

APPENDIX 2 - PROJECT RISK REGISTER

PROJECT: WEST SMITHFIELD & CHARTERHOUSE STREET (THAMESLINK) BRIDGES REMEDIAL WORKS
 TITLE: PROJECT RISK REGISTER
 UPDATED: 27 July 2018 v1

| No. | RISK | RISK CATEGORY | CONSEQUENCES | LIKELIHOOD | IMPACT | SCORE | RISK | CURRENT RISK OWNER | MITIGATING MEASURES |
|-----|---|------------------------------|-----------------------------|------------|--------------|-------|--------|--|---|
| 1 | Failure to secure timely to the rail network to facilitate the remedial works | Programme Risk | Project delay | Possible | Major | 18 | MEDIUM | City | Early consultation with Network Rail Consideration of shared rail possessions with Museum of London relocation and Holborn pipe subway projects |
| 2 | Failure to obtain Network Rail consent for works | Programme Risk | Project delay | Unlikely | Major | 17 | MEDIUM | City | Early consultation with Network Rail Appointment of consultant team experienced in Network Rail technical requirements |
| 3 | Failure to reinstate Overhead Line Equipment (if lowered) at the end of rail possessions, leading to delays to rail network and punitive costs from Network Rail | Construction Risk | Project costs/Reputational | Unlikely | Catastrophic | 20 | HIGH | Contractor | Design measures to implement works without the need to lower equipment. Temporary protection measures to be approved by Network Rail. Contractor likely to add a premium to tender to cover this as an insured risk |
| 4 | Damage to rail infrastructure during works, leading to delays to rail network and punitive costs from TFL | Construction Risk | Costs/Reputational | Unlikely | Catastrophic | 20 | HIGH | Contractor | To be made Contractor risk under contract. Risks limited by selection process for contractors experienced in rail work |
| 5 | Unforeseen conditions during construction, potentially leading to increased rail possessions required to complete works (at approximately £30,000 per weekend possession) | Construction Risk | Project costs/delays | Possible | Major | 18 | MEDIUM | City (potentially shared under contract) | Mitigated by schedule inspections and investigations in advance of construction |
| 6 | Adverse weather during construction | Construction Risk | Project costs/delays | Unlikely | Moderate | 10 | MEDIUM | City (potentially shared under contract) | Only relates to waterproofing works and removal of cobbles/setts to top of bridge. Most works are under cover at track level. Further investigations |
| 7 | Local public dissatisfaction at works and road closures | Organisation/reputation risk | Bad image | Unlikely | Minor | 5 | LOW | City | Most of works at track level and limited effect at road level. Residual risks managed by adequate planning of traffic management during phased waterproofing works |
| 8 | Limited contractors/competition due to specialist nature of works | Financial Risk | Limited competition | Possible | Moderate | 13 | MEDIUM | City | Early consultation with market Simplification of design Balanced/shared risk profile in contracts |
| 9 | Project/tender costs exceed early estimates | Financial Risk | Project costs | Possible | Major | 18 | MEDIUM | City | Early engagement with contractors/consultants to consider how the logistical challenges will affect costs. Risk allowance in project budget at early stage |
| 10 | Impact of project on Museum of London redevelopment (and vice versa) | Programme Risk | Project delays/reputational | Possible | Major | 18 | MEDIUM | City | Mitigated by early and ongoing coordination |
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Extract from Corporate Project Risk Management Guidance <http://colnet/Departments/Town%20Clerks/Project%20Management/Pages/How%20we%20work/Project-Risk-Guidance.aspx>

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| IMPACT | CATASTROPHIC | 14 | 20 | 22 | 24 | 25 |
| | MAJOR | 11 | 17 | 18 | 21 | 23 |
| | MODERATE | 6 | 10 | 13 | 16 | 19 |
| | MINOR | 3 | 5 | 8 | 12 | 15 |
| | INSIGNIFICANT | 1 | 2 | 4 | 7 | 9 |
| | | RARE | UNLIKELY | POSSIBLE | LIKELY | ALMOST CERTAIN |
| | LIKELIHOOD | | | | | |