

# Appendix 3 Risk Register

## City of London: Projects Procedure Corporate Risks Register

Project name: *PSDS Project*

Unique project identifier: *TBC*

Total est cost (exc risk) *£1000000*

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	12.9
Avg risk post-mitigation	6.1
Red risks (open)	7
Amber risks (open)	7
Green risks (open)	0

	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)

£1,000,000.00	100%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£1,000,000.00	100%
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Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£100,000.00	10%
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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	£0.00	0	1	0
8	13.8	£1,000,000.00	5	3	0
1	12.0	£0.00	0	1	0
2	6.0	£0.00	0	2	0
2	20.0	£0.00	2	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0

Issues (open)

0
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Open Issues

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

All Issues

0
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All Issues

Cost to resolve all issues (on completion)

£0.00
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Total CRP used to date

£0.00
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Project Name: <b>PSDS Project</b>		PM's overall risk rating: <b>Medium</b>	CRP requested this gateway: <b>£ 100,000</b>	Average unmitigated risk: <b>12.9</b>	Open Risks: <b>14</b>
Unique project identifier: <b>TBC</b>		Total estimated cost (exc risk): <b>£ 1,000,000</b>	Total CRP used to date: <b>£ -</b>	Average mitigated risk score: <b>6.1</b>	Closed Risks: <b>0</b>

General risk classification																	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	2	(2) Financial	Programme delivery deadline at risk from duration of standard project procedure approval route	If projects not delivered by agreed grant conditions deadline then the funding would have to be returned.	Likely	Major	16	£0.00	N	C - Uncomfortable	Streamline gateway process, through either urgency or delegated authority.	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R2	2	(2) Financial	Programme delivery deadline at risk from duration of standard procurement process	If projects not delivered by agreed grant conditions deadline then the funding would have to be returned.	Likely	Major	16	£0.00	N	C - Uncomfortable	Utilise GLA's Retrofit Accelerator framework for bulk of procurement	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R3	2	(2) Financial	Procured consultancy services are insufficient to support the project, resulting in delays to delivery.	If projects not delivered by agreed grant conditions deadline then the funding would have to be returned.	Likely	Major	16	£1,000,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Procure additional project management consultancy services	£100,000.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R4	3	(2) Financial	Projected project costs estimated to exceed grant funding, including contingency funding	Col. liable for any costs incurred above agreed grant funding level.	Possible	Major	12	£0.00	N	C - Uncomfortable	Seek best-value through competitive procurement and value-engineer where necessary without compromising agreed outcomes. If risk still materialises, request from Salix either: increased in the grant amount to meet existing scope, a change in project scope to deliver within awarded funding, or to cancel one or more projects and return the remaining funding associated with them.	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R5	5	(2) Financial	Works underway and in contract are not completed before the agreed grant completion date, beyond which the grant funding can't be used to pay for work.	Col. liable for any costs incurred beyond the grant funding deadline.	Likely	Major	16	£0.00	N	C - Uncomfortable	Only enter into contracts where they set out a confident completion date which occurs comfortably before the grant deadline. Ensure contracts have break-clauses to enable them to be cancelled if required. Request an extension from Salix.	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R6	2	(2) Financial	Covid-19 results in site restrictions which delay the project programme.	If projects not delivered by agreed grant conditions deadline then the funding would have to be returned.	Possible	Serious	6	£0.00	N	C - Uncomfortable	Ensure contractors operate in accordance with covid guidance. Develop contingency plans with contractors. Ask Salix for an extension.	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R7	2	(2) Financial	Key stakeholders are unable to support the project due to capacity constraints and other priorities, resulting in delays to the programme.	If projects not delivered by agreed grant conditions deadline then the funding would have to be returned.	Likely	Major	16	£0.00	N	C - Uncomfortable	Establish good project governance with senior sponsorship. Provide supporting consultancy services	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R8	5	(3) Reputation	Installation of project works results in disruption to site occupants and services, such as noise, movement of materials, works requiring access to be limited to some areas.	Project delays as unplanned disruption is addressed. Increased project costs to mitigate disruption. Loss of income to Col from cancelled or curtailed activities. Loss of productivity from staff due to noise and other potential issues.	Possible	Major	12	£0.00	N	C - Uncomfortable	Early and careful consultation of the installation with key stakeholders and in detail with the contractor. Timing of works to minimise disruption. Development of contingency plans where residual risks identified. Close monitoring of contractor installation to address any issues early.	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		
R9	5	(5) H&S/Wellbeing	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Likely	Major	16	£0.00	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 project costs and consider whether to either descope to exclude areas of higher management cost or to request additional funding from Salix.	£0.00	Likely	Minor	£0.00	4	£0.00		05/03/21	City Surveyors	James rooke		
R10	5	(1) Compliance/Regulatory	Planning permission not gained or approval process leading to project delays	Projects awarded funding may need to be changed in scope or cancelled. If projects not delivered by agreed grant conditions deadline then the funding would have to be returned.	Possible	Serious	6	£0.00	N	C - Uncomfortable	Early consultation with planning authority and English Heritage. Support from specialist consultancy services with expertise in listed buildings. Agree with Salix either a change in scope or to cancel the particular project and return the grant funding.	£0.00	Possible	Serious	£0.00	6	£0.00		05/03/21	City Surveyors	James rooke		

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R11	6	(4) Contractual/Partnership	Projects do not deliver the required performance requirements of the particular building services.	Performance impacts on occupants/services.	Possible	Serious	6	£0.00	N	C - Uncomfortable	Specify high quality products, with appropriate warranties, and procure the supply and installation from a reputable contractor. Ensure contract incentivises good design and verification. Careful contract management and good control in place to verify the installation meets specification and design requirements. Ensure snagging and defects period address and post-installation issue.	£0.00	Unlikely	Serious	£0.00	4	£0.00	05/03/21	City Surveyors	James rooke			
R12	4	(4) Contractual/Partnership	Anticipated carbon savings, as set out in the grant funding application, are not achieved	Requirement of the grant funding application.	Possible	Serious	6	£0.00	N	C - Uncomfortable	Require contractor to include savings guarantees in their contract which meets the grant application targets and require post-installation verification and rectification. Where contractor guarantees can meet the application target - discuss with Saltix and agree changes as required.	£0.00	Unlikely	Serious	£0.00	4	£0.00	05/03/21	City Surveyors	James rooke			
R13	4	(5) H&S/Wellbeing	Injury to persons or property due to the installation works	Depends on the nature of the injury, but potentially: project delays, legal action/costs, and reputational damage.	Possible	Extreme	24	£0.00	N	C - Uncomfortable	Ensure compliance with H&S Policies through careful procurement and contract management, with client project management in place to ensure excellent consultation between site and contractor.	£0.00	Unlikely	Extreme	£0.00	16	£0.00	05/03/21	City Surveyors	James rooke			
R14	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 life as stated in the grant application - this will need to be discussed with Saltix and an agreement made to proceed or reduce the scope, or cancel the project.	£0.00	Unlikely	Serious	£0.00	4	£0.00	05/03/21	City Surveyors	James rooke			
R15																							
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