

Comprehensive Risk Register - Q1 2024																												
ID	Corporate Risk	Category	Description	Impact Description		Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk Score	Risk Rating	Costed or Uncosted	Reportable	Costed impact pre-mitigation	Mitigation Actions	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Post Mitigation Risk Score	Post Mitigation Risk Rating	Costed Risk Provision requested for Mitigation	CRP requested for Costed Impact, post mitigation	Costed impact post-mitigation	CRP used to date	Use of CRP	Raised By	Date Raised	Owner (Internal)	Status	Date Closed	Date Last Updated
1121	No	Organisation / Reputation	Gateway 1 to 5 - The development is delayed, impacting on project programme and budget	Additional time and therefore resource may be required if planned alignment with the development programme is extended.		3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Early engagement with the developer via the project's communications plan and the planned working group.		3 - Possible	1 - Minor (Low)	3	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Map out any resources using the Annual Procurement Plan with the procurement team/Consider early engagement with internal suppliers where required (Highways, Traffic Enforcement, Open Spaces, M&E, etc)		2 - Unlikely	1 - Minor (Low)	2	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
1122	No	Financial	Gateway 1 to 6 - Procurement procedures impact negatively on project delivery.	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.		3 - Possible	1 - Minor (Low)	3	Green	Uncosted	Yes	0	Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement		3 - Possible	1 - Minor (Low)	3	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	discussions with procurement in regards to external factors such as baxters/inflation.		3 - Possible	1 - Minor (Low)	3	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
1123	No	Financial	Gateway 1 to 6 - Inaccurate or incomplete project estimates, including baxters / inflationary issues.	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.		3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. Consider and budget for trial holes if the location is thought to be particularly difficult.		3 - Possible	2 - Serious (Medium)	6	Amber	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Establish the working group as proposed and create a log of their aspirations/requirements for the project. Identify key stakeholders through the Communication Plan and ensure regular engagement.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
1124	No	Physical	Gateway 1 to 5 - Utility survey issues lead to increased costs and / or scope of work.	At the earlier stages of a project, delays could occur which result in unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required.		3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Map out key external dependencies and assess their timescales. Engage early with key identified stakeholders.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Liaise with relevant internal stakeholders to gather their requirements in early stages of the design development. Develop several design options that still support developer's ambition but also accommodate internal stakeholder's requirements. Keep development team and internal stakeholders updated on the progress of the project.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
1125	No	Organisation / Reputation	Gateway 1 to 6 – Issues with external engagement and buy-in lead to projects delays and / or increased costs.	Additional time and therefore resource may be required if planned engagement work with main stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs.		3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Negotiations and close liaison with the developer on designs for the developed options will continue to ensure project associated costs are defined as accurately as possible and Section 278 agreement is finalised before June 2026.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	22 Jan 2024	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Early engagement with relevant teams and submission of required materials to obtain consent in a timely manner, so these can be considered and processed accordingly.		1 - Rare	1 - Minor (Low)	1	Green	No	No	0	0	Moravicova, Andrea	03 Feb 2025	Moravicova, Andrea	Open	28 Jan 2026	
1127	No	Organisation / Reputation	Gateway 3 to 5 - Lack of internal stakeholders buy-in to the project may impact on delivering the full ambition of the developer.	Lack of buy-in will result in more modest improvements to Aldermanbury, and potential damage to the business relationship with the new occupiers.		3 - Possible	4 - Major (High)	12	Amber	Uncosted	Yes	0	Map out key external dependencies and assess their timescales. Engage early with key identified stakeholders.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	21 Jan 2025	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Liaise with relevant internal stakeholders to gather their requirements in early stages of the design development. Develop several design options that still support developer's ambition but also accommodate internal stakeholder's requirements. Keep development team and internal stakeholders updated on the progress of the project.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	21 Jan 2025	Moravicova, Andrea	Open	28 Jan 2026	
1128	No	Physical	Delays to the Section 278 agreement sign-off.	Delays to the project timeline and potential increase of cost.		3 - Possible	2 - Serious (Medium)	6	Amber	Uncosted	Yes	0	Early engagement with relevant teams and submission of required materials to obtain consent in a timely manner, so these can be considered and processed accordingly.		1 - Rare	1 - Minor (Low)	1	Green	No	No	0	0	Moravicova, Andrea	21 Jan 2025	Moravicova, Andrea	Open	28 Jan 2026	
						3 - Possible	1 - Minor (Low)	3	Green	Uncosted	Yes	0	Negotiations and close liaison with the developer on designs for the developed options will continue to ensure project associated costs are defined as accurately as possible and Section 278 agreement is finalised before June 2026.		2 - Unlikely	2 - Serious (Medium)	4	Green	No	No	0	0	Moravicova, Andrea	03 Feb 2025	Moravicova, Andrea	Open	28 Jan 2026	

1130	No	Physical	● Gateway 3 to 5 - underground conditions prevent the implementation of a desired option.	Negative impact on proposed changes to the public highway, delays to the programme.	3 - Possible	4 - Major (High) 12	Amber	Uncosted	Yes	0	Early engagement with the Bridges team re: pipe subway and car park structure under London Wall.Commission topo and radar surveys and investigation as required.	3 - Possible	2 - Serious (Medium)	6	Amber	No	No	0	0	Moravcová, Andrea	26 Mar 2025	Moravcová, Andrea	Open	28 Jan 2026	
1131	No	Contractual / Partnership	● Project design team are unable to attend or do not contribute to key design meetings.	Delays to the project, key milestones potentially affected.	2 - Unlikely	2 - Serious (Medium)	4	Green	Uncosted	Yes	0	Schedule Design team meetings in advance, proposing numerous dates and offering remote connections to the meeting.	1 - Rare	2 - Serious (Medium)	2	Green	No	No	0	0	Moravcová, Andrea	26 Mar 2025	Moravcová, Andrea	Open	28 Jan 2026
1132	No	Physical	● Gateway 3 to 6 - Network accessibility before and during construction causes project delay and / or increased costs.	Should part of the road network be or become unavailable when required, this could cause delays and cost increase to the project	3 - Possible	1 - Minor (Low) 3	Green	Uncosted	Yes	0	Liaise with the traffic management and other highways team to ensure the project's requirements are communicated to them; and apply for the necessary closures well in advance so this can be included in the closures programme.	2 - Unlikely	1 - Minor (Low) 2	2	Green	No	No	0	0	Moravcová, Andrea	08 Apr 2025	Moravcová, Andrea	Open	28 Jan 2026	
1133	No	Organisation / Reputation	● Accident during construction impacts the project delivery and costs.	An accident involving member(s) of public or a site contractor occurring in or around site will likely result in delays to the project, and reputational damage to the City & its contractors. A potential negative impact of the incident on the developer may impact / damage future business relationship. Should any accident occur in or around site delays are likely to occur.	1 - Rare	4 - Major (High) 4	Green	Uncosted	Yes	0	Ensure CDM & H&S regulations are observed	Ensure site supervision & conduct site visits during construction	1 - Rare	2 - Serious (Medium)	2	Green	No	No	0	0	Moravcová, Andrea	08 Apr 2025	Moravcová, Andrea	Open	09 Feb 2026
2069	No	Physical	● Proposed threshold levels for some retail units are approximately 500mm below the existing highway level.	There is a risk that the highway levels cannot be adjusted to match the new levels without compromising comfort for people walking and wheeling and potentially breaching accessibility standards.	4 - Likely	8 - Extreme (Critical) 32	*Red*	Uncosted	Yes	0	Liaise with the developer team (their architect) to work on solution - seek consent to internal levels adjustment. Explore options for using planting elements to help address the level difference on public highway.	3 - Possible	4 - Major (High) 12	Amber	No	No	0	0	Moravcová, Andrea	18 Sep 2025	Moravcová, Andrea	Open	10 Feb 2026		