

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 post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score
R1	5	(2) Financial	Cost inflation during the works period	Exceeds budget expectations	Possible	Extreme	24	£20,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Close monitoring and reporting to the Project Board and Project Sub Committee. Seek fixed price for works; Ensure major restrictions are included in tender documents.		Possible	Serious	£5,000.00	6
R2	3	(2) Financial	Funding	Negative impact if not available/ increase in project costs	Possible	Serious	6	£0.00	N	B – Fairly Confident	Reporting to committee as required.		Unlikely	Minor	£0.00	2
R3	5	(2) Financial	Work sequence & access restriction changes	Change in programme / sequencing of works affects costs including access restriction.	Likely	Major	16	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Input from Hampstead Heath staff / key stakeholders on phasing of works . Early contractor involvement - early warning/discussion of changes to assumed methods.		Possible	Major	£5,000.00	12
R4	5	(2) Financial	Requirement for new services supply underestimated.	Underestimated distance to a connection point for new equipment, increasing project costs	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Source record information, survey existing infrastructure as required;		Unlikely	Serious	£7,500.00	4
R5	5	(2) Financial	Unexploded Bombs	Discovery of UXB delays works/programme and increases costs.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Identify risk in tender documents. Ensure designers carry out desktop study/SI to identify level of risk, and contractor works to agreed method statements. Use records of Heath bombing (discovered in Lido)		Unlikely	Serious	£0.00	4
R6	5	(2) Financial	Ground contamination	Discovery of ground contamination would increase disposal costs.	Unlikely	Serious	4	£0.00	N	C – Uncomfortable	Ensure designers carry out desktop study/SI to identify level of risk.		Unlikely	Serious	£0.00	4
R7	5	(2) Financial	Archaeological finds	Cost of delay	Possible	Serious	6	£0.00	N	C – Uncomfortable	Identify risk in tender documents. Desktop study/SI to identify level of risk. Agree methods of work and monitor Contractor's compliance. Clarify legal status of items found.		Unlikely	Serious	£0.00	4
R8	4	(2) Financial	Stakeholder involvement and feedback on design proposals	Delay to the programme - cost increases	Likely	Serious	8	£0.00	N	B – Fairly Confident	Agree design stages, and how Stakeholders will be involved in design/how suggestions will be actioned.		Possible	Serious	£0.00	6
R9	4	(3) Reputation	Stakeholder interventions	Interventions over design/impacts of construction cause delay to project and increased cost	Possible	Major	12	£0.00	N	B – Fairly Confident	Set up site specific Working Groups, seek contributions to project vision document, update throughout project. Ensure staff have most up to date information.		Possible	Serious	£0.00	6
R10	5	(4) Contractual/Partnership	Impact on wildlife and protected species	Bats, birds, (loss of protected species and habitat) legal issues	Possible	Serious	6	£12,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Heath's Ecologist to identify constraints, protection to habitats during works. Also to consider opportunities to enhance biodiversity.		Possible	Serious	£2,000.00	6
R11	2	(4) Contractual/Partnership	Committee do not provide approval	Not approved at GW2	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Monitoring by Project Board and quarterly reporting to committees		Unlikely	Serious	£0.00	4
R12	4	(1) Compliance/Regulatory	Planning applications (Public opposition leading to Onerous Conditions)	Design, programme and cost	Likely	Serious	8	£10,000.00	N	C – Uncomfortable	Public Non-statutory Consultation and stakeholder involvement to reduce likelihood of surprise objections. Involve planning consultant.		Possible	Serious	£0.00	6
R14	5	(10) Physical	Loss of income/services	Works overrun causing delay impacting on access to the track.	Possible	Major	12	£15,000.00	N	B – Fairly Confident	Early Contractor Involvement to help identify other suitable site compound locations		Possible	Serious	£0.00	6
R15	5	(10) Physical	Access across the Heath	Width of roads, condition of roads, close old routes, form new routes resulting in injury mix of vehicles and users	Likely	Minor	4	£15,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Clarify requirements through consultation and in tender documents		Possible	Minor	£10,000.00	3
R16	4	(9) Environmental	Environmental Impact implications	Programme and cost - post submission of Planning Application	Possible	Major	12	£12,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	CoL early involvement of all environmental specialists during design development to identify constraints, protection to habitats and inform identification of mitigation and compensation measures		Possible	Serious	£2,500.00	6
R17	5	(9) Environmental	Accidental damage to trees/habitat/ecology	Damage to/loss of important Flora/Fauna	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Identify ecological value of site in tender documents. Involvement of CoL Team from start of project, to identify constraints early, monitor compliance		Possible	Serious	£2,000.00	6
R18	5	(9) Environmental	Unexpected rare species found during works	Possible delays to the work programme.	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Ensure designers survey before works and involve Ecologists during construction		Possible	Serious	£2,000.00	6

R19	5	(9) Environmental	Damage/Reinstatement of footpaths & landscape	Quality of reinstatement at handover not good, potential for paths to be damaged during the works or found to be unable to sustain the weight of construction vehicles without significant works	Possible	Minor	3	£5,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Clarify in tender documents. Protection to footpaths, vehicle weight limits, dedicated routes. Undertake pre-commencement surveys and record condition. Provide on site design supervision.	Possible	Minor	£2,000.00	3
R20	3	(2) Financial	Unexpected fees/Surveys	Project will encounter delays	Possible	Major	12	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	regular progress meetings and review of progress by PM.	Possible	Serious	£5,000.00	6
R21	3	(3) Reputation	Press/media coverage	Positive/Negative media coverage impacting on COLC reputation	Likely	Serious	8	£0.00	N	B – Fairly Confident	Hampstead Heath Communications Officer is a member of the Project Board. Create and implement Communications Plan.	Possible	Serious	£0.00	6
R22	5	(2) Financial	Services damaged during construction	Possible delay to programme of works, additional cost exposure.	Likely	Serious	8	£20,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Circulate record information and survey records to contractor; identify risk in contract documents. Ensure designers obtain service location plans, and carry out advance surveys (discuss with local staff/GPS/Trial pits), use of permit to dig system. Hand dig sensitive areas.	Unlikely	Serious	£5,000.00	4
R23	3	(3) Reputation	Quality of reinstatement - Short term/long term	Public Expectations not met; Reputation of CoL	Possible	Serious	6	£10,000.00	N	B – Fairly Confident	Appoint specialist designers. Brief to be agreed and specification. Contractor responsible for 1st year's defects resolution to be included in contract documents.	Possible	Minor	£0.00	3
R24	4	(9) Environmental	Impact on Tree Protection Areas	Possible delay to programme of works, additional cost exposure.	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Seek input from CoL Team; Appoint experienced Arboculturalist. Appoint experienced contractor. Set out in contract documents. On site supervision to be maintained throughout the Project.	Possible	Serious	£1,500.00	6
R25	4	(2) Financial	Impacts of Covid-19	Further or new impacts caused by Covid-19 restrictions	Possible	Serious	6	£10,000.00	N	B – Fairly Confident	Monitor the situation and make allowance in consultancies' and contractors scope of works to compensate for the current working restrictions	Possible	Minor	£0.00	3
R26	3	(2) Financial	Client Instructions	Additional requirements that are instructed by the client team	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Make sure the design team fully and contractor consider client options to minimise any scope creep.	Possible	Minor	£2,500.00	3
R27	5	(2) Financial	Project Programme overruns	Delays to programme results in additional cost exposure and impact on Stakeholder expectations, income and reputation.	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Monitor Programme to identify where delays are possible. Communications with Stakeholders maintained throughout the Project. Ensure Consultants are stood down so that any extra fees are minimised.	Possible	Serious	£10,000.00	6
R28	5	(2) Financial	Pricing levels in the market lead to an overspend on the budget allocated for construction works.	Overspend on construction would mean that more works would have to be omitted or deferred.	Likely	Major	16	£400,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Seek fixed price contract; define brief and specification clearly; programme of works to be developed with Contractor; partnering arrangement to be progressed; execute works on a design and build basis	Likely	Serious	£180,000.00	8