

Section 2 - Closed Risks

Ref	Category	Risk Description	Impact	Chance	Cost	Time	Risk Index	RAG	Time Impact	Probability	Movement Since	Mitigation	Critical Date	Ownership	Action/ Status	Risk Occurred?	Reason for closure
1	Planning	Planning permission is not granted	Impacts project programme/ cost and potentially impacts the lease of the restaurant	1	5	5	5	Green	Mths	5%	●	Respond to objections. Continued conversations with the local planning authority	10/Nov/16	Design Team	Objections raised. Amendments issued. Objection from Environment Agency, determination of minor/major to be agreed. Positive feedback from Historic England and recommended for approval. Expected to go to committee on 17th November.	Yes	Close as planning has now been graded.
2	Planning	Planning and listed building consent not granted to meet timescales in Programme	Impacts project programme/ Cost	3	4	5	13.5	Amber	Mths	35%	●	Respond to objections. Continued conversations with the local planning authority	30/Nov/16	Design Team	Response to objections.	Yes	Redesign works undertaken - Close as planning has now been graded.
5	Planning	Planning approval limits working hours	Impacts programme/ productivity on site	1	1	1	1	Green	Zero	5%	●	Inform Contractors of operational hours in prelims			8-6 Mon - Fri, 9-1 Saturday No bank holiday or Sunday working.		
6	Planning	Statutory approval impacts river deliveries - Permits with EA		2	5	4	9	Amber	Mths	15%	●	Early engagement with EA.		CYC / Contractor	Meetings held with EA and document issued. No adverse comment received to date. Awaiting EA Approvals.	No	Requested to close e-mail 01.10.19. T&T highlight that Floor risk activity permit received - licence for RWSHP still to be obtained.
7	Planning	Planning approval limits delivery times	May differ from hours of working.	1	1	1	1	Green	Zero	5%	●	Inform Contractors of delivery hours. Operational management plan to be submitted by the Contractor.			Obtain confirmed delivery working hours on pedestrian streets. Review site delivery strategy with planning and obtain confirmation		
8	Planning	BREEAM Rating. Achieve Very Good		1	3	1	2	Green	Zero	5%	●	Monitor design throughout design stages. Scheme registered, and deliverables agreed to achieve very good.			Obtain design and construction BREEAM sign off	No	CYC decision not to pursue BREEAM accreditation
15	Procurement	Failure to secure market interest from Stage 2 construction market		1	2	5	3.5	Green	Mths	5%	●	Main contractor on board and requirement of procurement strategy to obtain minimum of 4nr quotes.		CYC / Contractor	Contractor to follow procurement process and comply with client requirements to secure interest	No	Refers to old ECI works - no longer applicable
17	Procurement	Contractor insolvency	Re-tender works, novate contract. Impacts cost and programme	2	5	5	10	Amber	Mths	15%	●	Bond to be provided by the main contract (confirmed no PCG required) - Amendments include strict timescales for execution and financial consequences should they not be provided.		CYC / T&T	CYC & T&T to monitor and make sure the contractor provides these in a timely manner.	TBC	Requested to close e-mail 01.10.19. CYC informed that bond may not cover all costs should we need to call upon it.
19	Surveys	Surveys required to determine structural capacity	Increased Costs, re-address design may impact design programme	4	4	3	14	Red	Wks.	50%	●	Structural surveys undertaken but residual risk remains due to nature / age / complexity of the buildings	Ongoing	ARUP / Contractor	Arup to monitor and attend site as and when areas are opened up. Contractor CDP items in relation to structural works to be developed and signed off.		Requested to close e-mail 01.10.19. T&T highlight that further surveys may be required as we start to open up works and structures may be questioned.
24	Surveys	UXO Survey	£1,500 (approximate cost)	1	1	2	1.5	Green	Days	5%	●	Undertake a UXO survey.		Contractor	ICL to satisfy themselves of the risk		
25	Surveys	Access for surveys	Delayed access, potential re-visits	1	1	3	2	Green	Wks.	5%	●	Co-ordination for survey access. Programme for survey access			Agreed fit out dates to be detailed in the Agreement for Lease/ Contract		
28	Programme	Tenant requires early access for fit out	Accelerated construction required	1	3	2	2.5	Green	Days	5%	●	Agreed fit out dates to be detailed in the Agreement for Lease/ Contract			Early contractor engagement for specialist knowledge.		
30	Design	Weight limit to be determined; when lifting from a pontoon & crane system.	Delay to design / programme as solution cannot be achieved	3	4	4	12	Amber	Mths	35%	●			Contractor	Contractor to assess this		
33	Services	Connection to existing below ground drainage	Cost and installation of new drainage	4	3	2	10	Amber	Days	50%	●	CCTV survey undertaken. Remediation to blockage in drains to be rectified.		ARUP	Further investigations arranged Dec 17- Arup have provided a sketch (YGH-ARP-ZZ-ZZ-SK-CD-0007) highlighting the areas in which additional survey information is required. This information will further develop our understanding of the existing drainage strategy on site and confirm our proposed outfall location is appropriate.	No	Survey work undertaken at start of 2018 which identified outfall locations
34	Services	Increase ground source heat pump and services connection to combat thermal mass		1	3	5	4	Green	Mths	5%	●			SGA Consulting	SGA to update application with Environment Agency		SGA confirm risk closed
36	Services	Capacity of existing drainage network	May not have sufficient capacity, up-size pipes may be required, impacts cost/ re-design.	3	3	3	9	Amber	Wks.	35%	●	Design development		ARUP/ SGA Consulting	The additional survey information will help verify the capacity of the existing drainage. The proposed networks have currently been designed to accommodate the maximum capacity flows for the existing networks plus any additional proposed flows. The additional survey works will help verify these calculations.	No	Capacity of network confirmed following further surveys on 1Q2018. Note surveys highlighted poor condition of YW sewer. Provisional sum allowance has been included within the BoQ for this therefore risk removed from contingency.
37	Services	Flow rate restrictions		1	2	2	2	Green	Days	5%	●			ARUP	Accepted that site must connect to existing services - is it not possible to install attenuation tanks		
38	Services	Under sizing new incoming services for the restaurant	Increase services, impacting cost and service design.	1	4	2	3	Green	Days	5%	●	Cushman & Wakefield provide advice on services. Design development and tenant co-ordination		SGA Consulting	Position agreed with CYC before application was made to NPG but no tenant yet identified		
39	Services	Sub-station provision	Inadequate provision for the development would require an additional sub-station. Substantial costs would be incurred	4	5	5	20	Red	Mths	50%	●	Review application & Consider all opportunities / negotiation tactics with NPG		SGA Consulting	Still waiting to hear back from NPG - Risk remains right up to main contractor placing order for the services	No	Order placed in advance by CYC to mitigate need for onsite substation
43	Construction	Size of piling rig	Design intent requires a rig which is too big / cannot access the site - alternative solutions / further specialist access required to undertake the works	1	3	2	2.5	Green	Days	5%	●	Early engagement with Contractor.		Contractor	Design changed to use smaller rig to south range risk reduced.	No	Design solution resolved with Vinci site access strategy.
45	Construction	Finding alternative site accommodation should the post office basement not be available	Cost impact	2	2	3	5	Green	Wks.	15%	●	Details of post office basement provided at tender		Contractor	Contractor engaging with the post office to hire the space and use for site accommodation	No	Contractor risk - should not impact on client future contingency
46	Quality	Refurbishment poorly finished	Cost impact, potential impact on tenants letting the spaces	2	4	1	5	Green	Zero	15%	●	Produce a rigorous set of designs and specifications. Resource is procured. Include requirements of quality in tender documentation		Design Team / CYC	A decision is to be made by CYC in regards to Clerk of Works appointment. Design team to ensure specifications are robust	No	Competent contractor selected - design team will not accept poor quality finishes,

47	Quality	Competence of contractors and subcontractors		1	3	3	3	Green	Wks.	5%	●	Second stage tender gives the ability to influence the Contractor and their Sub-Contractors.	Contractor	No	Contractor risk - should not impact on client future contingency
49	Financial	Tender costs come back over budget	Programme delays to account for VE process	5	3	4	17.5	Red	Mths	75%	●	Amendments to design can mitigate risk.	T&T / Main Contractor / Design Team	No	Budgets has been re-based on tender returns
52	Ops & Marketing	Negative PR as a result of the scheme being approved by planning		0	1	0	0	BLANK	#N/A		●	Current feedback positive.		No	Planning granted with no impact from negative press
55	Construction	Management of public interface / access to mansion house etc. to maintain site security & safety.	Measures to be taken to further segregate site activities from a busy public area	1	1	1	1	Green	Zero	5%	●	Agreement of access strategies and segregation methods agreed with CYC / Occupiers and Contractor prior to start	Contractor / CYC	No	Access strategies agreed within Vinci. All restrictions have been noted and acknowledged.
57	Adjoining Owners	Demolition problems	Location of North Annex in relation to ex	4	3	3	12	Amber	Wks.	50%	●	Early engagement with demolition contractors to establish methodology for works & liaison with adjoining owners	Contractor		
63	Procurement	Poor contractor performance during ECI Phase		1	2	3	2.5	Green	Wks.	5%	●	Unlikely given contractor proposals as tendered	Client		
65	Procurement	Failure of tender process	Possible failure to agree a target cost	2	5	4	9	Amber	Mths	15%	●	Review of packages on an ongoing basis - Funding limits shared with the contractor	Client		
66	Design	Access to South Range from Revolution \	Access for piling rig required through Re	4	2	3	10	Amber	Wks.	50%	●	risk to be mitigated by negotiation - but will come at a cost - see 60 above	Client		Local management in city screen happy with access arrangements but formal agreements to be set in place
68	River	Use of the pontoon, barge/tug boat, bar	Day to day operation of the marine equip	4	4	4	16	Red	Mths	50%	●	ICL involvement now confirms a workable solution to deliver the scheme.			
69	River	Canal & River Trust requirements	Cost of using the river - crane over sailin	3	4	1	7.5	Green	Zero	35%	●				
71	River	H&S risk increased for site operatives an	Incident occurring which stops the work	1	3	2	2.5	Green	Days	5%	●	H&S risk assessment & liaison with 3rd parties	Start on Site Contractor		ICL to prepare H&S info
72	Design	Delay to design programme	Operator changes impacting on cost / pr	3	3	3	9	Amber	Wks.	35%	●	Recovery of cost / time included within the Agreements for Lease should late or significant changes be made	CYC		CYC to review T&C's
78	Surveys	Clinker concrete in tower HAC concrete u	Finding this may result in full replacem	2	4	4	8	Amber	Mths	15%	●				
79	Construction	YW Drainage Works	YW drainage works proposed by Gradual	4	3	4	14	Red	Mths	50%	●				
86	Design	Differential settlement due to partial und	Additional underpinning / structural work	2	6	5	11	Amber	Mths	15%	●			TBC	Remved as instructed on e-mail 01.10.19 - duplication of risks 83 and 84 noted by CYC