

# Project Risk Register

Crystal Palace Park  
60489040

Risk Factor	Before Mitigation			Mitigation Measure	After Mitigation			Owner (LBB or Consultant Team (CT))
	Likelihood	Consequence	Risk Level		Likelihood	Consequence	Risk Level	
Complexity of project resulting in lack of capacity in appointed consultant team and project team to accommodate change in scope, programme and budget	M	H	H	Monitor project requirements and provide sufficient contingency for changing project team	L	M	M	LBB
Project Management procedures not established correctly and followed	L	M	M	Ensure project management of both LBB team and consultant team is set up correctly and followed	L	L	L	LBB
Project governance not determined at the outset and appropriate approvals not identified	M	M	M	Identify appropriate project governance and required approvals at the outset and monitor throughout project, updating accordingly	L	L	L	LBB/CT
Project programme not agreed and managed	M	H	H	Agree programme at the outset and establish review procedures throughout project	L	M	M	LBB/CT
Project budget not agreed and managed	M	H	H	Agree budgets at the outset and establish a system to continually review and adjust accordingly	L	M	M	LBB/CT
Consultation strategy not agreed and not all stakeholders accommodated	M	H	H	Develop and agree consultation strategy for each part of Stage 2 at the outset. Establish monitoring process to review and update accordingly to accommodate any changes to stakeholders to be consulted	L	M	M	LBB/CT
Expected funding identified in Stage 1 Income Generation and Funding Report reduced or unavailable	M	H	H	Funding identified in Stage 1 to be reviewed and updated accordingly to ensure sufficient budget available to delivery the works	L	M	M	LBB/CT
Insufficient budget for proposed works	H	H	H	Establish process to continuous monitor the budget throughout Stage 2 and adapt proposed works accordingly to fit within available budget	M	M	M	LBB/CT
Budget unavailable when required	H	H	H	Monitoring of budget and funding resources to be co-ordinated with project programme to ensure budget available when required	M	M	M	LBB/CT
Difficulty in obtaining HLF funding	M	H	H	Work closely with funding agencies to ensure funding applications work within their objectives to ensure success	L	M	M	LBB/CT
Difficulty in obtaining Historic England Grant(s)	M	H	H	Work closely with funding agencies to ensure funding applications work within their objectives to ensure success	L	M	M	LBB/CT
Commercial value of residential sites changes	H	H	H	Review and update expected capital receipts from residential sites to ensure budget and funding predictions are kept current	M	M	M	LBB
NSC renovation not resolved with no GLA funding available for the Regeneration Plan	H	H	H	Work closely with the GLA to ensure proposals for the NSC are forthcoming	M	M	M	LBB
Proposals for Capel Manor College not resolved	H	H	H	Work closely with the GLA and CMC to ensure proposals are forthcoming and incorporated into Regeneration Plan	M	M	M	LBB
Difficulty of obtaining appropriate Planning Permissions and Consents	H	H	H	Work with LBB planners and stakeholders to ensure proposals are understood and within accepted planning principles (established with 2010 Outline Planning Permission and regional planning framework)	M	M	M	LBB/CT

## LIKELIHOOD

Description	Scenario	Code Letter
High	More likely to occur than not	H
Medium	Fairly likely to happen	M
Low	Low but not impossible	L

## IMPACT

Description	Scenario	Code Letter
High	Major impact on costs, objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.	H
Medium	Reduces viability significant waste of time and resources and impact on operational efficiency, output, and quality. Medium term effect, which may be expensive to recover.	M
Low	Minor loss, delay, inconvenience or interruption. Short to medium term effect.	L

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Requirement for Environmental Impact Assessment or other detailed reports for Planning Permissions and Consents	H	H	H	Work with LBB planners and stakeholders to reduce requirements for supporting documents to accompany applications	M	M	M	LBB/CT
Inaccurate and out of date existing surveys and investigations	H	H	H	Review at Stage 1 identified some information to be updated. Continue review during stage 2 and include contingency to update information as required	M	M	M	LBB/CT
Further investigations identify unexpected results - contaminated land, archaeology, ecology, UXB, utilities, ground conditions	H	H	H	Include contingency in budget and programme to accommodate unexpected results and adapt project accordingly	M	M	M	LBB/CT
Inability to obtain vacant possession of land identified for residential development to fit with the project programme	H	H	H	Work with LBB legal team and leaseholders to ensure sites are vacated in a timely manner	M	M	M	LBB
Lack of stakeholders support (Public, GLA, Historic England, London Wildlife Trust etc.)	M	H	H	Develop inclusive consultation strategy with regular updates and events to ensure all stakeholders are informed about the project and have sufficient opportunity to comment	L	M	M	LBB/CT
Lack of support from the Shadow Board and Council	M	H	H	Regular updates and requests for approvals to ensure all parties are involved in the development of the project	L	M	M	LBB/CT
Amount of material excavated on site unable to be accommodated on site	H	H	H	Further investigation to identify the expected quantity and quality of material and detailed design to identify locations to dispose of material on site. Include contingency to dispose of proportion of material off-site	M	M	M	LBB/CT
Detailed design proposals unable to be accommodated within expected budget and programme	H	H	H	Careful development of design proposals with regular cost and programme reviews to ensure final proposals are to budget and programme	M	M	M	LBB/CT
Detailed design proposals do not deliver CPP vision, regeneration aims or priorities	M	H	H	Review evolving design proposals to ensure they deliver the CPP vision, regeneration aims and priorities	L	M	M	LBB/CT
Protests and bad press during construction	H	H	H	Consultation strategy to include construction phase to ensure information regarding proposals is communicated effectively to minimise potential for protests or bad press	M	M	M	LBB/CT
Implementation does not deliver required Business Plan outcomes	M	H	H	Develop and review implementation plan to deliver business plan outcomes at the appropriate time	L	M	M	LBB/CT
Implementation does not deliver required changes to park governance	M	H	H	Work with Shadow Board to develop and review implementation plan to deliver required changes to park governance at the appropriate time	L	M	M	LBB/CT
Implementation does not deliver required changes to Management and Maintenance	M	H	H	Develop and review design proposals and management structures to deliver required changes to Management and Maintenance	L	M	M	LBB/CT