	Serious	£0.00	4	£0.00	17/01/2020	City Surveyor's, Corporate Energy Team	James Rooke		
R12	3	(2) Financial	Delays to decision making or surveys due to a significant outbreak of the Corona virus.	Delays to project programme.	Possible	Minor	3	£0.00	N	A – Very Confident	Revise project programme as required	£0.00	Possible	Minor	£0.00	3	£0.00					
R13	4	(2) Financial	Delay in providing/recruiting Project Manager to manage the process following GW3/4 approval.	Delay to project programme	likely	Minor	4	£0.00	N	B – Fairly Confident	Prepare recruitment process prior to GW3/4 decision.	£0.00			£0.00		£0.00					