

City of London: Projects Procedure Corporate Risks Register

Project Name:	Moorgate Crossrail Station Links	PM's overall risk rating:	Medium	CRP requested this gateway		Average unmitigated risk	6.3	Open Risks	10
Unique project identifier:	11381	Total estimated cost (exc risk):	£ -	Total CRP used to date	£ -	Average mitigated risk score	3.6	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	3	(4) Contractual/Partnership	Opening of the Moorgate Crossrail station is delayed further.	Delay to overall project and programme.	Possible	Minor	3	£0.00	N		Regular engagement with Crossrail from now to 2020/2021. This should allow for alternative arrangements to be made should there be a delay in the delivery of Crossrail.	£0.00	Unlikely	Minor	£0.00	2	£0.00			Leah Coburn	MC/GH/LC		
R2	4	(4) Contractual/Partnership	The Riney highways contract is due to expire in the summer of 2022. Any slippage in starting the construction programme may mean we have to consider a new Principal Contractor for the later stages of delivery.	Could delay the remaining construction programme and impact on budget while a new Principal Contractor is introduced.	Unlikely	Minor	2	£0.00	N		Discussions to take place internally should this risk look more probable on how work would be transferred to a new contractor- or not.	£0.00	Rare	Minor	£0.00	1	£0.00			Leah Coburn	MC/GH		
R3	3	(10) Physical	Delays to the four developments surrounding the Moorgate Crossrail station delay the final delivery phases of the MCSL project.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N		Regular engagement with developers from now until the completion of the developments. This should allow for alternative arrangements to be made should there be a delay in the delivery of the developments and mean that we find out as early as possible about any delays.	£0.00	Possible	Serious	£0.00	6	£0.00			Leah Coburn	MC/GH/LC		
R4	3	(10) Physical	Infrastructure and utilities difficulties at the Moorgate junction with London Wall and with Ropemaker Street, make it difficult/too expensive to design and transform the space, as well as enhance safety.	Inability to deliver significant changes at the junctions and risk a lower quality improvement than needed.	Possible	Major	12	£0.00	N		Set expectations at the earliest stage possible where it is discovered that there are major physical constraints. Work closely with internal and external stakeholders to identify design solutions to bring the work forward that might not require such extensive physical changes	£0.00	Possible	Serious	£0.00	6	£0.00			Leah Coburn	MC/GH/BB		BB has undertaken a full survey of all underground utilities.
R5	3	(4) Contractual/Partnership	Key stakeholder(s) do not endorse design options at delays/changes to dependency projects, such as Beech Street and St. Paul's Gyrotary.	Delay to programme and will need to reconsider designs.	Possible	Serious	6	£0.00	N		Ensure that Stakeholder Working Group is suitably	£0.00	Unlikely	Serious	£0.00	4	£0.00			Leah Coburn	MC/GH/External		
R6	4	(10) Physical	Delays/changes to dependency projects, such as Beech Street and St. Paul's Gyrotary.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N		Work with internal stakeholders to minimise any impacts should changes arise	£0.00	Possible	Serious	£0.00	6	£0.00			Leah Coburn	MC/GH/KT/LC		
R7	4	(4) Contractual/Partnership	Breakdown in engagement with key stakeholders, such as Islington Council.	Delay to overall project and programme.	Unlikely	Serious	4	£0.00	N		Ensure coherent communications with stakeholders and ensure stakeholders are communicated with at strategic points throughout the project. Particularly proposed boundary solutions	£0.00	Unlikely	Minor	£0.00	2	£0.00			Leah Coburn	MC/GH		A communications plan has been developed to ensure stakeholder communications is managed correctly.
R8	3	(4) Contractual/Partnership	TfL restructure may mean that no dedicated scheme sponsor / resource can be allocated to progress any required TfL approvals.	Likely delay to programme as external approvals would be delayed, particularly for the junction modification work.	Likely	Major	16	£0.00	N		Officers will seek to establish resources as early as possible and keep close contact to understand the extent of the restructure, seeking reassurance of resource if needed.	£0.00	Possible	Serious	£0.00	6	£0.00			Leah Coburn	MC/GH/LC/ZK		
R9	3	(3) Reputation	There is a potential that the proposed scheme could impact negatively on the protected characteristics under the Equalities Act, 2010.	Reputational impact leading to poor publicity and possible legal action.	Rare	Serious	2	£0.00	N		Meetings with representative groups will be conducted regularly to design out issues of concern. The EA Team will be engaged regularly for design feedback. An EA plan will be prepared as part of the project.	£0.00	Rare	Minor	£0.00	1	£0.00			Leah Coburn	MC/GH		Any design impacts that reduce accessibility will be designed out in the first instance.
R10	3	(9) Environmental	Requirement to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed.	Impact to project scope and design options.	Possible	Serious	6	£0.00	N		Seek to ensure that an appropriate level of resilience is allowed for when designing Moorgate junctions at London Wall and Ropemaker Street.	£0.00	Unlikely	Minor	£0.00	2	£0.00			Leah Coburn	MC/GH/BB		