

**Energy Reduction Programme Phase 1 - Appendix 2 Risk Register**

**City of London: Projects Procedure Corporate Risks Register**

Project name: Energy Reduction Programme – Phase 1

Unique project identifier: 12210

Total est cost (exc risk) £490089

*Corporate Risk Matrix score table*

<b>PM's overall risk rating</b>	<b>Medium</b>
<b>Avg risk pre-mitigation</b>	<b>10.3</b>
<b>Avg risk post-mitigation</b>	<b>4.7</b>
<b>Red risks (open)</b>	<b>4</b>
<b>Amber risks (open)</b>	<b>13</b>
<b>Green risks (open)</b>	<b>1</b>

	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)**

£126,298.50	26%
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*Costed risk as % of total estimated cost of project*

**Costed risk pre-mitigation (open)**

£126,298.50	26%
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**Costed risk post-mitigation (open)**

£0.00	0%
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**Costed Risk Provision requested**

£0.00	0%
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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
0	0.0	£0.00	0	0	0
8	8.6	£107,278.50	0	7	1
0	0.0	£0.00	0	0	0
3	9.3	£4,020.00	1	2	0
5	12.0	£15,000.00	2	3	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	12.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
1	16.0	£0.00	1	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:	Energy Reduction Programme – Phase 1	PM's overall risk rating:	Medium	CRP requested this gateway:	£ -	Average unmitigated risk:	10.3	Open Risks:	18
Unique project identifier:	12210	Total estimated cost (exc risk):	£ 490,089	Total CRP used to date:	£ -	Average mitigated risk score:	4.7	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 Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(10) Physical	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 business case (and payback) before considering whether to either descope to exclude areas of higher management cost to to request additional funding.	£0.00	Likely	Minor	£0.00	4	£0.00	Management/removal of asbestos to allow safe installation of works.	17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R2	2	(2) Financial	Consulting Services Engineers costs higher than requested for at GW2 or additional surveys required	Insufficient technical review, leading to lower budget confidence in options appraisal and recommendation	Possible	Minor	3	£0.00	N	B – Fairly Confident	Good project and budget control	£0.00	Rare	Minor	£0.00	1	£0.00	Commission additional technical surveys as advised by engineering consultants.	17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R3	5	(2) Financial	Tender costs higher than anticipated budget cost	Insufficient budget to deliver all project scope and hence impact on business case	Possible	Major	12	£103,078.50	N	C – Uncomfortable	Budget costs and risk provision to be refined between GW2-GW3/4 through further market testing and technical reviews. If costs higher than budget, reduce project scope (value engineer). If reduced scope will impact the business case significantly then an Issue Report will be raised for a decision on this or option for maintaining scope through additional funding (setting out impact on payback period).	£68,719.00	Possible	Major	£0.00	12	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R4	4	(2) Financial	Design costs higher than requested for at GW3/4	Unable to progress to tender on one or more projects.	Possible	Major	12	£0.00	N	B – Fairly Confident	Included costed risk for GW4 which equates to 40% in addition to original estimated costs	£0.00	Possible	Minor	£0.00	3	£0.00	Commission additional design work as advised by Project Manager.	17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R5	6	(5) H&S/Wellbeing	Disruption to site services/operators during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitable. The potential impact of the disruption is project specific. Could result in part or full building closure, occupant/user complaints, project delays/deterioration, and increased costs.	likely	Major	16	£0.00	N	B – Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders.	£0.00	Likely	Minor	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R6	6	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially; project delays and legal action.	Possible	Extreme	24	£0.00	N	B – Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations and Cal policies. A competent Project Manager, with appropriate experience in building services installations, will be appointed to manage the projects from GW3/4 stage until installation completion and hand-over and ensure compliance with regulations and Cal policies.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R7	6	(4) Contractual/Partnership	Installation is not compliant	Depending the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building areas being unoccupied.	unlikely	Extreme	16	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources; ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R8	6	(5) H&S/Wellbeing	Occupant/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major dissatisfaction depending on the resulting issues.	unlikely	Major	8	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources; ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Major	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson		



