

Appendix 2 Walbrook Wharf Roof Replacment Risk Register

City of London: Projects Procedure Corporate Risks Register

Project name: *Walbrook Wharf*

Unique project identifier: *24800026*

Total est cost (exc risk) *£0*

Corporate Risk Matrix score table

| PM's overall risk rating | Medium | | Minor impact | Serious impact | Major impact | Extreme impact |
|--------------------------|--------|----------|--------------|----------------|--------------|----------------|
| Avg risk pre-mitigation | 9.1 | Likely | 4 | 8 | 16 | 32 |
| Avg risk post-mitigation | 5.3 | Possible | 3 | 6 | 12 | 24 |
| Red risks (open) | 4 | Unlikely | 2 | 4 | 8 | 16 |
| Amber risks (open) | 9 | Rare | 1 | 2 | 4 | 8 |
| Green risks (open) | 3 | | | | | |

Costed risks identified (All)

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

| | | |
|-------------|----|---|
| £583,000.00 | 0% | Costed risk as % of total estimated cost of project |
| £583,000.00 | 0% | " " |
| £182,700.00 | 0% | " " |
| £0.00 | 0% | 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 |
|----------------------|-----------|---------------|-----|-------|-------|
| 6 | 8.7 | £238,000.00 | 0 | 6 | 0 |
| 1 | 3.0 | £20,000.00 | 0 | 0 | 1 |
| 1 | 16.0 | £25,000.00 | 1 | 0 | 0 |
| 8 | 9.4 | £300,000.00 | 3 | 3 | 2 |
| 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 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |

| | |
|---------------|---|
| Issues (open) | 0 |
| All Issues | 0 |

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: Walbrook Wharf | | | PM's overall risk rating: | | | | | Medium | | CRP requested this gateway | | | | Average unmitigated risk | | 9.1 | | Open Risks | | 16 | | | |
|-------------------------------------|---------|-----------------------------|---|---|--|--------------------------------------|------------|----------------------------------|---------------------------------------|------------------------------|--|---------------------|---|---------------------------------------|-----------------------------------|----------------------------|------------------|--------------|-------------|--|--|--|--|
| Unique project identifier: 24800026 | | | Total estimated cost (exc risk): | | | | | £ - | | Total CRP used to date | | £ - | | Average mitigated risk score | | 5.3 | | Closed Risks | | 1 | | | |
| General risk classification | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | Mitigating 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 | 3 | (1) Compliance/Regulatory | Consultant Appointment & Surveys: Structural Integrity of Roof | COST/ TIME- Unknown if the existing roof has structural capacity to support green roof | Likely | Serious | 8 | £0.00 | Y - for mitigation costs | A – Very Confident | Quote received from Structural Engineer to carry out initial calculations. | £0.00 | Possible | Serious | £0.00 | 8 | £0.00 | N/a | 02/08/19 | | | 05/11/19 | No long applicable for the risk |
| R2 | 3 | (1) Compliance/Regulatory | Consultant Appointment & Surveys: Ecology Report (baseline) | COST/ TIME- Seagulls nesting on existing roof. | Possible | Serious | 6 | £3,000.00 | Y - for mitigation costs | B – Fairly Confident | Additional works by Avian to deter annual nesting. | £3,200.00 | Possible | Minor | £0.00 | 3 | £0.00 | N/a | 02/08/19 | | | | Col. taling with Ecology Consultant to seek advise if survey is required |
| R3 | 3 | (1) Compliance/Regulatory | Survey- Asbestos Survey | COST/ TIME- Asbestos survey to be instructed. | Likely | Serious | 8 | £10,000.00 | Y - for mitigation costs | B – Fairly Confident | Works proposed to not require demolition and affect ACM. | £2,500.00 | Likely | Serious | £0.00 | 8 | £0.00 | N/a | 02/08/19 | | | | InCo (PM) Liaising with Asbestos Survey Consultant for a prompt mobilisation |
| R4 | 2 | (1) Compliance/Regulatory | Planning Permission | COST/ TIME- If alterations are required, planning permission will be required | Likely | Serious | 8 | £0.00 | N | | Col. (Ruby) is liaising with Col. Planning department to seek internal advice/ lead times | | Likely | Serious | | 8 | £0.00 | N/a | 02/08/19 | | | | |
| R5 | 4 | (4) Contractual/Partnership | Tender documentation- collating sufficient information/ defining the scope contractually | COST- Ambiguity of the scope based upon the design information provided | Likely | Major | 16 | £40,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Create a schedule listing all information required for the tender Document and seek to obtain all information. The tender Document will require the tenderers to carry out onsite surveys during the tender period, therefore proposed a mid tender interview at the site to encourage a thorough scope is proposed by the tenderers | £30,000.00 | Possible | Serious | £40,000.00 | 6 | £0.00 | N/a | 02/08/19 | | | | |
| R6 | 4 | (4) Contractual/Partnership | Programme slippage- Pre tender | TIME- Delays due to late 1) Asbestos survey- already scheduled to be carried out as addendum to the tender. 2) Structural survey report 3) Ecology Survey Report 4) tendering in holiday season | Likely | Major | 16 | £0.00 | N | | Reschedule programme to aim for the October 2019 sign off. Entire team has access to the Programme as it is cloud based | | Possible | Serious | £0.00 | 6 | £0.00 | N/a | 02/08/19 | | | | |
| R7 | 4 | (4) Contractual/Partnership | Concurrent projects- There are a number of projects being carried out at Walbrook Wharf. | Time/ Cost- There is risk of projects impacting each other 1) Logistically 2) Scope interfaces | Likely | Major | 16 | £25,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Workshops have been carried out to understand what concurrent projects will be carried out- all key individuals are aware that impacts will ripple into other projects, so a collaborative approach will be undertaken | £5,000.00 | Likely | Serious | £7,000.00 | 8 | £0.00 | N/a | 02/08/19 | | | | |
| R8 | 6 | (4) Contractual/Partnership | Ensuring Roof Warranty can be maintained post completion and despite later projects with interfaces to the roof | Cost- There is risk of projects impacting each other i.e. Scope interfaces and impact on the roofs warranties | Likely | Serious | 8 | £25,000.00 | N | | Workshops have been carried out to understand what later projects will be carried out- acknowledged by Col. that this is likely of an other project having an interface with the roof over the next 10 years | £0.00 | Likely | Serious | £5,000.00 | 8 | £0.00 | N/a | 02/08/19 | | | | |
| R9 | 5 | (3) Reputation | Existing/ Occupied Environment- Impact on stakeholders | 1) Water penetration whilst works being carried out 2) Noise 3) Logistical issues 4) All parties keeping informed of works being carried out 5) Adjacent buildings | Likely | Major | 16 | £25,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Col. Code of Conduct has been included in the tender Documents | £0.00 | Possible | Serious | £0.00 | 6 | £0.00 | N/a | 02/08/19 | | | | |
| R10 | 2 | (4) Contractual/Partnership | Programme slippage- Contract | Planning duration- Green Roof | Possible | Serious | 6 | £0.00 | N | | Awaiting for Structural Survey to confirm whether green roof is feasible | £0.00 | Possible | Serious | £0.00 | 6 | £0.00 | N/a | 02/08/19 | | | | |
| R11 | 5 | (4) Contractual/Partnership | Weather | Incliment / adverse weather incurred during the works | Possible | Serious | 6 | £75,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Explore temporary roof - potential significant cost. Explore completing works in summer. Allowance based on £2.5k a week and 2 week delay | £5,000.00 | Possible | Minor | £20,000.00 | 3 | £0.00 | | | | | | |
| R12 | 3 | (1) Compliance/Regulatory | Excessive Insurance Requirements | Tenderers may not be able to be insured for Col. levels on this specific project | Possible | Serious | 6 | £0.00 | N | | Explore reducing level of PI for Contractor | £0.00 | Possible | Serious | £0.00 | 6 | £0.00 | | | | | | |
| R13 | 5 | (4) Contractual/Partnership | Contractor Extension of time claim | Various reason in line with contract as applicable events where Contractor entitled to charge | Possible | Minor | 3 | £100,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Close programme / progress review during works. Early Warning system in place in the contract | £20,000.00 | Unlikely | Minor | £20,000.00 | 2 | £0.00 | | | | | | |
| R14 | 4 | (4) Contractual/Partnership | Scope Creep - interface with rainwater goods, lightning conductor etc. | Additional works added to main works for ease but could muddy clear defined works packages | Likely | Minor | 4 | £35,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Strict Change Control process in place in line with PPG requirements. Time and costs impact to be highlighted within change control forms | £20,000.00 | Possible | Minor | £5,000.00 | 3 | £0.00 | | | | | | |
| R15 | 5 | (2) Financial | Design Team Fees Claims | Various reasons in line with contract for prolongation or additional fee cost due | Possible | Minor | 3 | £20,000.00 | Y - for costed impact post-mitigation | B – Fairly Confident | Manage any prolongation, additional works claims. Ensure change control in place for any scope change leading to fee claim | £0.00 | Possible | Minor | £25,000.00 | 3 | £0.00 | | | | | | |

Appendix 2 Walbrook Wharf Roof Replacment Risk Register

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|-----|---|---------------------------|--|---|----------|-------|----|-------------|---------------------------------------|------------------------|---|------------|----------|---------|------------|---|-------|--|--|--|--|--|
| R16 | 4 | (1) Compliance/Regulatory | licenses / Statutory Approvals delays | Delay to works due to licenses / approvals not being in place | Possible | Major | 12 | £25,000.00 | Y - for costed impact post-mitigation | D – Very Uncomfortable | Early involvement with PLA Environmental Health and check any other requirements due to proximity of roof replacement by river | £1,500.00 | Unlikely | Serious | £10,700.00 | 4 | £0.00 | | | | | |
| R17 | 5 | (1) Compliance/Regulatory | Contamination Found Post Survey | Abestos not picked up on surveys, lead paint etc. | Possible | Major | 12 | £200,000.00 | Y - for costed impact post-mitigation | C – Uncomfortable | Explore any further surveys required and hold risk amount for any uncoverings | £15,000.00 | Unlikely | Serious | £50,000.00 | 4 | £0.00 | | | | | |