

City of London: Projects Procedure Corporate Risks Register

Project Name:	<b>Dron House Window Replacements &amp; Common Part</b>	PM's overall risk rating:	<b>Low</b>	CRP requested this gateway:	£ -	Average unmitigated risk:	<b>6.0</b>	Open Risks:	12
Unique project identifier:	<b>PV11548</b>	Total estimated cost (exc risk):	£ <b>1,659,146</b>	Total CRP used to date:	£ -	Average mitigated risk score:	<b>4.7</b>	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 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	£705,000.00	N	C – Uncomfortable	Risks 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 Clause' 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 implemented the	£716,000.00	Possible	Major	£716,000.00	12	£0.00		N 08/10/2019	Jason Crawford	Jason Crawford		Circa 44.8% of project costs are recoverable by way of service charge from long leaseholders of Dron House. Potential loss of J/C recovery if Leaseholders challenge remains as £716,000 as none of the mitigating actions were agreed.
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	Works are being programmed to start Spring/Summer to minimise risk.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		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 Crawford		If 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 Crawford		Due to the programme over running there was a variation of £6,215 for contract extension relating to the external appointment of the contract administrator. There was also a variation to the works of £46,010. Total variation £54,255.
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 Crawford		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 Crawford		
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 Crawford		
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 Crawford		
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 Crawford		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.

