

City of London: Projects Procedure Corporate Risks Register

Project Name:	Tower Bridge HV Replacement and Increasing Resilience	PM's overall risk rating:	Medium	CRP requested this gateway	£ 355,000	Average unmitigated risk score	9.1	Open Risks	61
Unique project identifier:	11520	Total estimated cost (exc risk):	£ 5,800,000	Total CRP used to date	£ -	Average mitigated risk score	4.8	Closed Risks	0

Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	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-Mitigated Risk score	CRP used to date	Use of CRP	Date raised	Ownership & Action				
																				Named Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed/Revised	Action dependencies	Comment(s)
R1	5	(10) Physical	Terrorism	Terrorist attack affecting site, ability to get to site, affecting planned or completed works. Risk of 4-6 weeks delay. Cost of works, premises, damage, restarting.	Possible	Extreme	24	£150,000.00	N	D - Very Uncomfortable	Bridge forms part of existing Col counter terrorism policy. Site security requirements to be reviewed during design development. Specific loading requirements to be specified within IT documents and pricing.	£0.00	Possible	Major	£0.00	12	£0.00		17/08/20	COLC(NB)				
R2	3	(1) Compliance/Regulatory	Not obtaining or delay in Planning & Listed Building Consents	Delay / redesign fees and application costs. Incurring increased risk of power failure due to delay.	Possible	Major	12	£350,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Early engagement with Historic England, LB Southwark and LB Tower Hamlets.	£0.00	Possible	Serious	£50,000.00	6	£0.00		17/08/20	COLC(NB) / Planning Consultant(Tbc)				
R3	3	(10) Physical	Limited site survey information results in delay to the design process or surveys required rendering & instruction.	Delay in developing design, resulting in overall project delay.	Likely	Minor	4	£75,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Implement site survey schedule and identify surveys / information required from early RIBA Stage 2.	£0.00	Rare	Minor	£15,000.00	1	£0.00		17/08/20	COLC(NB) / Design Team(PB & DB AECOM/ FPM(SMC)				
R4	3	(1) Compliance/Regulatory	Failure to obtain Statutory Approvals	Number of approvals required that could delay works including: TfL (adopted Highways), PLA, Licenses request etc.	Possible	Major	12	£150,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	early engagement (RIBA Stage 3) with TfL, PLA to agree proposals	£0.00	Possible	Serious	£15,000.00	6	£0.00		17/08/20	COLC(NB) / Planning Consultant(Tbc)				Early engagement with TfL & PLA may require the appointment of a Transport Consultant. This shall be considered during RIBA Stage 2 and once a planning consultant has been appointed.
R5	5	(1) Compliance/Regulatory	Reliance on Third Party Statutory Works e.g. UKFN	Time and cost (extension of time claims from contractor and design team)	Possible	Major	12	£150,000.00	N	C - Uncomfortable	Early engagement and submission of application to UKFN by COLC. An early application fee shall be payable. c.£100-150k estimated to reserve north site access.	£0.00	Possible	Serious	£75,000.00	6	£0.00		17/08/20	COLC(NB) / AECOM(PB)				AECOM shall submit the UKFN application during early RIBA Stage 2. AECOM shall monitor the UKFN application and detailed design process.
R6	5	(3) Reputation	Disturbance to neighbours during construction works resulting in negative reputation of project and client, increased costs and delays to programme.	Reputation	Possible	Serious	8	£0.00	N	B - Fairly Confident	ensuring that logistics plan (and environmental health requirements are met by the contractor. Draft CEMP to be request from contractor as part of IT process / tender.	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/08/20	COLC(NB) / Contractor(Tbc)				
R7	5	(3) Reputation	Disturbance or effect on Business As Usual Activities of Tower Bridge. Potential requirement for temporary ticket office should closure be required to facilitate works	Revenue impact (est £40k per month)	Possible	Major	12	£0.00	N	B - Fairly Confident	Consider phasing of works during design development. Out of hours working and back up supply's to be considered to avoid BAU interruption.	£0.00	Rare	Major	£0.00	4	£0.00		17/08/20	COLC(NB) / Design Team(PB & DB AECOM/ FPM(SMC)				Design team to develop phasing strategy / sectional completion proposals prior to IT issue.
R8	3	(9) Environmental	Poor consultant / contractor Team Performance	Time and cost for disputes, delays or replacement of resource	Possible	Serious	6	£600,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	close team management in place - high quality weighing for tender assessment and ITs during appointment etc	£0.00	Unlikely	Serious	£100,000.00	4	£0.00		17/08/20	COLC(NB) / CBUCJ / FPM(SMC)				Project team to assess most appropriate procurement route during early RIBA Stage 3 via procurement workshop(s). This will define the most appropriate route to identify a principal contractor.
R9	5	(3) Reputation	Negative Press	Reputation	Possible	Serious	8	£20,000.00	N	B - Fairly Confident	liaison with TB Marketing/ Col press office ahead of commencement of works.	£0.00	Possible	Minor	£0.00	3	£0.00		17/08/20	COLC(NB)				Press releases to be issued to provide sufficient and advanced warning of works. Communications Strategy to be developed with TB & COLC. Potential use of comms consultant if negative press is received due to bridge closure / bus diversions etc.
R10	5	(3) Reputation	Local transport disruption caused by construction traffic	Reputation	Likely	Minor	4	£0.00	N	C - Uncomfortable	highlight traffic management sensitivities to UKFN & TfL on engagement	£0.00	Possible	Minor	£0.00	3	£0.00		17/08/20	COLC(NB)				Refer to Risk 4 above.
R11	5	(10) Physical	Delays during construction - Unable to achieve practical completion as programmed	Time and Cost (consultant TA fees, staff costs)	Possible	Serious	6	£50,000.00	N	C - Uncomfortable	Project management and good supervision of contractor and robust IT documents / Contract Documentation to be developed at RIBA Stage 4.	£0.00	Possible	Minor	£0.00	3	£0.00		17/08/20	COLC(NB) / CBUCJ / FPM(SMC)				
R12	5	(10) Physical	The site presents space constraints for construction, access and logistics.	Site logistics impacting on cost, time and quality of completing the works	Possible	Major	12	£500,000.00	N	C - Uncomfortable	site logistics plan will be developed and included in tender docs. Briefing to project team and Contractor to be clear, with options, access and logistics discussed.	£0.00	Unlikely	Major	£50,000.00	8	£0.00		17/08/20	COLC(NB) / Design Team(PB AECOM) / DB AECOM/ ARCH(Tbc)				Refer to Risk 3 above. Implement site survey schedule and identify surveys / information required from early RIBA Stage 2. Design team to develop design based on accurate measured building survey information. Review of boiler mezzanine installation information.
R13	5	(10) Physical	Unavoidable or un-anticipated on-site activities affecting these works	Time and Cost - extension of time	Likely	Minor	4	£250,000.00	N	C - Uncomfortable	liaise closely with TB Team and contractor on programme	£0.00	Possible	Minor	£150,000.00	3	£0.00		17/08/20	COLC(NB) / FPM(SMC) / Contractor(Tbc)				
R14	4	(1) Compliance/Regulatory	Delay due to Col. Committee Approval Process	Time and Cost	Possible	Serious	6	£50,000.00	N	C - Uncomfortable	include committee processes into programme, briefing chairman an early warnings and issues	£0.00	Unlikely	Minor	£15,000.00	2	£0.00		17/08/20	COLC(NB) / FPM(SMC) / Lead Designer (PB AECOM)				Strategic Programme now agreed with project team and Col. Note that the project programme must be maintained to achieve a 2021 completion date.
R15	5	(1) Compliance/Regulatory	Works could be subject to change further to statutory requirements. This includes English Heritage etc.	Staff costs, re-design fees and application fees	Possible	Major	12	£150,000.00	N	B - Fairly Confident	Early engagement with Planning Authorities & English Heritage via planning consultant and thorough understanding of any conditions which require discharge	£0.00	Unlikely	Serious	£100,000.00	4	£0.00		17/08/20	COLC(NB) / Planning Consultant(Tbc)				
R16	4	(1) Compliance/Regulatory	Change in Regulations for HV or LV during project	Additional time and possible cost required to make to standards and potential impact on quality	Unlikely	Serious	4	£150,000.00	N	C - Uncomfortable	ensure that all regulations are complied with at design development stage. Maintain understanding of manufacturing directives.	£0.00	Rare	Serious	£0.00	2	£0.00		17/08/20	COLC(NB) / Lead Designer (PB AECOM)				
R17	5	(10) Physical	Long Lead on specialist / Material Services not accounted for in contracts programme / not anticipated	Time	Likely	Serious	8	£150,000.00	N	C - Uncomfortable	Early placement of UKFN order prior to Contractor engagement. Refer to Strategic Project Programme.	£0.00	Unlikely	Serious	£50,000.00	4	£0.00		17/08/20	COLC(NB) / Design Team(PB AECOM) / ARCH(Tbc)/ Contractor(Tbc)				It is not proposed for COLC to order specialist equipment as this will form part of the Contractor Construction Contract to de-risk liability and coordination issues.
R18	3	(10) Physical	Specialist knowledge/ continuity of staff.	Heavy reliance on External Consultants and internal technical expertise - potential risk that TB team may change leading to loss of existing knowledge.	Possible	Minor	3	£0.00	N	C - Uncomfortable	Knowledge share with external specialist holding crucial information in the team to provide resilience	£0.00	Unlikely	Minor	£0.00	2	£0.00		17/08/20	COLC(NB) / Project Team(PB AECOM) / ARCH(Tbc)				
R19	4	(10) Physical	Procurement strategy of Professional Team to suit project requirements. This may not comply with the 'nom' procurement approach	Time (staff time and costs) and Quality	Possible	Serious	6	£15,000.00	N	C - Uncomfortable	explore procurement routes for design team appointment, discuss internally and after internal requirements as necessary	£0.00	Unlikely	Minor	£0.00	2	£0.00		17/08/20	COLC(NB)				Project team now appointed. Planning, Heritage, Architecture & Fire Consult appointments currently pending.
R20	3	(10) Physical	Insufficient Record information	Impact on design	Likely	Serious	8	£250,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Allowance in budget needs to be available to accommodate unknowns. Also complete necessary surveys and accounted for in works	£0.00	possible	Minor	£50,000.00	3	£0.00		17/08/20	COLC(NB) / Lead Designer (PB AECOM)				Project team now appointed. Planning, Heritage, Architecture & Fire Consult appointments currently pending.
R21	5	(10) Physical	Poor existing condition or works / working area	Additional works or remedial works required which were unplanned	Possible	Serious	6	£250,000.00	N	C - Uncomfortable	Early surveys, contractor engagement and site set up	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/08/20	COLC(NB) / Lead Designer (PB AECOM)				Risk allowance allocated under Risk 12 above (Survey costs).
R22	5	(5) H&S/Wellbeing	Uncovering of unknown hazardous materials (lead Paint, Asbestos, any other hazardous material)	Time impact if works stopped, additional cost if further surveys or works required	Likely	Major	16	£100,000.00	N	C - Uncomfortable	Surveys are included in the project strategy and budget	£0.00	possible	Serious	£0.00	6	£0.00		17/08/20	COLC(NB) / Contractor(Tbc)				Asbestos R&D to be procured prior to IT issue. C&S to allow asbestos/ other removal/remediation costs within PFI.
R23	5	(3) Reputation	Excessive or unclear insurance Requirements	Additional Cost or self insured route required	Likely	Major	16	£150,000.00	N	C - Uncomfortable	Consultation with insurance team required ahead of survey and contractor appointment	£0.00	possible	Serious	£0.00	6	£0.00		17/08/20	COLC(NB) / Contractor(Tbc)				
R24	4	(10) Physical	Existing equipment expires before project completed	Poor condition of existing infrastructure not tested until project completion. Risk may impact completion for this project	Possible	Major	12	£300,000.00	N	C - Uncomfortable	Check of existing equipment prior to PC of the HV upgrade project. A generator plug-in point is also included in the scope of works as a back up power supply.	£0.00	possible	Serious	£200,000.00	6	£0.00		17/08/20	COLC(NB)				Existing south shore HV supply to remain and be used as secondary HV back-up supply upon project PC.
R25	4	(10) Physical	Risk of failure of existing back up (gen / LV) supplies prior to commencing work	Delay to works to fix a temporary back up supply	Possible	Serious	6	£50,000.00	N	C - Uncomfortable	Existing south shore HV to be maintained and provide back-up HV supply.	£0.00	Unlikely	Minor	£0.00	2	£0.00		17/08/20	COLC(NB) / Lead Designer (PB AECOM)				
R26	5	(10) Physical	Services to neighbouring sites disrupted during construction.	Time	Possible	Serious	6	£250,000.00	N	C - Uncomfortable	Phasing of the works. Imposes and costs to be considered to allow for transition. Inform Contractor of no downtime to existing services to neighbouring sites.	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/08/20	Contractor(Tbc)				
R27	3	(10) Physical	Statutory Authority can not reserve capacity which may impact design	Time and cost impact to redesign solution	Possible	Extreme	24	£450,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Early engagement and order placed with UKFN to ensure that capacity is secured.	£0.00	Unlikely	extreme	£50,000.00	16	£0.00		17/08/20	COLC(NB) / Lead Designer (PB AECOM)				Refer to Risk 5.
R28	5	(2) Financial	Estimated high level costs only allowed for. Actual costs may be more	Cost Increase	Possible	Serious	6	£300,000.00	N	C - Uncomfortable	design to be developed in detail with input for QS services and early contractor advice included in project plan.	£0.00	Possible	Serious	£0.00	6	£0.00		17/08/20	COLC(NB) / CBUCJ / FPM(SMC)				

829	5	(10) Physical	Site Conditions unsuitable for new UKFN supply / sub-station	Cost and Time	Possible	Serious	6	£300,000.00	N	C - Uncomfortable	Undertake site identification survey early in RIBA Stage 2 and complete site visits with UKFN during design stage. Site survey already included in project plan	£0.00	Possible	Serious	£75,000.00	6	£0.00	17/08/20	COLC(NB) / Lead Designer (P) AECOM		Sub-Station siting to be determined by UKFN during 12wk UKFN design phase.
830	4	(1) Compliance/Regulatory	Timely manner of discharging planning conditions	Time (May affect works starting)	Possible	Major	12	£150,000.00	N	C - Uncomfortable	Ensure that contractor is fully aware of conditions they are liable to discharge. Condition tracker is already apart of project plan	£0.00	possible	Serious	£50,000.00	6	£0.00	17/08/20	COLC(NB) / Planning Consultant(Tbc)		Planning Consultant to maintain good comms with LPA and agree condition waiving / review draft conditions. Seek to limit the number of pre-commencement conditions.
831	3	(10) Physical	Works outside of the site boundary not accounted for	Legal, Licenses, authority implications	Possible	Major	12	£350,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Works to be developed in detail in conjunction with legal asset manager and statutory powers to determine site details. This is already part of the project plan.	£0.00	possible	Serious	£50,000.00	6	£0.00	17/08/20	COLC(NB) / IPM(SMC) / CBUC		Costs to be allowed for within Cost Plan
832	4	(3) Reputation	Buy-in from all stakeholders	Various stakeholder buy-in required - impact on time	Possible	Serious	6	£0.00	N	C - Uncomfortable	consultation with stakeholders will take place during design and construction phases. Already part of project plan	£0.00	unlikely	Serious	£0.00	4	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Key project Stakeholders attend fortnightly IPM reporting meetings.
833	5	(1) Compliance/Regulatory	Completing works in line with legal bridging constraints	Breach of condition. Possible cost and time if affects planned Contractors contract works - extension of time claims	Possible	Major	12	£250,000.00	N	C - Uncomfortable	ensure that contractors are aware of the need to work around Bridge lifts. Set out agreement ahead of construction to agree how these are dealt with in terms of programme and costs	£0.00	possible	Serious	£25,000.00	6	£0.00	17/08/20	COLC(NB)		
834	5	(5) H&S/Welbeing	Working around public and tourists	Impact on competing works and associated costs	possible	Major	12	£150,000.00	N	D - Very Uncomfortable	Ensure that sensitivities are included in the tender pack for contractors, ensure that contractor appointment of IPD during the project to ensure H&S considerations are taken into account and implemented. This is included in the project plan	£0.00	possible	Serious	£30,000.00	6	£0.00	17/08/20	COLC(NB) / Contractor(Tbc)		Specific handling requirements to be identified within ITT Documents.
835	5	(10) Physical	Revised management / restricted visitor numbers if the routes amended	this may affect ticket sales, ability to let out venue, require training on different emergency procedures	Possible	Serious	6	£150,000.00	N	C - Uncomfortable	The logistics and fire strategy will be considered in the design stages and worked through with the contractor which should mean that any impact on existing fire strategies will not impact BAU	£0.00	unlikely	Serious	£0.00	4	£0.00	17/08/20	COLC(NB) / Lead Designer (P) AECOM / Fire Eng(Tbc)		Project Team to develop phasing strategy to avoid restrictions. Fire Consultant to review phasing proposals throughout design development.
836	3	(10) Physical	Additional surveys required	Cost	Likely	Minor	4	£25,000.00	N	B - Fairly Confident	Allowance to remain on risk register for unplanned surveys. Currently not planned / req.	£0.00	possible	Minor	£0.00	3	£0.00	17/08/20	COLC(NB) / Lead Designer (P) AECOM / ARCH(Tbc)		
837	5	(10) Physical	Valid Extension of Time request from Contractor	Cost	Possible	Serious	6	£150,000.00	N	C - Uncomfortable	continue to assess risks and buildability during development of design to ensure that issues are addressed prior to construction as far as possible.	£0.00	possible	Serious	£50,000.00	6	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Implement robust contract administration.
838	3	(10) Physical	Valid additional fee requests from Professional Team	Cost	Possible	Serious	6	£150,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Ensure that programme takes account of risks with float to deal with any unforeseen issues prior to tendering consultant fee	£0.00	possible	Serious	£25,000.00	6	£0.00	17/08/20	COLC(NB)		
839	5	(10) Physical	BREXIT: market uncertainty, increased goods costs and labour shortages.	Cost / Time	likely	Serious	8	£150,000.00	N	C - Uncomfortable	Use Consultant team benchmarking & contractor knowledge to mitigate	£0.00	possible	Serious	£50,000.00	6	£0.00	17/08/20	COLC(NB) / CBUC		Current market conditions show strong competition.
840	4	(9) Environmental	Lack of interested from the market for tender contract	potential re-procurement / addition consultant / re-procurement fees potentially applicable	Possible	Major	12	£50,000.00	N	C - Uncomfortable	engage early with contractors and take with team to identify any specialist knowledge contractors to target Desktop study to be completed and contingency amount held. Cost of surveys included in the contract	£0.00	unlikely	Serious	£0.00	4	£0.00	17/08/20	COLC(NB) / IPM(SMC)		
841	5	(10) Physical	Archaeological finds	Cost / Time	Possible	Major	12	£250,000.00	N	D - Very Uncomfortable	Establish capacity of existing scope of project. record any change requests through governance system	£0.00	unlikely	Serious	£35,000.00	4	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Heritage & Planning consultant to engage with LPA's. Pre-Application processes to be implemented.
842	4	(10) Physical	Scope creep	Cost / Time	Unlikely	Serious	4	£100,000.00	N	C - Uncomfortable	Assessment to be undertaken to determine permits & license requirements during the design stage which will be incorporated into the contract administration	£0.00	rare	minor	£0.00	1	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Robust Change Control Procedures in place.
843	4	(1) Compliance/Regulatory	Environmental Agency Issuing Permits & Licenses	Time and cost	Possible	Serious	6	£150,000.00	N	C - Uncomfortable	Surveys to be undertaken as part of project plan	£0.00	rare	Serious	£20,000.00	2	£0.00	17/08/20	COLC(NB) / IPM(SMC)		
844	5	(10) Physical	Contamination	Time and Cost	Possible	Serious	6	£300,000.00	N	C - Uncomfortable	Ecological surveys to be undertaken	£0.00	unlikely	Serious	£200,000.00	4	£0.00	17/08/20	COLC(NB) / IPM(SMC)		
845	5	(9) Environmental	Ecological site constraints	Legal, reputational, cost and time	Possible	Serious	6	£50,000.00	N	C - Uncomfortable	Welfare site location will be considered as part of the design development for tender documentation	£0.00	unlikely	Serious	£10,000.00	4	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Planning consultant to engage with LPA's. Pre-Application processes to be implemented.
846	5	(10) Physical	Site Constraints - additional costs for provision of Contractor space and welfare	City must allow to provide for Contractor facilities under CDM regs but may not be able to given the site capabilities	Possible	Major	12	£150,000.00	N	C - Uncomfortable	Working methodology to be assessed. Highway authorities to be engaged early to consult on traffic management plan which will be develop during design stage	£0.00	possible	Serious	£25,000.00	6	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Additional welfare locations to be considered during early design stages.
847	4	(10) Physical	Road closures approval refused	Applications (and time allowances) need to be made if road closures required	Possible	Major	12	£0.00	N	B - Fairly Confident	Pre-tender estimate and QS feedback throughout the design.	£0.00	possible	Serious	£0.00	6	£0.00	17/08/20	COLC(NB) / IPM(SMC)		Costs and use of transport consultant to be considered at RIBA Stage 2.
848	5	(2) Financial	Project exceeding budget	Cost	Possible	Major	12	£500,000.00	N	D - Very Uncomfortable	Clear lines of communication, RACI put in place as part of project plan	£0.00	possible	Serious	£0.00	6	£0.00	17/08/20	COLC(NB) / CBUC		Review RIBA Stage 2
849	5	(4) Contractual/Partnership	Contractual disputes/ team split	Cost and Time	Unlikely	Serious	4	£150,000.00	N	C - Uncomfortable	No mitigation actions can be taken. Provision requested if event occurs	£0.00	rare	Serious	£0.00	2	£0.00	17/08/20	COLC(NB) / IPM(SMC) / Project Team(AH)		
850	5	(10) Physical	Inclement weather construction	Advise weather affecting works being able to go ahead / completed	Possible	Serious	6	£25,000.00	N	C - Uncomfortable	Review of works programme to be undertaken including planned maintenance	£0.00	rare	minor	£0.00	1	£0.00	17/08/20	COLC(NB)		
851	5	(10) Physical	Other projects impacting this project	Time and Cost	Possible	Major	12	£50,000.00	N	C - Uncomfortable	Use Building Grade 1 - Contractor's Survey Contractors need to be made aware. Cost would be to contractor	£0.00	rare	minor	£0.00	1	£0.00	17/08/20	COLC(NB) / IPM(SMC) / Lead Designer (P) AECOM / ARCH(Tbc)		Maintain close dialogue with TB Team.
852	5	(10) Physical	Damage to Bridge during works by contractor	Cost and Quality	Possible	Serious	6	£0.00	N	D - Very Uncomfortable	Pre-survey and contain contingency amount.	£0.00	unlikely	Major	£0.00	8	£0.00	17/08/20	COLC(NB) / IPM(SMC) / Lead Designer (P) / Contractor(Tbc)		Contractor RAMS to be obtained prior to starting works. All RAMS to be shared with TB Team & Rinc for H&S.
853	5	(10) Physical	Unforeseen technical problems during installation	Problems with fixings / fittings, infrastructure	Possible	Major	12	£50,000.00	N	C - Uncomfortable	Security requirements and any other additional requirements to be known.	£0.00	unlikely	Serious	£0.00	4	£0.00	17/08/20	COLC(NB)		
854	5	(10) Physical	Additional Requirements for working in live environment	Cost	Possible	Serious	6	£50,000.00	N	C - Uncomfortable	Surveys of exact infrastructure to be known and liaison with parties undertaken	£0.00	unlikely	major	£0.00	8	£0.00	17/08/20	COLC(NB) / IPM(SMC) / Lead Designer (P) / Contractor(Tbc)		
855	5	(10) Physical	Current infrastructure feeds, river traffic lights and CCTV	reputational - CCTV impact, river traffic chaos	Possible	Major	12	£0.00	N	C - Uncomfortable	Sparring events (World Cup, Wimbledon, Rugby) @ adjacent west side site	£0.00	possible	minor	£0.00	3	£0.00	17/08/20	COLC(NB)		Early engagement with TB Teams & GLA to understand potential events.
856	5	(10) Physical	Sporting Events	Time	Likely	Minor	4	£0.00	N	C - Uncomfortable	IPM works and funding may be required to undertake remedial works to existing LV. No proposal to upgrade outgoing LV cables.	£0.00	unlikely	Serious	£5,000.00	4	£0.00	17/08/20	COLC(NB) / IPM(SMC) / Lead Designer (P) / Contractor(Tbc)		Close Risk *** IPM works not part of project scope.
857	5	(1) Compliance/Regulatory	Requirement for replacement of existing LV cables which require reconnection should they not pass certification prior to being connected to new HV	Time & cost	Likely	Serious	8	£50,000.00	N	C - Uncomfortable	Early engagement and order placed prior to contractor appointment	£0.00	possible	Serious	£30,000.00	6	£0.00	17/08/20	COLC(NB) / Lead Designer (P)		UKFN and pre-con / construction programme closely managed.
858	5	(1) Compliance/Regulatory	UKFN works delayed	delay the project programme, resulting in incurring extension of time	Possible	Major	12	£60,000.00	N	C - Uncomfortable	engagement to be maintained with contractor and order placed prior to contractor appointment	£0.00	possible	Serious	£0.00	6	£0.00	17/08/20	Contractor(Tbc)		
859	5	(1) Compliance/Regulatory	Contractors work delay UKFN works / connection work	delay the project programme, resulting in incurring extension of time	Possible	Major	12	£60,000.00	N	C - Uncomfortable	Engage with Col. legal team to undertake work to resolve land ownership with UKFN.	£0.00	possible	Serious	£5,000.00	6	£0.00	17/08/20	COLC(NB)		
860	5	(10) Physical	Time delay due to Bridge House Estates/ Col do not agree to transfer freehold/ come to a legal agreement for the new substation land	Programme delay and costs for design team on hold/ additional design work and extensions of time. Additional staff costs	Possible	Major	12	£250,000.00	N	C - Uncomfortable	Survey and enabling works to ascertain whether there is capacity for existing routes for new HV and LV cables as proposed. Included in project plan	£0.00	possible	Major	£50,000.00	12	£0.00	17/08/20	COLC(NB) / Lead Designer (P) Planning Consultant(Tbc)		If existing service routes are not suffice following survey information, alternative routes will require investigation and development with engagement with the planning & heritage consultants.
861	5	(10) Physical	Capacity / routes of existing cable routes is not sufficient for routing new HV cables prior to removing existing	re-design costs and unforeseen works costs. Programme delays	Likely	Major	18	£300,000.00	N	C - Uncomfortable		£0.00	possible	Major	£50,000.00	12	£0.00	17/08/20			