

City of London: Projects Procedure Corporate Risks Register

Project Name:			Golden Lane Window Replacements & Common Pa				PM's overall risk rating:		Low		CRP requested this gateway		£ -		Average unmitigated risk		6.1		Open Risks		14		
Unique project identifier:			PV11961				Total estimated cost (exc risk):		£ 10,893,695		Total CRP used to date		£ -		Average mitigated risk score		5.0		Closed Risks		0		
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	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	Section 20 Challenges.	Leaseholder(s) may challenge the Section 20 service charge recovery on grounds of the works being improvements or due to disrepair. Following a First Tier Tribunal Hearing in September 2019 recommendations were made to undertake more detailed surveys and tender as a cost in use exercise.	Possible	Major	12	£7,264,452.00	N	C – Uncomfortable	Risk escalated to Head of Major Works and Director of Barbican & Property Services. Several options were presented (1) More detailed sample survey to quantify numbers in disrepair, (2) deed of variation to the Leases to include 'Improvement Clauses' or (3) dual tender. Officers have been instructed to continue as planned and highlight the risk to committee at Gateway 5. As no recommendations have been made.	£7,264,452.00	Likely	Major	£7,264,452.00	16	£0.00		N 08/10/2019	Jason Crawford	Jason Hayes		In order to mitigate risk Quantity Surveyor has been appointed to undertake detailed costing and monitor cost control. Q3 brief is also to draw up specifications for tender, and undertake a cost in use/lifecycle cost comparison to determine the level of repairs required to overhaul, repair and ease and adjust the existing windows. On completion of the dual tender Q3 is to repeat the cost in use exercise using the tendered rates provided by the winning bidder
R2	5	(10) Physical	Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors. High winds can affect the contractors' ability to complete works at height. Rain and cold weather, in particular snow can prevent items such as sealants from setting properly.	Possible	Serious	6	£0.00	N	B – Fairly Confident	If possible works will be programmed to start Spring/Summer to minimise risk.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		Works can be programmed to start to avoid periods in which we expect inclement weather.
R3	5	(10) Physical	Continued deterioration of windows	Leading to damage to building fabrics of City Assets	Likely	Serious	8	£0.00	N	B – Fairly Confident	Prioritisation to carry out the works in a cost effective and timely way with exclusions where needed.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		It is considered unlikely that the works won't be approved.
R4	5		Delay to works completion leads to project overrunning	Should works overrun, this may have an impact upon the budget of the project.	Possible	Serious	6	£0.00	N	B – Fairly Confident	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set. Strong contract monitoring will be undertaken to ensure that the works are progressing as planned.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		
R5	5	(9) Environmental	Significant Change in sustainability sector	Covid 19 related issues could impact the project if there is a resurgence in lockdown	Possible	Serious	6	£0.00	N	C – Uncomfortable	No action can be undertaken to prevent a resurgence but we have asked contractors to implement enhanced safe distancing measures during the works.	£0.00	Possible	Serious	£0.00	6	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		Close monitoring of government guidelines is required.
R6	5	(3) Reputation	Recommendations not approved	If approval to proceed is not granted project timelines will need to be reviewed.	Possible	Minor	3	£0.00	N	B – Fairly Confident	Ensure that recommendations are validated and well thought through, taking cost benefits and potential dis-benefits (such as disrepair claims) into account.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		
R7	5	(2) Financial	Increase in pricing during works	Increased project costs.	Possible	Serious	6	£0.00	N	B – Fairly Confident	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget. Project Managers will be alert to delays to the project, particularly those caused by the City of London as these can be used by contractors as leverage for increases in cost.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		
R8	5	(3) Reputation	Challenge to tender awarding process	Could lead to project delays & increased costs.	Unlikely	Serious	4	£0.00	N	A – Very Confident	A robust tendering process and cost evaluation has been undertaken. Should a challenge arise, advice will be sought from City Procurement and Legal services to ensure the dispute is resolved rapidly and successfully.	£0.00	Rare	Serious	£0.00	2	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		
R9	5	(2) Financial	Contractor Financial Viability	Could lead to project delays & increased costs.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Procurement colleagues undertake financial viability assessments as part of the tender process.	£0.00	Possible	Serious	£0.00	6	£0.00		N 17/10/2017	Jason Crawford	Jason Hayes		Whilst a robust tender evaluation process has been undertaken it's difficult to understand fully how the Covid-19 situation has impacted or will continue to impact contractors' ongoing financial viability.

R10	5	(2) Financial	Works more extensive than planned for	Could lead to project delays & increased costs.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Detailed PCI has been provided as part of the robust tender package. Contractors have been asked to include Provisional Sums to cover any unforeseen works.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N	17/10/2017	Jason Crawford	Jason Hayes	Whilst measures have been put in place it's possible that deterioration of the un-maintained assets may have led to deterioration of surrounds that may not become apparent until opening up works have been undertaken.
R11	5	(2) Financial	Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.	Possible	Minor	3	£0.00	N	B – Fairly Confident	Early engagement has been carried out with residents to make them aware of the upcoming works. An issues on access will be reported immediately to the Estate Management teams and enforcement undertaken if absolutely necessary.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N	17/10/2017	Jason Crawford	Jason Hayes	
R12	5	(5) H&S/Wellbeing	Fire risk assessments (FRAs)	It has been noted that many of the FRAs have or are about to expire. There is a potential risk that the Principal Contractor may not start works as the FRAs are out of date which could delay the proposed works affecting the overall programme and potentially an increase in costs.	Possible	Serious	6	£0.00	N	C – Uncomfortable	This has been escalated to Senior managers and previous instruction was to continue as planned. Having taken further advice from Col. Fire Safety Officer this has been escalated again. At present many of the FRAs have or are due to expire. Latest advice is that we can continue.	£0.00	Possible	Serious	£0.00	6	£0.00	N	31/10/2019	Jason Crawford	Jason Hayes	It is likely that this may impact the progress of the works and Officers will seek a resolution in the meantime - works are planned to start Spring 2021 so we will aim to resolve the risk without it becoming an issue. We have been liaising with the Principal Designer and continue to highlight any corrective actions prior to commencement of the works.
R13	4	(1) Compliance/Regulatory	Need to obtain separate heritage approvals for each block	Obtaining Listed Building Consent is not straightforward when multiple blocks with different heritage issues are concerned. Delays in heritage or planning approvals would impact in timelines for procurement & delivery and potentially in an inflating market increase overall costs.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Split the blocks into different workstreams and seek to progress through approvals processes independently to ensure that a delay in approval for one block does not halt progress to the overall programme.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N	15/10/2021	Jason Crawford	Jason Hayes	Issues report planned to split project as described.
R14	4	(2) Financial	Rampant inflation in Construction industry pricing following Covid & Brexit	Industry inflation creates risk to meeting planned budgets. Risk increases with every delay to project timelines.	Likely	Serious	8	£0.00	N	B – Fairly Confident	Robust project management to ensure any further delay to timelines is minimised. Wider industry conditions are outside of control.	£0.00	Likely	Serious	£0.00	8	£0.00	N	15/10/2021	Jason Crawford	Jason Hayes	
R15							£0.00					£0.00			£0.00		£0.00					
R16							£0.00					£0.00			£0.00		£0.00					
R17							£0.00					£0.00			£0.00		£0.00					
R18							£0.00					£0.00			£0.00		£0.00					
R19							£0.00					£0.00			£0.00		£0.00					
R20							£0.00					£0.00			£0.00		£0.00					
R21							£0.00					£0.00			£0.00		£0.00					
R22							£0.00					£0.00			£0.00		£0.00					
R23							£0.00					£0.00			£0.00		£0.00					
R24							£0.00					£0.00			£0.00		£0.00					
R25							£0.00					£0.00			£0.00		£0.00					
R26							£0.00					£0.00			£0.00		£0.00					
R27							£0.00					£0.00			£0.00		£0.00					
R28							£0.00					£0.00			£0.00		£0.00					
R29							£0.00					£0.00			£0.00		£0.00					
R30							£0.00					£0.00			£0.00		£0.00					
R31							£0.00					£0.00			£0.00		£0.00					
R32							£0.00					£0.00			£0.00		£0.00					
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R42							£0.00					£0.00			£0.00		£0.00					
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R47							£0.00					£0.00			£0.00		£0.00					
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R49							£0.00					£0.00			£0.00		£0.00					
R50							£0.00					£0.00			£0.00		£0.00					
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R66							£0.00					£0.00			£0.00		£0.00					
R67							£0.00					£0.00			£0.00		£0.00					
R68							£0.00					£0.00			£0.00		£0.00					
R69							£0.00					£0.00			£0.00		£0.00					