

Appendix 4

PROJECT RISK REGISTER											ISLINGTON			
Project Name (Ref):		Finsbury Leisure Centre & Residential (FLCR)					Owner: London Borough of Islington							
Client (Ref):		Islington Borough Council (LBI)					Assessment By: LBI / Appointed Design Team							
Description of Project:		198 residential units, leisure centre and medical centre redevelopment of the Finsbury Leisure Centre.					Issue Date / Revision: 13/06/2024 Rev 21							
5	Probability	Severity	Probability x Severity = Risk Score				Action / Mitigation / Outcome / Next Steps AFTER Controls							
4	Extremely likely	Catastrophic / Fatal	Low Risk = 1-6				Okay to proceed / Continue to Monitor & Review							
3	Very likely	Major / Major Injury	Medium Risk = 7-11				Further mitigation & Controls to be reviewed/implemented							
2	Likely	Moderate / 7 day Injury	High Risk = 12+				High risk, mitigation Required / Not to proceed without further mitigation							
1	Slight Chance	Minor / Minor Injury												
1	Unlikely	Insignificant / No Injury												
Item #	Risk Description	Risk Impact	Area	Category	Stage	Action Owner (Support)	Probability	Severity	Risk Score BEFORE Controls	Control Measures	Probability	Severity	Risk Score AFTER Controls	
1	Poor performance of utility companies (design approval/handover of information etc) has detrimental effect of programme and budget.	Capacity within network and impact on Energy Centre outcomes.	All	Statutory Authorities/ Utilities	Pre & Post Construction	LBI (Design Team)	5	4	20	Review survey information and consider updates. Utility Tracking Schedule has been developed. UKPN information has been issued. Openreach engagement is also ongoing.	1	3	3	
2	Boundary Commission for England (2023) proposes combining Islington South with the City of London which curtails the project.	Minimal impact on project.	All	Statutory Authorities/ Utilities	Pre & Post Construction	LBI	1	1	1	Seek regular updates from Senior Management on progress and possible impact or project continuity risks.	1	1	1	
3	Design energy targets not achievable without considerable fabrication cost increases.	Cost impact of achieving objectives, or offsetting. Reputational risk to LBI for failure to meet objectives.	All	Energy	Pre-Construction	All	3	4	12	Monitor and obtain consultant advice at each stage. Model Cost Reports accordingly.	4	3	12	
4	Failure to obtain timely responses from LFB, which impacts design of fire measures.	Cost and delays associated with potential redesign work.	All	Design	Pre-Construction	LBI/Design Team	4	4	16	Maintain strong dialogue with Building Control. Fire Consultant to provide advice throughout design phases.	4	4	16	
7	Implications of Building Safety Act.	Additional costs to accommodate requirements.	Residential	BSA / Building Regulations	Pre & Post Construction	LBI/Design Team	4	4	16	Maintain strong dialogue with Building Control. Fire Consultant to provide advice throughout design phases. Undertake Gateway 1.	3	4	12	
7a	Building Safety Levy fee.	Additional unforecast costs.	Residential	BSA / Building Regulations	Pre & Post Construction	LBI	3	3	9	Awaiting further information about the legislation.	3	3	9	
7b	Building Regulations Approval delay due to the new regime under the BSA	potentially 3 months or longer determination period	Residential	BSA / Building Regulations	Pre-Construction	LBI	4	4	16	Appointment of BSA Regs PD and specialists to help guide through the new regulations	4	4	16	
7c	Delays due to approval of changes	Programme delay	Residential	BSA / Building Regulations	Construction	LBI	3	5	15	Careful consideration during design stage to limit what would be considered major changes	3	3	9	
7d	Delay of construction completion due to regulator approval process and resource	programme and cost impact and delay in residential occupation	Residential	BSA / Building Regulations	Construction	LBI	3	5	15	Careful management of gateway process to ensure smooth completion but HSE resource maybe out of project team control.	3	3	9	
7e	Fire Statement	BSA gateway one activity causes issues with planning and therefore programme	Residential	BSA / Building Regulations	Pre-Construction	LBI	3	3	9	Review forms that have already been submitted to help reduce risk	3	2	6	
8	Thames Water (supply only) design/capacity confirmation not available prior to Planning Permission or during initial design stages.	Additional costs for potential upgrade to mains to serve facility. Additional design work may be required.	All	Statutory Authorities/ Utilities	Pre & Post Construction	LBI/Design Team	3	4	12	HL to submit details to TW to commence their analysis as soon as possible.	3	4	12	
9	Does not achieve Passivhaus/GIA or Client's energy objectives.	Cost impact, spacial implications of achieving objectives, or offsetting. Reputational risk to LBI for failure to meet objectives. Reconfiguration of plant space/areas.	All	Energy	Pre-Construction	LBI/Design Team	3	4	12	Consultants to advise on implications of achieving Net Zero/Passivhaus targets within Stage 1/2 reports. Ongoing Sustainability Workshops have been taking place.	3	4	12	
10	Leisure brief cannot be reconciled with demographic trends and Sport England requirements.	Risk that Sport England may ask for trends to be reconsidered and amendments to design required.	Leisure Centre	Brief	Pre & Post Construction	Client	2	4	8	Client to monitor any changes to published trends in addition to ongoing engagement.	2	4	8	
11a	Residential brief does not match demographic trends.	Change in brief required late on to adjust to new trends.	Residential	Brief	Pre & Post Construction	Client	2	2	4	Client to monitor any changes to published trends. Regular liaison with Housing to determine demand and understanding market conditions.	2	2	4	
11c	LBI IT/AV specification not defined.	Costs associated with resolving issues.	All	Brief	Pre & Post Construction	LBI/Design Team	3	4	12	Commence stakeholder engagement and identify brief requirements or trends.	2	3	6	
12	LBI security specification not defined.	Costs associated with resolving issues.	All	Brief	Pre & Post Construction	LBI/Design Team	3	4	12	Commence stakeholder engagement and identify brief requirements or trends. Security strategy to be developed. Security consultant has been appointed.	2	3	6	
13	Leisure stakeholders increase/change brief requirements late in the design process leading to increased costs and programme delays.	Cost and time associated with resolving issues.	Leisure Centre	Brief	Pre-Construction	LBI/PM	3	4	12	Stakeholder engagement plans to be finalised. Change request process to be agreed with stakeholders. Hols and Afls to be finalised.	3	3	9	
14a	Medical stakeholders increase/change brief requirements late in the design process leading to increased costs and programme delays.	Cost and time associated with resolving issues. Floor plate has increased due to future proofing requirements.	Medical Centre	Brief	Pre-Construction	LBI/PM	3	4	12	Stakeholder engagement plans to be finalised. Change request process to be agreed with stakeholders. Hols and Afls to be finalised.	3	3	9	
14b	Residential stakeholders increase/change brief requirements late in the design process leading to increased costs and programme delays.	Cost and time associated with resolving issues.	Residential	Brief	Pre & Post Construction	LBI/PM	3	4	12	Stakeholder engagement plans to be finalised. Change request process to be agreed with stakeholders. Issuing minutes and tracking responses.	3	3	9	
14c	Lack of change control protocol and awareness of cost, programme and quality implications.	Cost and time associated with resolving issues.	All	Brief	Pre & Post Construction	LBI/PM	3	4	12	Stakeholder engagement plan to be finalised. Change request process to be agreed with stakeholders. Identify sensitivities that may invoke change. Gateway process to also be followed.	3	3	9	
15	Internal acoustic considerations not sufficiently incorporated in design leading to facilities that are not fit for purpose and/or that create public nuisance.	Reputational issue for LBI. Energy Centre disruption already experienced.	All	Brief	Pre-Construction	Design Team	3	3	9	Consultant to provide advice and assessments during design development. Noise monitoring to be undertaken to inform design.	2	2	4	
16	Air quality not adequately considered in the design leading to issues around temperature, humidity and CO2 levels within the new facilities.	Reputational risk to LBI. End user complaints/issues. Costs to rectify. Redesign required when inform becomes available during design phases.	All	Brief	Pre-Construction	Design Team	2	3	6	Consultant to provide advice and assessments during design development. Undertake surveys as soon as possible to inform the design.	2	2	4	
17	Residential mix/social rent split does not meet LBI policy, in terms of percentages and tenure mix.	Risks with not achieving Planning Permission. Reputational risk associated with failure to comply. Members/public/political perception of split. Impact on viability of scheme.	Residential	Brief	Pre-Construction	LBI/Design Team	1	5	5	Commence stakeholder engagement and identify brief requirements or trends. Viability meetings being undertaken. HIA advising on policy compliance. Member engagement required when split is confirmed.	1	5	5	
18	Accessibility is not provided to all parts of the Leisure Centre facility due to logistical constraints.	Reputational risk to LBI. End user complaints/issues. Costs to rectify. Failure to comply with legislation.	Leisure Centre	Brief	Pre-Construction	Design Team	1	3	3	LB to consider options as part of review of layouts. Essential part of the brief and will be critical in design development. Reviewed by appointed specialist.	1	3	3	
19a	Accessibility is not provided to all parts of the Medical Centre facility due to logistical constraints.	Reputational risk to LBI. End user complaints/issues. Costs to rectify. Failure to comply with legislation. Change to lift may be required if Consultation Rooms are required on site.	Medical Centre	Brief	Pre-Construction	Design Team	1	4	4	LB to consider options as part of review of layouts. Essential part of the brief and will be critical in design development. Reviewed by appointed specialist.	1	4	4	
19b	Accessibility is not provided to all parts of the site due to logistical constraints.	Reputational risk to LBI. End user complaints/issues. Costs to rectify. Failure to comply with legislation.	Residential	Brief	Pre-Construction	Design Team	1	3	3	LB to consider options as part of review of layouts. Essential part of the brief and will be critical in design development. Reviewed by appointed specialist.	1	3	3	
19c	Sports deliverables, fixtures equipment do not meet end user requirements.	Cost and time associated with resolving issues.	Leisure Centre	Brief	Pre-Construction	LBI/Design Team	3	4	12	Develop detail brief with LBI Leisure. Maintain engagement with Sport England. Undertake Steering Group engagement as planned.	3	3	9	

20	Fire safety design not considered in sufficient detail to prevent modifications and impact to programme and costs.	Cost and time associated with resolving issues. Failure to comply with future legislation. Failure to obtain sign off from LFB. Comments from Fire Engineers signing with HSE - not ACP.	All	Brief	Pre-Construction	LBI/Design Team	4	4	16	Reconfirm brief expectations and continue stakeholder engagement. Note any forthcoming amendments to regulations.	4	4	16
21	Brief creep puts pressure on budget following approval of work stage(s).	Cost and time associated with changes.	All	Budget	Pre & Post Construction	PM/QS	4	3	12	Ensure adherence to brief is maintained. Engage QS to provide early advice prior to implementation. Stakeholder engagement to continue.	2	3	6
23	Operational/income budgets for facilities change mid-project due to trends or 'unforeseeable'. Includes residential rent/income issues.	Redesign may be required.	Leisure Centre	Budget	Pre & Post Construction	LBI/QS	4	5	20	Viability calculations are being reviewed. Gateway process to be followed. Sensitivity Analysis to be developed.	4	5	20
24a	Operational/income budgets for facilities change mid-project due to trends or 'unforeseeable'. Includes residential rent/income issues.	Redesign may be required.	Residential	Budget	Pre & Post Construction	LBI/QS	4	5	20	Viability calculations are being reviewed. Gateway process to be followed. Sensitivity Analysis to be developed.	3	2	6
26	Market conditions result in unforeseen cost increases.	Impact on project budget.	All	Costs	Pre-Construction	QS	5	4	20	QS to ensure current market trends are considered, obtaining market tested costs where possible, to provide accurate Cost Report updates.	5	4	20
27	Town Planning - project does not achieve Planning Permission.	Delay to overall project programme.	All	Planning	Pre-Construction	Planning Consultant	3	5	15	Planning Risk Assessment has been undertaken. Meeting schedule has been agreed with Planning Officer, including Pre-App and DRPs. Engagement ongoing.	2	5	10
28	Town Planning - unexpected and onerous conditions from consent impact on programme and costs.	Delays to start on site. Time and cost associated with work required to discharge conditions. Design changes required to respond to any unanticipated conditions.	All	Planning	Pre-Construction	Planning Consultant	3	4	12	Ensure Planning Consultant advises the team on likely conditions. Set up tracking document. Review draft conditions when available - request amendments to trigger points if required.	2	4	8
29	Daylight and sunlight issues from internal DLSL.	Planning Application risk - failure to obtain permission.	Residential	Design	Pre-Construction	Design Team	3	5	15	Continue to test and mitigate wherever possible whilst adhering to the brief.	4	5	20
29a	Daylight and sunlight issues from neighbouring buildings.	Planning Application risk - failure to obtain permission.	Residential	Design	Pre-Construction	Design Team	3	5	15	Continue to test and mitigate wherever possible whilst adhering to the brief.	4	5	20
31	Programme contains a lot of verticality	Mis-aligned information, reduced commenting periods, reduced design periods in order to make gateway approvals.	All	Programme	Pre-Construction	Client / PM	3	3	9	Minimising change.	3	3	9
33	Sport England disagree with scheme at Planning Application.	Sport England are not expected to be a Statutory Consultee. Scheme changes do not require their support, incurring additional time and cost.	All/Leisure Centre	Planning	Pre-Construction	LBI/Design Team	2	4	8	Design to include inclusion of Sport England within Steering Group meetings. LBI stakeholders have already undertaken engagement with Sport England. Continue to act on their advice where possible.	2	4	8
34	Other statutory consultees object to the scheme as part of the consultation process.	Scheme changes required to obtain their support, incurring additional time and cost.	All	Planning	Pre-Construction	LBI/Design Team	3	4	12	Engagement with key consultees, such as Historic England, to take place during design development. Comments during consultation to be tracked and responded to in a timely manner.	3	4	12
35	LBI Planners require more time during pre-engagement period or to provide responses to pre-apps/DRPs.	Delays to programme. Planning Officers have requested additional meetings outside of agreed programme.	All	Planning	Pre-Construction	Planning Consultant	4	3	12	Maintain strong engagement with Planning Authority.	2	3	6
36	Determination period taking longer than statutory timeframe.	Delays to programme.	All	Planning	Pre-Construction	Planning Consultant	5	4	20	Maintain strong engagement with Planning Authority. Potential to possibly submit prior to Exec Approval. Monitor closely.	5	3	15
37	Delay in approval for Planning conditions.	Delays to programme. Potential for delay to start on site if pre-commencement condition is impacted.	All	Planning	Pre-Construction	Planning Consultant	4	3	12	Maintain strong engagement with LPA.	4	3	12
38	Need for site density/massing/tall building required for viability - strategy not accepted at current height.	Scheme is unviable or not accepted for Planning Permission due to strategy.	All	Planning	Pre-Construction	LBI/Design Team	4	5	20	Engagement with Planning Officer is currently being undertaken. Tall Building Strategy Note produced by HTA.	4	5	20
39	Delays in securing S106.	Delay to scheme progressing and securing Planning Permission.	All	Planning	Pre-Construction	LBI	3	4	12	Engagement to take place as soon as possible to commence work on this item. Engage regularly.	4	4	16
40	Design and planning consent does not provide optionality for MMC.	Cost and time impact associated with traditional construction methods. No benefit for sustainability targets.	All	Design	Pre-Construction	LBI/Design Team	2	4	8	Liaison with MMC suppliers to take place during design period to obtain early advice and guidance.	2	4	8
41	Construction materials availability - programme, cost and main contractor procurement impact.	Impact to costs.	All	Cost	Construction	LBI/Contractor	4	5	20	Work collaboratively with successful contractor to identify high risk materials and place early orders if necessary. Form list of alternative products for high risk items if necessary.	4	5	20
42	Failure to fully develop site logistics and constructability constraints (crane oversail, access, noise etc).	Impact on Planning Permission and site movements.	All	Planning	Pre & Post Construction	LBI/Contractor	3	3	9	Logistics Plan to be developed in draft as part of Planning Application. Engagement with contractor to take place as soon as possible to progress finalisation of plan.	3	3	9
43	Retained structures not suitable for re-use/high remedial costs.	Additional time and cost associated with redesign work and actual construction costs. Impact on scheme viability.	All/Leisure Centre	Design	Construction	LBI/Design Team	3	4	12	Surveys have been completed - confirms basement of LC can be retained.	2	4	8
44	RoL issues.	Cost and/or legal action taken against LBI.	All	Legal	Pre & Post Construction	LBI	5	5	25	RoL Report issued. Legal advice to be sought. Land appropriation and insurance being reviewed. Strategy to be developed.	3	5	15
45	Detrimental ground conditions - site located next to high voltage line, sewer easement, contamination.	Cost and time associated with resolving issues.	All	Design	Construction	Design Team	3	4	12	Review surveys and identify if new surveys are required. Design to incorporate known issues/restrictions/easements.	2	1	2
46	UXO risk.	Potential for UXO discoveries on site due to location. A few areas highlighted on original report.	All	Planning	Construction	LBI/Design Team	3	4	12	It is recommended that during ground investigation works, allowances are made for the implementation of mitigation measures to include site specific unexploded ordnance awareness briefings for all site personnel and the presence of unexploded ordnance. Risk recommendations that consideration as to how potentially waste soils will be dealt with as part of this development/remediation is given as early in the project planning process as possible. Such planning can lead to cost savings where potentially waste soils are viewed as a resource and retained on-site as part of the development. We also recommend, where off-site disposal is being considered, that appropriate facilities are identified and discussions initiated to confirm suitability of the facility to take the material. Potentially, these may include soil treatment facilities as well as landfills. Risk can provide specialist advice to assist in this process, which can be complex and subject to regular regulatory	3	4	12
47	Contamination risk.	On the basis of the works carried out to date, the made ground beneath the site has been tentatively assessed as a hazardous waste by virtue of elevated concentrations of Lead. It is recommended that further sampling is carried out, either on the material in situ or once it has been stockpiled during development works, with an aim to increasing the dataset to potentially allow waste classification to be reduced.	All	Planning	Construction	Evolve/LBI	4	5	20	It is recommended that during ground investigation works, allowances are made for the implementation of mitigation measures to include site specific unexploded ordnance awareness briefings for all site personnel and the presence of unexploded ordnance. Risk recommendations that consideration as to how potentially waste soils will be dealt with as part of this development/remediation is given as early in the project planning process as possible. Such planning can lead to cost savings where potentially waste soils are viewed as a resource and retained on-site as part of the development. We also recommend, where off-site disposal is being considered, that appropriate facilities are identified and discussions initiated to confirm suitability of the facility to take the material. Potentially, these may include soil treatment facilities as well as landfills. Risk can provide specialist advice to assist in this process, which can be complex and subject to regular regulatory	4	5	20
51	Leisure Centre brief changes as a result of a business case review that suggests some businesses will not return to the Leisure Centre once re-opened.	Additional costs and time for redesign.	Leisure Centre	Brief	Pre-Construction	LBI	1	4	4	LBI do not change scope and maintain current provision requirements.	1	1	1
52	Committee response to daylight/sunlight impact.	Additional costs and time for redesign. Failure to get support at Committee.	Residential	Planning	Pre-Construction	LBI	4	4	16	Agree with Planning Officers how to present the findings of the D&S to Members. Mitigate with Member briefings.	4	4	16
53	Delay to commenting on Planning Validation documentation.	Review process cannot be completed and submission date is pushed out.	Planning	Planning	Pre-Construction	All	4	4	16	Agree timescales in advance and utilise tracking documentation on Sharepoint.	3	4	12
55	Patient numbers exceed current brief.	Additional costs and time for redesign.	Medical Centre	Brief	Pre-Construction	LBI	1	5	5	Patient numbers have increased, but have been incorporated into the design. Further anticipated numbers can be considered within the existing design (changing record store etc). No further flexibility will be progressed. Ongoing engagement.	1	1	1

56	Delay to submission of application due to LBI LPA not supporting the application with a positive recommendation.	Programme delay and additional costs associated with extended consultant fees.	All	Planning	Pre-Construction	LBI	4	4	16	Continue to liaise with LPA through workshops and track comments/engagement of validation documents & design as we near submission.	2	4	8
57	London Plan guidance is unclear if an independent third lift is required in buildings over 18m.	Impact of cost and time if another lift is required.	Residential	Brief	Pre-Construction	LBI	1	5	5	Current project assumption is that the fire lift will be accommodated by the specification of the second lift, which will double as a fire lift in the event of an emergency.	3	5	15
58	Framework expires 31/07/2024.	Alternative Framework is required if failure to meet timescales.	All	Procurement	Pre-Construction	LBI	1	1	1	Alternate route agreed internally (project team). Approval sought from SRO then Executive Board. Agreed to use Procurement Hub.	2	5	10
59	Vibration risks and interaction of structural elements.	Additional costs for structural elements to reduce the risk of vibration issues.	Leisure Centre	Design	Pre & Post Construction	Evolve	2	4	8	Fix GAs as soon as possible and undertake vibration analysis. Engage with specialists.	1	4	4
60	Attenuation volumes as design develops and impact of soil permeability.	Cost associated with attenuation solutions.	All	Design	Pre & Post Construction	Evolve	3	3	9	Using alternative design methods to avoid use of attenuation in ground. Evolve to engage with Landscape team. Integrate attenuation with proposed structures.	3	3	9
61	Alternatives to RC frame - MMC options may create vibration issues between apartments.	Additional costs for structural elements to reduce the risk of vibration issues.	Residential	Design	Pre & Post Construction	Evolve	2	4	8	Fix GAs as soon as possible and undertake vibration analysis. Engage with specialists.	1	4	4
65	Additional requirements from LPA, above the elements listed in the PPA.	Time and cost associated with additional meetings/requirements.	All	Planning	Pre-Construction	All	3	3	9	Continue engagement in line with the PPA. Discussions to take place at Project Board within LBI.	3	3	9
71	Procurement of power supply to site.	Supply may not be available, or may be cost prohibitive.	All	Statutory Authorities/ Utilities	Pre & Post Construction	All	4	3	12	Awaiting UKPN response - continue engagement. Risk will be further clarified by their response.	4	3	12
72	Heritage and Townscape implications.	Time and cost delays associated with developing the scheme and responding to concerns.	All	Design	Pre-Construction	All	5	4	20	Ongoing engagement with Planning Authority. Further information on justification to be issued to the Planning Officer. Internal discussions to take place at LBI on matters raised. Engagement with Historic England to take place as soon as possible.	4	4	16
79	Cycle strategy.	Time and cost delays associated with agreement to deviate from LBI requirements in addition to GLA requirements.	All	Design	Pre-Construction	All	4	3	12	LB proposals have been put forward and to be discussed by the wider team to close out risk.	3	3	9
80	Leisure Centre dispersal strategy impacts costs of project.	That dispersal strategy is not agreed with the LPA. And could be problematic from a Comms perspective.	Leisure Centre	Planning	Pre-Construction	LBI	3	3	9	Brief to be confirmed by LBI to allow design at IRB to be confirmed.	3	3	9
82	Legals associated with Medical Centre.	Time and cost delays associated with resolving legal issues.	Medical Centre	Legal	Pre-Construction	LBI	4	4	16	Meeting with LBI Legal reps to take place as soon as possible. GMS Navation of City Road expected shortly.	4	4	16
83	Legals associated with Leisure Centre.	Time and cost delays associated with resolving legal issues.	Leisure Centre	Legal	Pre-Construction	LBI	4	4	16	Meeting with LBI Legal reps to take place as soon as possible.	4	4	16
85	Legals associated with Energy Centre.	Time and cost delays associated with resolving legal issues.	Energy Centre	Legal	Pre-Construction	LBI	4	4	16	Meeting with LBI Legal reps to take place as soon as possible.	4	4	16
90	Client-side fees (and/or other scope changes) impacts Stage 4 & 5 client retained design team fees.	Fee required is above Exec Approval budget limit.	All	Budget	Pre & Post Construction	LBI	5	3	15	Agree detailed services prior to engagement of the stages and review budget allowance to enable discussion early to avoid or agree additional works not currently budgeted for.	5	3	15
91	Gateway approvals reduce design / testing periods leading to errors that have to be rectified during later stages.	Un-coordinated design. Items not appropriately costed leading to programme prolongation.	All	BSA / Building Regulations	Pre & Post Construction	LBI	5	5	25	Plan ahead and review timescales for by-in from all key approval stakeholders in advance of approvals required.	4	4	16
92	Asbestos	Asbestos identified when works are due to be commenced delaying programme and adding cost.	Leisure Centre	Budget	Construction	LBI	3	4	12	Survey will be undertaken prior to S&S to ensure safety is managed and a cost is considered. Survey undertaken reports that asbestos has not been detected in areas surveyed to date, therefore risk sits with unsurveyed areas above 3m.	2	3	6
93	Falling out with MC.	Requirement to re-tender and engage with new framework suppliers/MCs.	All	Construction	Construction	LBI	2	5	10	Continue close engagement. Progress cost strategy and agree any mitigations as a result of market testing.	1	5	5
95	MC dispute and claims arising from changes to scope.	Delay to programme and ruffling costs.	All	Construction	Construction	LBI	3	3	9	Clear agreed change control policy in place agreed by the contractor as part of the contract.	1	3	3
96	Project Team including Project Manager inexperienced.	Items/issues arise that cause delay to the project and result in increased costs	All	OB	Pre & Post Construction	LBI	1	3	3	Qualification Questionnaire by PC and detailed tender / procurement process.	1	3	3
97	Inadequate review of drawings or other information relevant to construction / delivery / H&S	Items/issues arise that cause delay to the project and result in increased costs.	All	OB	Pre & Post Construction	LBI	2	3	6	Competent design team, plus repeated stakeholder reviews. All reports go through multiple gateways and are reviewed/agreed/commented on by respective departments.	1	2	2
98	Wind & Microclimate	Requires design changes that delay the project resulting in cost and programme risk.	All	Design	Pre-Construction	LBI	2	4	8	Wind reports issued and sent to LPA for comment/agreement.	2	4	8
99	RoL Compensation	Payments required	Residential	All	Construction	LBI	3	3	9	Legal mitigation	3	3	9
101	Concierge Brief	Risk of impact on design development in line with programme	Residential	Design	Pre-Construction	LBI	2	3	6	LBI to confirm approach so the design can be progressed.	1	1	1
102	Tree root investigations	findings may impact design or layouts and landscape	public realm	Design	Pre-Construction	Design Team	2	4	8	Survey to be complete and mitigation implemented	3	3	9
103	BREEAM (BREEAM Requirement) Changes following appointment	May influence design	Medical Centre	Design	Pre-Construction	Design Team	2	2	4	Review during DAG workshop	2	1	2
104	BREEAM (BREEAM) Credits not being obtained due to new requirements for the utilisation of LCC during early stages	Credit not achieved which may impact overall credit	Medical and Leisure Centre	Cost	Pre-Construction	Design Team	3	4	12	reviewing with QS team what can be done to cover the credit and review with HL ways to mitigate if the credit cannot be achieved.	2	2	4
105	BREEAM (BREEAM) Credits target may not be met due to consultation room ventilation required from kerbside position	BREEAM rating below target	medical Centre	Energy	Pre-Construction	Design Team	4	4	16	HL reviewing options with Design Team over mitigation.	3	4	12
107	Building Line outside of UKPN Zone	Re-design or seek qualification from UKPN.	Residential	Statutory Authorities/ Utilities	Pre Construction	Evolve	2	3	6	Seek early agreement from UKPN	1	3	3
108	FF&E Schedule to be coordinated.	Late information impacts ability to deliver without the requirement to re-design.	All	Brief	Pre-Construction	LBI	5	5	25	Engage with tenants/occupiers to agree schedules in advance. HoTs and ATIs to be finalised.	1	2	2
109	External acoustic considerations not sufficiently incorporated in design leading to facilities that are not fit for purpose and/or that create public nuisance	Reputational issue for LBI. Energy Centre disruption already experienced.	All	Brief	Pre-Construction	Design Team	3	3	9		2	4	8
110	Existing Tree Damage during works	damage existing trees and some may not survive process	public realm	Construction	Construction	Main Contractor	3	3	9	Review with WDC over control measures to prevent damage	3	4	12
111	political risk associated with the tower	this could impact the planning determination result and/or timeframe	All	planning	Pre-Construction	LBI	3	3	9	keep members forum fully up to date	3	4	12
112	Tree Mitigation	Planning and cost implication around challenges of mitigating tree loss.	public realm	Planning	Pre-Construction	LBI	4	4	16	Reviewing with urban greening and other departments along with off-site mitigation	4	3	12
113	Dispersal Plan	Impact to customers of leisure centre whilst it is closed.	Leisure	Comms	Construction	LBI	4	3	12	develop plan to limit the impact of works	4	2	8
114	plant access arrangements	Impact of shared access within tenanted properties.	all	legal	Post Construction	LBI	3	3	9	implement measures and agreements as part of terms with occupiers	2	1	2
115	Energy Feasibility as it relates to planning	Risk the report has an impact on the planning application determination	all	planning	Pre-Construction	HFA	3	3	9	Review with consultant over mitigating measures	3	2	6
116	CL recycling	Community Infrastructure Levy rate cost is to be determined.	All	planning	Pre-Construction	HFA	3	3	9	updating the CL call for the latest floorspace figures/ accommodation schedule and running this by LBI officers along with the ongoing discussions	3	3	9
117	IRB Strategy	Risk that the IRB strategy is linked to FLCR and delays project completion	All	planning	Pre-Construction	LBI	3	3	9	Mark is having re. CL relief	2	1	2
118	Vulnerability of trees through construction	damage to existing trees	all	Construction	Construction	Main Contractor	3	3	9	Contractor to provide safety measures to reduce risk	3	2	6

119	Santander Cycle - no agreement in place for relocation location and number of bikes.	Refusal could impact landscape design, cost and programme	public realm	Brief	Pre-Construction	design team	3	3	9	Review existing legal agreement and seek agreement from relevant parties. We are proposing an offsite relocation prior to commencement of the main development.	1	1	1
120	JR Risk	Delay to the project due to being called in. Assumed 1 year.	all	planning	Pre-Construction	LBI	3	3	9	Legal review and implementation of legal strategies.	3	3	9
121	Opposition to the new football facilities	Opposition could include protests and attempts to disrupt planning. causing programme delay.	Leisure	Comms	Pre-Construction	LBI	3	3	9	regular dialogue during consultation and clear communication	3	2	6
122	An opposition campaign scales up from the existing petition, with protests and political lobbying and possible high-profile / celebrity interventions and media coverage	there is a high risk of programme delays (e.g. if Clls wanted substantial further design changes to try and reach a compromise) but a low risk of a loss of political will given the commitment of Clls to delivering new homes.	all	Comms	Pre-Construction	LBI	3	4	12	keep ward coordinators and executive members well briefed and up to date on issues to ensure 'no surprises' and maintain confidence and buy-in. Tackle high-risk issues like tree loss, embodied carbon, pitch loss head (including mitigations e.g. retractable pitch divider to create larger pitches, if viable, and temporary dispersal plans) on in the PC3 consultation.	3	3	9
123	A General Election is called, triggering a pre-election period to begin prior to planning submission, delaying all engagement until after the election.	Impact on programme and would also increase the risk of local campaigners getting local candidate support for their opposition, further politicising the planning process.	all	Comms	Pre-Construction	LBI	3	5	15	No further delay to launch on 7 May, with all events to be complete by end May 2024.	2	1	2
124	The campaign group successfully demonstrate problems with the project (e.g. impact on daylight/sunlight) leading to a deferral or a refusal at the planning	Planning not given impacting multiple areas of programme design and cost	all	Comms	Pre-Construction	LBI	3	5	15	Design mitigations - to ensure scheme complies with local planning policy. Communication - develop clear lines to take on missing of tall buildings and daylight analysis for PC3.	3	3	9
125	The campaign group focuses on lobbying the Mayor of London, leading to a Mayoral call-in after the local planning permission, causing delays to the programme. Low risk as scheme provides 50% affordable housing, reprovides sports facilities.	Programme delay if realised.	all	Comms	Pre-Construction	LBI	3	5	15	HTA to engage with GLA officers to secure buy-in for the delivery of new council homes.	3	3	9
126	The campaign group focuses on lobbying the Secretary of State, leading to a national call-in or holding notice after the local and regional planning permission.	Impact on programme	all	Comms	Pre-Construction	LBI	3	5	15	Low risk as long as the scheme is fully compliant in terms of planning policy (incl. heritage).	3	2	6
127	ongoing. WDC allowance to develop residential basement cost.	Impact on project budget.	Residential	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
128	ongoing. WDC allowance to develop frame and upper floors residential cost.	Impact on project budget.	Residential	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
129	ongoing. WDC allowance to develop balconies and external walkways cost.	Impact on project budget.	Residential	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
130	ongoing. WDC allowance to develop window specification (residential) cost.	Impact on project budget.	Residential	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
131	ongoing. WDC allowance to develop the existing basement in the LC.	Impact on project budget.	LC	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
132	ongoing. WDC allowance to develop Leisure Centre façade cost.	Impact on project budget.	LC	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
133	ongoing. WDC allowance to develop External works cost.	Impact on project budget.	all	Budget	Pre-Construction	WDC	4	5	20	Design mitigations / VE proposals	4	5	20
									0				0
	Unknown Unknowns	Risk of an item not previously identified/considered arising.	All	All	Pre & Post Construction	All	3	5	15	Continued risk review and mitigation and forward planning	2	5	10