

City of London: Projects Procedure Corporate Risks RegisterProject name: *PSDS Programme*Unique project identifier: *RA-W Project*Total est cost (exc risk) *£6277735*

Corporate Risk Matrix score table

PM's overall risk rating

Low

Avg risk pre-mitigation

10.8

Avg risk post-mitigation

4.1

Red risks (open)

7

Amber risks (open)

22

Green risks (open)

7

	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)

£2,147,500.00 34%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£2,147,500.00 34%

" "

Costed risk post-mitigation (open)

£250,000.00 4%

" "

Costed Risk Provision requested

£450,000.00 7%

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
2	9.0	£45,000.00	0	2	0
7	10.3	£800,000.00	0	7	0
3	14.0	£1,050,000.00	1	2	0
8	6.5	£190,000.00	0	6	2
10	15.5	£60,000.00	6	1	3
2	5.0	£2,500.00	0	1	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	3.0	£0.00	0	0	1

Issues (open)

0

Open Issues

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

All Issues

0

All Issues

Cost to resolve all issues
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			PSDS Programme					PM's overall risk rating:			Low		CRP requested this gateway		£ 450,000		Average unmitigated risk		10.8		Open Risks		36												
Unique project identifier:			RA-W Project					Total estimated cost (exc risk):			£ 6,277,735		Total CRP used to date		£ -		Average mitigated risk score		4.1		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	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	5	(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.	Possible	Major	12	£0.00	Y - for costed impact post-mitigation	B – Fairly Confident	Procure additional project management consultancy services and monitor resource allocation closely through effective programme management	£50,000.00	Unlikely	Serious	£0.00	4	£0.00		19/08/21	City Surveyors	Chris Spicer														
R2	5	(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	£200,000.00	N	C – Uncomfortable	RA-W Contract is based on a fixed cost with stated exclusions therefore this risk should be managed. Any changes to the scope will be agreed through the standard change process.	£0.00	Rare	Serious	£0.00	2	£0.00		19/08/21	City Surveyors	Beveridges														
R3	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 works.	Col liable for any costs incurred beyond the grant funding deadline.	Possible	Major	12	£200,000.00	N	D – Very 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. Monitor project programmes closely to assess completion times. Early procurement of technology through letter of intent.	£0.00	Possible	Major	£0.00	12	£0.00		19/08/21	City Surveyors	Beveridges														
R4	5	(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. Site teams and contractors are not able to work due to isolation.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Ensure contractors operate in accordance with covid guidance including mask wearing and distancing. Develop contingency plans with contractors including detailed guidance on how to operate on site. Ask Salix for an extension.	£0.00	Unlikely	Serious	£0.00	4	£0.00		05/03/21	City Surveyors	James rooke														
R5	5	(2) Financial	Project scope expands due to additional areas being identified which were not included in the initial surveys	Additional costs	Possible	Serious	6	£0.00	Y - for mitigation costs	C – Uncomfortable	Allow CRP for completion of works	£50,000.00	Unlikely	Minor	£0.00	2	£0.00		19/08/21	City Surveyors	Beveridges														
R5	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. Selection of projects to suit minimal disruption.	£0.00	Possible	Serious	£0.00	6	£0.00		19/08/21	City Surveyors	Beveridges														
R6	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	Serious	8	£0.00	Y - for mitigation costs	D – Very 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. Engage with contractor early to put in place approach to managing asbestos. Survey areas of higher risk and engage with COL asbestos manager.	£250,000.00	Possible	Serious	£0.00	6	£0.00		19/08/21	City Surveyors	Beveridges														

R7	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	B – Fairly Confident	Specify high quality products, with appropriate warranties. 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	19/08/21	City Surveyors	Beveridges			
R8	6	(5) H&S/Wellbeing	Injury to persons or property due to the installation works	Depends on the nature of the injury and/or COVID 19, but potentially; project delays, legal action/costs, and reputational damage.	Unlikely	Extreme	16	£0.00	N	C – Uncomfortable	Ensure compliance with H&S Policies/CDM through careful procurement and contract management, with client project management in place to ensure excellent consultation between site and contractor.	£0.00	Rare	Extreme	£0.00	8	£0.00	19/08/21	City Surveyors	Beveridges			
R9	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 Salix and an agreement made to proceed or reduce the scope, or cancel the project through a formal change request.	£0.00	Unlikely	Serious	£0.00	4	£0.00	19/08/21	City Surveyors	Beveridges			
R10	5	(2) Financial	Increase in activity across the wider energy efficiency retrofit market increase costs and materials lead times	Delay to the completion of projects	Possible	Major	12	£400,000.00	N	C – Uncomfortable	Work with contractor and identify materials which are under supply constraints. Place early orders where possible and programme works to take account of lead times. Value engineer and reduce scope where possible.	£0.00	Unlikely	Minor	£250,000.00	2	£0.00	19/08/21	City Surveyors	Beveridges			
R11	4	(4) Contractual/Partnership	Additional builders work is required as part of installation process which has not been identified during the surveys	Additional costs are incurred for making good, pipe freezing, stripping out	Possible	Serious	6	£100,000.00	Y - for mitigation costs	C – Uncomfortable	Allow CRP for completion of works	£100,000.00	Possible	Serious	£0.00	6	£0.00	16/08/21	Project Manager	Stephen Wojcik			
R12		(1) Compliance/Regulatory	Electrical dis-connections and new connections cause loss of service for an extended period of time	Additional project costs and time delay.	Possible	Serious	6	£15,000.00		C – Uncomfortable	Wiring diagrams to be provided and surveys undertaken	£0.00	Rare	Serious	£0.00	2	£0.00	04/08/21	City Surveyors	Vital			
R13		(1) Compliance/Regulatory	Emergency lighting failure	Additional project costs and time delay.	Possible	Major	12	£30,000.00		B – Fairly Confident	Testing and commissioning procedures to be followed	£0.00	Rare	Major	£0.00	4	£0.00	04/08/21	City Surveyors	Vital			
R14		(10) Physical	Manual handling of equipment due to storage or access limitations	Additional project time delay.	Possible	Minor	3	£0.00		C – Uncomfortable	Storage and access management plan to be agreed	£0.00	Unlikely	Minor	£0.00	2	£0.00	04/08/21	City Surveyors	Vital			
R15		(5) H&S/Wellbeing	HVAC works impact air quality / working conditions	Additional project time delay.	Possible	Minor	3	£0.00		B – Fairly Confident	Programme co-ordination	£0.00	Unlikely	Minor	£0.00	2	£0.00	04/08/21	City Surveyors	Beveridges			
R16		(3) Reputation	Works have to be put on hold to ensure events are able to take place	Additional project time delay.	Possible	Serious	6	£50,000.00		B – Fairly Confident	Programme co-ordination with events management team to enable programme to be delivered despite outside activities	£0.00	Unlikely	Minor	£0.00	2	£0.00	04/08/21	City Surveyors	Beveridges			
R17		(4) Contractual/Partnership	Commissioning and snagging delays Cause: commissioning and snagging not performed on time Event: the quality of remaining works might be jeopardised if repeated mistakes are not spotted on time	Additional project time delay.	Possible	Serious	6	£5,000.00	N	B – Fairly Confident	Quality checks should be performed on a daily basis	£0.00	Unlikely	Minor	£0.00	2		19/08/21	City Surveyors	Vital			
R18		(4) Contractual/Partnership	Contract dispute Cause: disputes between the client and the contractor Event: legal actions delays or pause in the project	Additional project time delay.	Unlikely	Serious	4	£25,000.00	N	B – Fairly Confident	IGP & JCI Contract should be signed before starting the project. Provide clear and concise specifications.	£0.00	Rare	Minor	£0.00	1		19/08/21	City Surveyors	Beveridges			
R19		(4) Contractual/Partnership	Contractor performance Cause: contractor not performing to expectations Event: programme of works altered and delays in delivering key milestones	Additional project time delay.	Unlikely	Serious	8	£15,000.00	N	B – Fairly Confident	Good project management and controls with frequent meetings. Key milestones, regular contract reports, regular site inspections	£0.00	Unlikely	Serious	£0.00	4		19/08/21	City Surveyors	Beveridges			

R20		(4) Contractual/Partnership	Faulty equipment Cause: faulty equipment delivered to site Event: unusable causing delays in the programme	Additional project time delay.	Unlikely	Serious	4		£15,000.00	N	B – Fairly Confident	The contractor should appoint suitable suppliers and pre-test the equipment whenever practicable and applicable prior to delivering it to site for installation.	£0.00	Rare	Minor	£0.00	1				19/08/21	City Surveyors	Vital			
R21		(4) Contractual/Partnership	Equipment availability Cause: Unavailability of equipment and materials Event: delays in starting the project or delivering key milestones	Additional project costs and time delay.	Possible	Serious	6		£10,000.00	N	B – Fairly Confident	The contractor should place an order with the manufacturer of the earliest convenience. Consult with suppliers early to make allowance in the programme for lead-in times.	£0.00	Unlikely	Serious	£0.00	4				19/08/21	City Surveyors	Vital			
R22		(5) H&S/Wellbeing	Electrical works Cause: accident while working on or near electrical equipment, unsafe works or installation. Event: injury or death to those working in the vicinity of the works, electrical fire, damage to property.	Project delays. Reputational risk.	Possible	Extreme	24		£10,000.00	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans and monitoring of works to ensure compliance with CDM, CoL, H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8				19/08/21	City Surveyors	Vital			
R23		(5) H&S/Wellbeing	Plant room working Cause: number of typical plant room hazards from trip hazards to low heights, to slippery surfaces, hot surfaces, moving parts, dust, noise. Event: injury to persons or property	Project delays. Reputational risk.	Possible	Extreme	24		£10,000.00	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans and monitoring of works to ensure compliance with CDM, CoL, H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8				19/08/21	City Surveyors	Vital			
R24		(5) H&S/Wellbeing	Mechanical works Cause: accident while working on or near mechanical equipment, unsafe works or installation. Event: injury or death to those working in the vicinity of the works, damage to property.	Project delays. Reputational risk.	Possible	Extreme	24		£10,000.00	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans and monitoring of works to ensure compliance with CDM, CoL, H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8				19/08/21	City Surveyors	Vital			
R25		(5) H&S/Wellbeing	Working at height Cause: accident while working at height, such as accessing ductwork from a ladder. Event: injury people falling from height or landing on someone from height	Project delays. Reputational risk.	Possible	Extreme	24		£10,000.00	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans and monitoring of works to ensure compliance with CDM, CoL, H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8				19/08/21	City Surveyors	Vital			
R26		(5) H&S/Wellbeing	Power tools Cause: accident while working with power tools Event: injury to persons or property	Project delays. Reputational risk.	Possible	Extreme	24		£10,000.00	N	B – Fairly Confident	Selection of experienced and competent contractors. Scrutiny of plans and monitoring of works to ensure compliance with CDM, CoL, H&S Policy, and any specific site requirements.	£0.00	Rare	Extreme	£0.00	8				19/08/21	City Surveyors	Vital			
R27		(5) H&S/Wellbeing	Noise nuisance Cause: use of power tools for cutting Event: noise is audible to occupants	Nuisance cause to occupants, such as art gallery visitors and guests to events, staff working within basement areas.	Unlikely	Serious	4		£5,000.00	N	B – Fairly Confident	Consultation with stakeholders to understand potential impacts. Careful planning of works to avoid time when this may be an issue.	£0.00	Unlikely	Minor	£0.00	2				19/08/21	City Surveyors	Vital			
R28		(6) Safeguarding	Loading/un-loading Cause: Loading and un-loading of materials Event: Members of the public might enter the building unauthorised	Additional project costs	Unlikely	Serious	4		£2,500.00	N	B – Fairly Confident	Extra security during the loading time. There should be a process where the contractor announces the security in advance of their actions.	£0.00	Rare	Minor	£0.00	1				19/08/21	City Surveyors	Vital			
R29		(5) H&S/Wellbeing	Vehicle access Cause: Vehicle access to Guildhall Yard Event: Possible injuries to pedestrians	Reputation damage and financial loss	Unlikely	Serious	4		£5,000.00	N	B – Fairly Confident	Good contractor management, ensuring construction plan and RAMS are in place. Only authorised drivers should be granted permission for access to the Guildhall Yard	£0.00	Rare	Extreme	£0.00	8				19/08/21	City Surveyors	Vital			
R30		(3) Reputation	Risk of potential damage to building structure and/or contents through the duration of the works	Reputation damage and financial loss	Possible	Extreme	24		£1,000,000.00	N	B – Fairly Confident	Detailed building knowledge to be provided by CCL to the contractor who will undertake surveys to mitigate knowledge gaps	£0.00	Unlikely	Serious	£0.00	4				19/08/21	City Surveyors	Vital			
R31		(4) Contractual/Partnership	Lack of resources to deliver to programme	Reputation damage and financial loss	Possible	Major	12		£20,000.00	N	B – Fairly Confident	Competent contractor with good resources and planned for an established period	£0.00	Unlikely	Minor	£0.00	2				19/08/21	City Surveyors	Vital			
R32		(6) Safeguarding	Waste Management of discarded lights, light fittings and ancillary items.	Operatives and Public:- Risk of injury from carrying/transporting materials and tools from contractors temporary compound to place of work within occupied buildings and through pedestrian transit areas across both sites	Possible	Serious	6		£0.00	N	A – Very Confident	Use of boundary barriers for designated access routes. Use of wheeled transport bins to convey tools and materials from compound/mobile storage/workshops into buildings. Sufficient number of operatives to convey and escort materials and tools	£0.00	Unlikely	Minor	£0.00	2				19/08/21	City Surveyors	Vital			
R33			Operatives working patterns (out of normal day time hours/night working)	Operatives:- Risk of tiredness and shift pattern adjustments	Possible	Major	12		£0.00	N	B – Fairly Confident	Out of hours working may be required in a number of areas to accommodate ongoing activities within the sites. If necessary, works will be carried out in shift patterns to allow programme to be achieved whilst ensuring operatives do not exceed maximum working hour laws	£0.00	Unlikely	Minor	£0.00	2				19/08/21	City Surveyors	Vital			

[illegible]