

City of London: Projects Procedure Corporate Risks Register

Project Name:		CAS – Capital Delivery Programme – Citigen Heating		PM's overall risk rating:	Medium		CRP requested this gateway	£ 60,404		Average unmitigated risk	10.0		Open Risks	14										
Unique project identifier:		12454		Total estimated cost (exc risk):	£ 3,525,838		Total CRP used to date	£ -		Average mitigated risk score	3.9		Closed Risks	0										
General risk classification													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	Mitigation 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	2	(5) H&S/Wellbeing	Injury to persons or property during the project, especially the main on-site works stage	Depends on the nature of the injury, but potentially; project delays, legal actions/costs, and reputational damage.	Possible	Extreme	24	£0.00	N	C – Uncomfortable	Ensure compliance with H&S Policies through careful procurement and contract management, with client project management in place to ensure excellent consultation between site and contractor.	£0.00	Rare	Extreme	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R2	2	(2) Financial	Additional surveys required Cause: current surveys insufficient to support design progression to next stage. Event: identification of new survey requirements	Limitation to design information could result in uncertainties which later cause project delays or performance risks	Possible	Serious	6	£45,303.00	Y - for costed impact post-mitigation	B – Fairly Confident	Good PM to identify survey requirements as early as possible. CRP requested if this risk occurs to allow procuring additional surveys.	£0.00	Unlikely	Minor	£30,202.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R3	3	(4) Contractual/Partnership	Replacement of one or more of the priority three sub-projects Cause: Event:	Project scope would need to change significantly and hence a GW2 issue report would be required. This could propose either a reduction in the overall project scope or a substitution sub-project, which will incur additional costs to develop.	Possible	Major	12	£0.00	N	C – Uncomfortable	Careful sub-project selection. Develop each sub-project to GW3/4 stage to present options for continuing with the works or considering an alternative project. If this risk arises it will require a GW2 issue report due to the significant change in scope and required additional budget to develop up alternative projects if desired.	£0.00	Unlikely	Major	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R4	2	(1) Compliance/Regulatory	Permissions and compliance Cause: planning requires full application for proposals, landlords consent required additional design work or legal support. In particular, building safety act may apply to project.	Unable to progress with project without permissions. Additional fees for and input required from contractors/legal	Likely	Serious	8	£45,303.00	Y - for costed impact post-mitigation	C – Uncomfortable	Discussion with district surveyor to ascertain likelihood of building safety act applying to this project. CRP requested for consultant to process application if necessary. Pre-planning applications will be made to inform on design requirements to ensure project scope is correct to meet any requirements as far as possible. Early engagement with stakeholders/externals applicable: building control, District Network Operator, English Heritage, H&S officers, building owners. CRP requested to address residual risk and need for additional budget to develop project sufficiently to obtain permissions/compliance.	£0.00	Unlikely	Minor	£30,202.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R5	3	(2) Financial	Unable to change the design without incurring additional contract costs as a variation Cause: surveys or client requirements identify a need for changing the design Event: Design changes required which are out of contract scope	Delays to proceeding, unable to design to meet client requirements	Possible	Serious	6	£0.00	N	C – Uncomfortable	Procure all stages of design at GW2 stage along with PM and QS services to ensure continuity. Good project management to ensure all information on buildings and client requirements is identified early. Careful specification of design commission to ensure flexibility and correct resourcing. Close control over design evolution to ensure flow of information and correct level of consultation.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

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General risk classification										Mitigation actions										Ownership & Action				
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R6	S	(2) Financial	Main works variations/delays Cause: changes during the design or installation stage based on further design work surveys and consultation with building control, planning consultation and other stakeholders. Event: may require further design or installation works and could lengthen the programme	Additional costs and delays. If no budget is available to meet this then the scope of the project would need to be changed or an issue report raised to request additional budget	Possible	Major	12	£395,923.50	N	C – Uncomfortable	Project budget has been informed by building surveys and costed proposals, some of which are high-level and others fixed price. Ensure the design and specification captures the scope of works required by contractors prior to entering into contract. CRP would be required to address the residual risk. Monitor forecast inflation rates and potential impacts to supply chain pricing. Close project control to avoid scope creep or delays.	£0.00	Unlikely	Serious	£263,949.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	S	(2) Financial	Insufficient Project Management resource cause: programme extension/delays or scope changes event: PM resource requirement exceeds existing commission	Continuing with lower than required PM resource could impact project control and hence other risks - such as main contractor performance and project outcomes	Possible	Serious	6	£24,714.00	N	C – Uncomfortable	Good project/programme planning to minimise risk of programme/project extensions. Advanced planning for resourcing and procuring PM/PMO services as required. CRP requested to address this if it occurs.	£0.00	Unlikely	Minor	£16,476.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	S	(5) H&S/Wellbeing	Asbestos discovered during building works Cause: unsurveyed areas of work. Event: asbestos discovery	Potential health and safety issue. Project delays while decision is made on how to proceed and time taken to undertake asbestos mitigation (e.g. removal) or change in project.	Possible	Major	12	£274,111.50	N	C – Uncomfortable	Asbestos R&D surveys planned for all risk areas. CRP requested to allow for any discovered asbestos to be managed. Where risk budget is insufficient the scope of the project may need to be changed to avoid asbestos risks, or an issue raised to obtain further budget to address	£0.00	Unlikely	Serious	£182,741.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	S	(2) Financial	Additional enabling works required to facilitate/enable the main works, such as electrical upgrades or mechanical modifications	Cost of undertaking enabling works, project delays (and associated costs) while enabling works are carried out.	Possible	Major	12	£197,962.50	N	C – Uncomfortable	Project budget has been informed by building surveys and costed proposals, some of which are high-level and others fixed price. Carry out all required building surveys as early as possible in the project to ensure whole scope of project works is identified. Ensure specification and main contract clearly identify inclusions/exclusions and work to be undertaken by others. CRP would be required to address the residual risk.	£0.00	Unlikely	Serious	£131,975.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R10	S	(10) Physical	Disruption to site services/operators during installation	Additional project time delay, disruption caused by disruption/damage/repairs.	Possible	Serious	6	£197,962.50	N	C – Uncomfortable	Prevention will mainly be through good planning to minimise potential disruption, such as may be caused by the timing of the works. Installation risks should be mitigated through restricting access route to low risk areas; well developed RAMS and good installation supervision. CRP is requested to address any residual risk, such as undertaking works out of hours, or providing temporary services, or making good (re-decoration) where a degree of damage is unavoidable.	£0.00	Unlikely	Minor	£131,975.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R11	S	(5) H&S/Wellbeing	Heating system not meeting building needs cause: new heating plant not performing correctly event: no/low provision of heat	Disruption to site services, discomfort to occupants. Potential costs to rectify the issue.	Possible	Major	12	£0.00	N	C – Uncomfortable	Careful procurement of designers and build contractors. Sufficient resource to carry out due diligence on their deliverables. Consider options to retain any existing gas boiler plant to provide back-up and/or top-up.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

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General risk classification		Project Summary										Risk Register												
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R12	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	C – Uncomfortable	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans.	£0.00	Unlikely	Major	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R13	6	(2) Financial	Low than expected energy cost and carbon savings Cause: reduction in energy prices and/or lower than anticipated energy savings	If the estimated energy consumption are not realised then the carbon and energy cost savings could be lower than the aims of the project and thus not provide sufficient support to meeting the 2027 net zero target. A reduction on projected energy prices would directly impact the financial performance of the proposed activities, increasing the length of the paybacks.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Forecast the estimated savings based on conservative figures and update them regularly to ensure there is transparency in the projected performance. Ensure high performance through the project design and delivery through sufficient resourcing and careful specification and procurement. Where possible, procure contractors via Energy Performance Contract with a savings guaranteed.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R14	5	(2) Financial	Inflation	Inflation of construction and/or material costs causes project cost estimate to increase over the duration of the design process.	Possible	Serious	6	£131,975.00	N	B – Fairly Confident	Procure quantity surveying services alongside design in order to maintain accurate cost estimates at all stages. CRP requested to account for any unavoidable increases in project cost due to inflation.	£0.00	Unlikely	Minor	£131,975.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		