

City of London: Projects Procedure Corporate Risks Register

Project name: Sydenham Hill Redevelopment

Unique project identifier: 11960

Total est cost (exc risk) £46083539

Corporate Risk Matrix score table

PM's overall risk rating	High
Avg risk pre-mitigation	10.7
Avg risk post-mitigation	7.6
Red risks (open)	7
Amber risks (open)	44
Green risks (open)	3

	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)	£6,466,500.00	14%
Costed risk pre-mitigation (open)	£6,466,500.00	14%
Costed risk post-mitigation (open)	£5,045,500.00	11%
Costed Risk Provision requested	£5,045,500.00	11%

Costed risk as % of total estimated cost of project

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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) Compliance/Regulatory	9	6.9	£401,500.00	2	7	0
(2) Financial	35	7.9	£2,965,500.00	3	29	3
(3) Reputation	5	5.2	£333,500.00	0	5	0
(4) Contractual/Partnership	0	0.0	£0.00	0	0	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	4	14.0	£865,000.00	2	2	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	1	12.0	£480,000.00	0	1	0
(10) Physical	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	3	0

Cost to resolve all issues (on completion)	£191,106.00
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Total CRP used to date	£0.00
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Project Name: **Sydenham Hill Redevelopment**
 Unique project identifier: **11960**

PM's overall risk rating: **High**
 Total estimated cost (exc risk): **£ 46,083,539**

CRP requested this gateway **£ 5,045,500**
 Total CRP used to date **£ -**
 Unspent Risk **£ 5,045,500**

Average unmitigated risk **10.7**
 Average mitigated **7.6**

Open Risks **77**
 Closed Risks **47**

General risk classification														Mitigation actions				Ownership & Action					
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification on pre-mitigation	Impact Classification on 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	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/	Risk owner (Named Officer or External)	Date Closed OR/ Realised &	Comment(s)	
R3A	(2) Financial	Construction inflation (labour & materials) due to contract award extension for Sittling Contractor Lovell up to projected main contract award of end of	Cost/Time	Possible	Serious	6	£500,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Detailed bat surveys underway, mitigating risk of further delay to contractor appointment, provided the survey results are favourable.		Possible	Serious	£300,000.00	6				ITPM	NE			
R3B	(2) Financial	Disruption and prolongation associated with the JR appeal process.	Cost/Time	Unlikely	Major	8	£300,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Contractor prelim run rate is £50k/w. Allow for 6 week stand-down.		Unlikely	Major	£300,000.00	8				ITPM / TCM	NE / JO		CCN37 - £106,182.26 CCN38 - £31,000	
R6	(2) Financial	Additional scope gap in the Stage 4 design has not been costed for	Cost	Possible	Major	12	£150,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Ensure contract documents are robust.	£0.00	Possible	Major	£100,000.00	12				ITPM	NE			
R7	(2) Financial	Legal fees to support any action against the scheme	Cost	Possible	Serious	6	£50,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Early engagement with legal team.	£0.00	Possible	Serious	£30,000.00	6				CoL	EB			
R13	(2) Financial	Change in legislation and building regulation introduces requirement to amend design	Cost / Reputational / Legal	Possible	Serious	6	£450,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Changed building regs require further design review. Establish impacts of changed building regs and account for costs in contract sum.	£0.00	Possible	Serious	£450,000.00	6				ITPM	NE			
R16	(1) Compliance/Regulatory	Neighbouring property rights of light and party wall, result in compensation.	Cost	Likely	Serious	8	£170,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Rights of light surveyor appointed - final calculation to be drawn up during planning determination - Appropriate compensation sum to be set aside in Col's budget. Letters to be issued once delegated authority approved.	£0.00	Likely	Minor	£120,000.00	4				CoL	EB			
R21	(3) Reputation	Impact of an archaeological discovery	Cost	Possible	Major	12	£100,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Desktop study made available - Allowance to be made for watching brief during archaeological works phase.	£0.00	Possible	Serious	£50,000.00	6				CoL	EB			
R23	(3) Reputation	Client changes	Cost/Programme	Possible	Serious	6	£250,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	The Client will be invited to all Design Team Meetings to ensure that the designs are inline with their requirements. Presentations to Col Board members will take place throughout the design period.	£0.00	Possible	Serious	£150,000.00	6				CoL	EB			
R26	(3) Reputation	Additional delays to the construction works due to potential findings by the Archaeologist during any requisite Watching Brief	Cost/Programme	Possible	Serious	6	£162,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Existing surveys and desktop information about the site has been shared with the heritage consultant and will be shared with contractor. Allowance for costs related to unforeseen delay to be made. Allowance for	£0.00	Unlikely	Serious	£81,000.00	4				CoL	EB			
R29	(3) Reputation	Harm to Ecology	Reputational	Possible	Major	12	£75,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Ensure relevant ecology surveys are completed and results known, with any planning conditions met and appropriate protection measures made by contractor. LEMP procured to satisfy LBL's ecology officer that protection measures are in	£0.00	Rare	Major	£37,500.00	4				CoL	EB			
R32	(2) Financial	Underground discoverables, i.e. Disruption to existing services; Risk of diversions of services required	Financial / Reputational	Likely	Major	16	£350,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Residents will be made aware of the works taking place with appropriate notice. Should there be any disruption to the services they will be notified well in advance by the communications consultant. Contractor to make reference to existing utility records, scans and survey	£0.00	Likely	Major	£350,000.00	16				PBA Utilities/Services Moves to Contractor				
R37	(3) Reputation	Wayfinding and lighting needs to be signed off by the LPA.	Reputational / Health & Safety	Possible	Serious	6	£15,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Wayfinding and lighting proposals will be presented to the planning authorities for approval. A separate lighting strategy is to be procured to support the application's progression to determination and	£0.00	Possible	Serious	£15,000.00	6				CoL/Lighting & Ecology Consultant				
R39	(2) Financial	Factors impacting on site handover.	Reputational / Cost / Programme	Likely	Serious	8	£50,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	CoL are to ensure that the site is left secured and inspected prior to the appointment of a Contractor on site. Contractors are to ensure site is secure during construction phase. Concrete blocks and Sitex panels are in place until contractors mobilise and take ownership of	£0.00	Possible	Serious	£40,000.00	6				CoL	EB			
R43	(1) Compliance/Regulatory	The need for services being diverted to parts of the new footprint of the building (ballcourt, Mais House, wall, garages).	Cost	Likely	Major	16	£135,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Surveys carried out to determine where the new services will be located. Correspondence PBA have had with the utilities engineers to date have advised that no diversionary works are required to accommodate the demolition / construction of the new build. Utilities constraints plan to be included within	£0.00	Likely	Serious	£67,500.00	8				PBA / Contractor				
R53	(1) Compliance/Regulatory	Cranes will need to over sail existing properties	Cost / Programme	Possible	Major	12	£120,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Prior notice will be given to residents and necessary consent obtained. Construction logistics and management plans will be produced where necessary. Assumption is freehold will allow for this, licence may be required. Damages /	£0.00	Possible	Serious	£10,000.00	6				CoL	EB			

R56	(1) Compliance/Regulatory	Disruption, noise and vibration from construction works impacts local occupiers & neighbours.	Cost / Programme	Likely	Serious	8	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Include CoL standard hours of permitted work in prelims. Ensure residents are notified in advance of disruptive works. The contractor will be expected to put sufficient measures in place to ensure that minimal noise and dust is created. Planning conditions and prelims will determine when contractors are permitted to carry out noisy works and any additional conditions of such works being undertaken. CoL may want to provide some light relief	£0.00	Possible	Serious	£20,000.00	6					CoL/Contractor			
R58	(1) Compliance/Regulatory	Delays arranging installation of utilities	Cost / Programme	Possible	Major	12	£54,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Engage utilities company early so that the contractor is in position to commission early in the project, ensuring lead in times from installation are within programme	£0.00	Unlikely	Major	£54,000.00	8					PBA Utilities/Contractor			
R59	(1) Compliance/Regulatory	Additional drainage requirements; difficult connections due to issues with existing drainage infrastructure	Cost / Programme	Possible	Major	12	£50,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Reference to be made to drainage drawing. A CCTV drainage survey has been undertaken and provided to Contractors as part of the ITT.	£0.00	Possible	Serious	£50,000.00	6					CoL / Contractor / PBA	EB		
R64	(1) Compliance/Regulatory	Despite there being no previously identified ground contamination during ground investigation, there is a risk of localised hotspots being contaminated.	Cost / Programme	Possible	Extreme	24	£100,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	There are no known major sources of contamination within the site and the historic and the current use of the site makes the presence of significant concentrations of potential contaminants unlikely. The presence of localised areas of contamination associated with, for example, the storage and use of fuel oils cannot, at this time, be discounted. Remediation and Verification reports likely to be required within planning conditions. Additional opening out works of existing construction cost to be monitored, all variations to consider any related consultant fees before instructions are made. Appropriate contingency fees set aside by CoL	£0.00	Possible	Major	£80,000.00	12					Contractor			
R83	(2) Financial	Additional fees required for consultants due to programme prolongation.	Cost	Likely	Serious	8	£100,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Specify sequencing of works / provide temporary play space	£0.00	Likely	Serious	£50,000.00	8					CoL	EB		
R85	(2) Financial	Provision for temporary play space required. Recreational facilities/residents support	Cost	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident		£0.00	Possible	Minor	£10,000.00	3					CoL	EB		