

**City of London: Projects Procedure Corporate Risks Register**Project name: Moorgate Crossrail Station Links phase 2Unique project identifier: 11381Total est cost (exc risk) £1419795

PM's overall risk rating

Medium

Avg risk pre-mitigation

6.1

Avg risk post-mitigation

3.3

Red risks (open)

0

Amber risks (open)

10

Green risks (open)

2

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£58,075.00 4%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£58,075.00 4%

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Costed risk post-mitigation (open)

£25,500.00 2%

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Costed Risk Provision requested

£0.00 0%

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
2	2.5	£5,500.00	0	0	2
5	6.4	£33,375.00	0	5	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	6.0	£1,200.00	0	1	0
1	6.0	£1,500.00	0	1	0
3	8.0	£16,500.00	0	3	0

Issues (open)

0

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

0

All Issues

Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Moorgate Crossrail Station Links phase 2	PM's overall risk rating:	Medium	CRP requested this gateway:	£ -	Average unmitigated risk:	6.1	Open Risks:	12
Unique project identifier:	11381	Total estimated cost (exc risk):	£ 1,419,795	Total CRP used to date:	£ -	Average mitigated risk score:	3.3	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	Serious	6	£0.00	N	B – Fairly Confident	Regular engagement with Crossrail from now to opening. 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		25/05/21	Leah Coburn	GW		Ongoing communications with TfL to understand timeframes from Crossrail's opening in the City.
R2	5	(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.	Likely	Serious	8	£10,000.00	N	B – Fairly Confident	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	£4,000.00	1	£0.00		25/05/21	Leah Coburn	GW		
R3	3	(10) Physical	Delays to the major developments surrounding the Moorgate Crossrail station delay the final delivery phases of the MCSL project.	Delay to overall project and programme.	Possible	Serious	6	£5,000.00	N	B – Fairly Confident	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	£2,500.00	6	£0.00		25/05/21	Leah Coburn	GW		Working Group to resume in the summer, where development updates will be shared and development timeframes to be reassessed.
R4	4	(10) Physical	Infrastructure and utilities difficulties at the Moorgate junction with London Wall and with Ropermaker 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	£11,500.00	N	B – Fairly Confident	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	£8,000.00	6	£0.00		25/05/21	Leah Coburn	GW		Ben Bishop has undertaken a full survey of all underground utilities.
R5	3	(4) Contractual/Partnership	Key stakeholder(s) do not endorse design options at feasibility stage.	Delay to programme and will need to reconsider designs.	Possible	Serious	6	£13,125.00	N	B – Fairly Confident	Ensure that Stakeholder Working Group is suitably chaired and that key stakeholders are aware of	£0.00	Unlikely	Serious	£5,000.00	4	£0.00		25/05/21	Leah Coburn	GW		Working Group to resume in the summer.
R6	4	(10) Physical	Delays/changes to dependency projects, such as Beech Street/Bishopsgate.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Elements of projects paused awaiting outcome of JR at Beech St and appeal for Bishopsgate.	£0.00	Possible	Serious	£0.00	6	£0.00		25/05/21	Leah Coburn	GW		
R7	4	(4) Contractual/Partnership	Breakdown in engagement with key stakeholders, such as Islington Council.	Delay to overall project and programme.	Possible	Serious	6	£6,250.00	N	B – Fairly Confident	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	£2,000.00	2	£0.00		25/05/21	Leah Coburn	GW		A communications plan has been developed to ensure stakeholder communications is managed correctly.
R8	3	(4) Contractual/Partnership	Ongoing TfL restructure/impacts of Covid-19 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.	Possible	Serious	6	£4,000.00	N	B – Fairly Confident	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	£3,000.00	6	£0.00		25/05/21	Leah Coburn	GW		
R9	3	(3) Reputation	There is a potential that the proposed scheme could impact negatively on some protected characteristics under the Equalities Act, 2010.	Reputational impact leading to poor publicity and possible legal action.	Rare	Serious	2	£2,000.00	N	B – Fairly Confident	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		25/05/21	Leah Coburn	GW		Any design impacts that reduce accessibility will be designed out in the first instance.
R10	4	(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	£1,500.00	N	B – Fairly Confident	Seek to ensure that an appropriate level of resilience is allowed for when designing Moorgate junctions at London Wall and Ropermaker Street.	£0.00	Unlikely	Minor	£0.00	2	£0.00		25/05/21	Leah Coburn	GW		