

City of London: Projects Procedure Corporate Risks Register

Project Name: Wanstead Park Ponds Project		PM's overall risk rating: High	CRP requested this gateway: £ 40,000	Average unmitigated risk: 8.6	Open Risks: 26
Unique project identifier: PV12058		Total estimated cost (exc risk): £ 1,000,000	Total CRP used to date: £ -	Average mitigated risk score: 5.2	Closed Risks: 2

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 on post-mitigation	Impact Classification on 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	2	(10) Physical	One of the dams to the ponds collapses. (Including the increase of this happening following an 18 month period in which the dams have dried out - as raised by the Panel Engineer).	This causes a chain reaction of collapse in the other ponds resulting in rapid inundation to the surrounding area and downstream of the river Roding	Possible	Extreme	24	£0.00	N		Six monthly statutory inspections by the Inspecting Engineer will be carried out and their recommendations implemented. Intermediate monthly inspection by open spaces staff will be carried out and concerns raised, including regarding drying out.	£0.00	Unlikely	Extreme	£0.00	16	£0.00		30-Mar-20	Paul Monaghan	Julienma McLoughlin		Risk on corporate risk register (CR32)
R2	2	(1) Compliance/Regulatory	Statutory action is taken by the Environment Agency (EA)	The City of London Corporation if forced to carry out work within a fixed three year period.	Unlikely	Extreme	16	£0.00	N		Engagement with both the EA and Panel Engineer will continue to ensure they understand the sincerity and determination with which the CoC are addressing the issue. A communication officer will be engaged to liaise with stakeholders ensuring that their perspectives and concerns are raised to the Project Team such that they can be duly considered at the earliest stage.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	Gordon Roy	Gordon Roy		
R3	3	(3) Reputation	Exception is taken to the project by one or a number of stakeholder groups.	This result in Legal Action against the City Corporation and the need to defend.	Possible	Major	12	£54,000.00	N		Due diligence will be undertaken before appointing consultants and contractors to ensure that they are competent for the work they are being appointed to. Internal staff will be expected to follow a relevant professional code of conduct.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	Sarah Reid	Paul Thompson		
R4	2	(3) Reputation	Exception is taken to the project by one or a number of stakeholder groups.	This results in professional conduct procedures against project team members and consultant	Possible	Serious	6	£0.00	N		Should a staff member leave additional resource should be secured to carry on their duties. This should include the opportunity for a two week handover.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	All	Gordon Roy		
R5	2	(3) Reputation	Key staff members leave the organisation.	Staff leaving reduces momentum for the project and results in a loss of institutional memory.	Possible	Major	12	£0.00	N		Options will be developed in line with the proposed budget. Savings and efficiencies will be reviewed throughout the project. The chosen option will be set in such a way as to avoid costs overruns.	£0.00	Possible	Serious	£0.00	6	£0.00		30-Mar-20	Gordon Roy	Gordon Roy		
R6	2	(2) Financial	The proposed project costs exceed the allotted funding.	The project has to be halted until additional funding is identified and/or its scale of ambition reduced with consequences for the acceptability of the project.	Unlikely	Major	8	£0.00	N		Options will be developed that account for a broad range of funding sources with opportunities of decision stages to offer scheme on availability. The project timeline will be clipped with a 31 Feb cut.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R7	4	(2) Financial	External funding sources are not realised.	Scale of non-statutory work will have to be adjusted to suit available funding. This could adversely impact the projects acceptability	Unlikely	Major	16	£0.00	N		Options will be developed that seek to improve the historic and landscape value of the park. This will be done in consultation with internal heritage officer and external stakeholders where appropriate.	£0.00	Likely	Serious	£0.00	8	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R8	3	(9) Environmental	Design does not deliver an appropriate scheme.	There is a permanent adverse impact on the historic and landscape value on the park. This would damage the City Corporation's relationship with the local community and Historic England.	Unlikely	Major	8	£0.00	N		Options will be developed that seek to enhance and protect the natural environment of the park. This will be done in consultation with internal heritage officer and external stakeholders where appropriate.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R9	3	(9) Environmental	Design does not deliver an appropriate scheme.	There is an adverse impact on the natural environment of the park. This would damage the City Corporation's relationship with the local community and Historic England.	Unlikely	Major	8	£0.00	N		Options will be developed that seek to protect access in and around the park.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R10	3	(9) Environmental	Design does not deliver an appropriate scheme.	There is a permanent adverse impact on the access in and around the park. This would damage the City Corporation's relationship with the local community and Historic England.	Unlikely	Major	8	£0.00	N		Outline options will be considered that will have wider impacts beyond the statutory requirements. Funding will be sort to simultaneously implement these.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R11	3	(9) Environmental	Design does not deliver an appropriate scheme.	The chosen option fails to address other non-statutory water issues such as leakage and supply. This may impact on the ability to demonstrate that the project is justifiable.	Possible	Major	12	£0.00	N		Designs will be developed in consultation with LBR to ensure that local planning requirements are met.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R12	4	(1) Compliance/Regulatory	Planning permission is denied by London Borough of Redbridge	This would cause delays in programme and increase cost in either challenging the decision or changing the design.	Unlikely	Major	8	£0.00	N			£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		

R13	4	(1) Compliance/Regulatory	Objections are raised by involved statutory bodies (ie Historic England/EA/etc)	This would cause delays in programme and increase cost in either challenging the decision or changing the design	Unlikely	Major	8		£0.00	N		The communication strategy will identify major institutional stakeholders and will ensure design intentions are communicated to them	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Sarah Reid	Gordon Roy			
R14	4	(1) Compliance/Regulatory	Corporate approval is not granted to proceed to next gateway.	The would cause delays in programme.	Unlikely	Major	8		£0.00	N		Regular updates will be given to members to keep them aware of developments to enable them to be well placed to make decisions	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy			
R15	4	(5) H&S/Wellbeing	Unexpected ground conditions are found on site.	The could cause delays in the programme and increase costs due to additional work.	Possible	Serious	6		£0.00	Y - for mitigation costs	B – Fairly Confident	Preliminary ground investigations and desktop study of site.	£20,000.00	Possible	Serious	£0.00	6	£0.00		30-Mar-20	Tim Munday	Gordon Roy	Risk to be held by appointed contractor.		
R16	5	(5) H&S/Wellbeing	Unexploded ordnances is found during works.	This poses a risk to those on site and could cause delays in the programme.	Possible	Serious	6		£0.00	N		An UXO review will be carried out before work begins onsite/ Appropriate P&A's should be undertaken	£0.00	Possible	Serious	£0.00	6	£0.00		30-Mar-20	Tim Munday	Gordon Roy	Risk to be held by appointed contractor.		
R17	4	(4) Contractual/Partnership	Appointed design contractor goes out of business.	Would delay project and could result in increased costs.	Unlikely	Major	8		£0.00	N		Due diligence will be undertaken before appointing all contract to ensure that the appointee is sufficiently capable to undertake the full scope of work.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy			
R18	4	(4) Contractual/Partnership	Appointed works contractor goes out of business.	Would delay project and could result in increased costs.	Unlikely	Major	8		£0.00	N		Due diligence will be undertaken before appointing all contract to ensure that the appointee is sufficiently capable to undertake the full scope of work.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy			
R19	5	(10) Physical	Unexpected utilities are found during construction.	Would delay project and could result in increased costs.	Possible	Serious	6		£0.00	N		Contractor would be required to carry out desktop studs to identified any utilities. trial pits may also be undertaken were necessary.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy	Risk to be held by appointed contractor.		
R20	5	(4) Contractual/Partnership	Complaints of park users and neighbours about construction works.	Could damage relationships with key stakeholders	Possible	Serious	6		£0.00	N		The contractor will be required to have a complaints procedure where members of the public can raise concerns, this will include feedback to the user on what is being done to resolve the issue. the contractor will be required to communicate to key stakeholders the impact of work in advance.	£0.00	Possible	Minor	£0.00	3	£0.00		30-Mar-20	Sarah Reid	Paul Thompson	Risk to be held by appointed contractor.		
R21	5	(5) H&S/Wellbeing	Trespass to construction site.	Potential to delay project should damage be caused.	Possible	Serious	6		£0.00	N		Contractor will be required to have security regime and to uphold health and safety requirements for construction sites.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy	Risk to be held by appointed contractor.		
R22	5	(9) Environmental	Accidental damage to trees and other natural feature.	Damage to ecology of the park and to relationship with key stakeholders.	Possible	Serious	6		£0.00	N		Contractor will be required to have a ecological protection plan which will need to be monitored throughout the project	£0.00	Unlikely	Minor	£0.00	2	£0.00		30-Mar-20	Tim Munday	Gordon Roy	Risk to be held by appointed contractor.		
R23	2	(3) Reputation	Difficulty in appointing a contractor	Will not be able to effectively communicate with stakeholders about the project cost increase.	Possible	Minor	3		£0.00	N		Ensure that the role is attractive and competitively funded.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20-Sep-20	Geoff Sinclair	Colin Buttery	01-Jan-21	Position filled.	
R24	4	(4) Contractual/Partnership	Difficulty in appointing consultants	Delay to project and potential increase in cost of works.	Possible	Minor	3		£0.00	N		Known contacts within consultancy will be contacted to encourage response to possible work opportunities. If necessary the threshold for costs will need to be increased.	£0.00	Unlikely	Minor	£0.00	2	£0.00		04/04/22	Tim Munday	Gordon Roy			
R25	5	(4) Contractual/Partnership	Change in Panel Engineer following re-tendering of contract	Panel Engineers may have a professionally difference opinion in relation to works and result in differing advice on works.	Possible	Minor	3		£0.00			The Panel Engineer will be fully briefed to understand the context of the project.	£0.00	Unlikely	Minor	£0.00	2	£0.00		04/04/22	Paul Monaghan	Paul Monaghan	Oct-22	The same Panel Engineer was successful in securing the contract following the tender exercise.	
R26	5	(9) Environmental	Abstraction License not renewed on same terms	The removal of aquifer supply would rapidly reduce the ability to maintain adequate water levels in the lakes leading to the dams potentially drying out for extended periods of time.	Possible	Serious	6		£0.00			Alternative supply of water are being explored to provide a long term sustainable solution.	£0.00	Possible	Minor	£0.00	3	£0.00		16/05/22	Geoff Sinclair	Paul Thompson			
R27	4	(2) Financial	Inflation increases the costs of works beyond agreed budget envelope	Works would not be able to proceed to until funding was secured, depending on the time period involved this could result in a lapse in fulfilling the statutory duties and prolonging other risks.	Possible	Serious	6		£0.00			Every effort will be made to keep costs within the agreed budget including where possible altering the scope and alternative procurement strategies. Monitoring of costs will be undertaken to give as early warning as possible should it seem that costs will exceed the initial budget.	£0.00	Possible	Minor	£0.00	3	£0.00							
R28	4	(4) Contractual/Partnership	The Panel Engineer requires greater input into their final design than anticipated.	A greater amount of resourcing from the Panel Engineer is required as part of the detailed design development.	Possible	Minor	3		£0.00	Y - for costed impact post-mitigation	B – Fairly Confident	Cost rider provision will be used to enable increased Panel Engineer involvement as required to ensure that the final design meets the statutory requirements.	£20,000.00	Possible	Minor	£0.00	3	£0.00		Nov-22	Tim Munday	Paul Monaghan			
R29									£0.00								£0.00								
R30									£0.00								£0.00								
R31									£0.00								£0.00								
R32									£0.00								£0.00								
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R40									£0.00								£0.00								
R41									£0.00								£0.00								

