

City of London: Projects Procedure Corporate Risks Register

Project name: *St Paul's External Lighting*

Unique project identifier: *PV9672*

Total est cost (exc risk) *£2075000*

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	10.6
Avg risk post-mitigation	5.1
Red risks (open)	3
Amber risks (open)	11
Green risks (open)	1

	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)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

" "

Costed risk post-mitigation (open)

" "

Costed Risk Provision requested

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
1	12.0	£0.00	0	1	0
5	10.8	£0.00	1	4	0
3	8.7	£0.00	1	1	1
2	6.0	£0.00	0	2	0
1	24.0	£0.00	1	0	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
0	0.0	£0.00	0	0	0
3	6.7	£0.00	0	3	0

Issues (open)	0
All Issues	0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion)	£0.00
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Total CRP used to date	£0.00
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Project Name:		St Paul's External Lighting		PM's overall risk rating:		Medium		CRP requested this gateway		£ -		Average unmitigated risk		10.6		Open Risks		14											
Unique project identifier:		PV9672		Total estimated cost (exc risk):		£ 2,075,000		Total CRP used to date		£ -		Average mitigated risk score		5.1		Closed Risks		23											
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 on post-mitigation	Impact Classification on 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	2	(4) Contractual/Partnership	St Paul's Cathedral project development objectives differ from Col. objectives	impacting project's progress and working relationship between the City and the Cathedral	Likely	Major	16	£0.00	N		Close liaison with the Cathedral to agree scheme objectives	£0.00	Possible	Minor	£0.00	3	£0.00		10/06/2013	Clarise Tavin		10/12/2013							
R2	2	(4) Contractual/Partnership	Insufficient coordination between St Paul's and CoLC	Impacting project's progress and costs. Potential impact on working relationship between the parties	Possible	Serious	6	£0.00	N		Communicate regularly with St Paul's. Arrange Design Team / Working Group meetings	£0.00	Unlikely	Minor	£0.00	2	£0.00			Clarise Tavin			Liaison meetings have been effective in building trust. Wider discussion with Chapter at St Paul's re-planned						
R3	2	(1) Compliance/Regulatory	St Paul's Cathedral does not manage consultants in accordance with Col. evaluation requirements resulting in insufficient information to produce Col. evaluation report	Impacting project's progress (time & costs).	Possible	Serious	6	£0.00	N		Early agreement on consultants scope of work		Unlikely	Serious	£0.00	4	£0.00			Clarise Tavin		12/12/2013	Management of consultants will be the responsibility of Col. with St Pauls acting in the capacity of client.						
R4	2	(2) Financial	Funding insufficient to cover all required consultants work	Project is paused or progresses at much slower rate whilst funding is secured.	Possible	Major	12	£0.00	N		Source cost estimates from consultants and agree funding strategy with St Paul's Cathedral		Unlikely	Serious	£0.00	4	£0.00		05/07/2013	Clarise Tavin			Updates to Memers will be provided regularly, specifically on any risks related to funding, to ensure requests for additional funding is expected.						
R5	5	(2) Financial	Spend to save element of project is too low to allow match funding to be sought	unable to secure external sponsorship	Possible	Major	12	£0.00	N		Ensure that cost analysis is part of the design process, and spend to save element taken as an important design factor.	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R6	2	(2) Financial	Cost consultants not appointed	Insufficient estimates or no cost information will impact sponsorship efforts	Possible	Serious	6	£0.00	N		Ensure that cost consultants are appointed	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R7	2	(8) Technology	Electrical Engineers not appointed	Insufficient technical information available	Possible	Serious	6	£0.00	N		Ensure that electrical engineers are appointed	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R8	2	(2) Financial	Lack of Col. Member support	project paused or closed down; funding not approved	Possible	Major	12	£0.00	N		Arrange Members' briefings, and actively engage and update Members on the project		Unlikely	Serious	£0.00	4	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R9	2	(4) Contractual/Partnership	Project governance / management structure unclear	Confusion over roles and responsibilities.	Possible	Major	12	£0.00	N		Discuss and agree project governance structure and reporting lines at inception meeting		Unlikely	Serious	£0.00	4	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R10	2	(2) Financial	Members do not agree to provide Committee Contingency Funding to the project	Project unable to progress s funding unavailable.	Possible	Major	12	£0.00	N		Project Sponsor / Senior Officer to discuss with Chairman prior to Committee		Possible	Serious	£0.00	6	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R11	2	(9) Environmental	Public spaces lighting not included in evaluation exercise	The desired effect of the new external lighting for the could be compromised	Possible	Serious	6	£0.00	N		Ensure the inclusion of public space lighting in the evaluation exercise is stipulated in the consultants brief		Unlikely	Serious	£0.00	4	£0.00		05/07/2013	Clarise Tavin		12/12/2013	Public spaces lighting included in the consultant's concept proposals.						
R12	2	(2) Financial	Sponsorship Consultant not provide high quality sponsorship Package	Difficulties with securing sponsorship.	Possible	Serious	6	£0.00	N		Ensure that information required in the sponsorship package are detailed in the consultants brief		Unlikely	Minor	£0.00	2	£0.00		05/07/2013	Clarise Tavin		12/12/2013	The consultant produce satisfactory package, which attracted potential sponsors.						
R13	2	(4) Contractual/Partnership	Sponsorship Package does not reflect both City and Cathedral expectations and view	Difficulties in agreeing on sponsorship package sign-off, impacting project's progress and working relationships.	Unlikely	Serious	4	£0.00	N		Ensure that information required in the sponsorship package are detailed in the consultants brief		Rare	Serious	£0.00	2	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R14	2	(4) Contractual/Partnership	Col. and Cathedral disagree on the sponsorship approach and sponsorship funding	affects obtaining the funds necessary to deliver the project	Possible	Serious	6	£0.00	N		Organise internal briefings and presentations to St Pauls Committees		Unlikely	Serious	£0.00	4	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R15	2	(4) Contractual/Partnership	Col. and Cathedral do not agree who will be the recipient of the sponsorship funding	affects the working relationships with St Paul's and impacts the project programme	Possible	Major	12	£0.00	N		Discuss and agree the recelling and management of the sponsorship funding with St Paul's at an early stage of the project		Rare	Major	£0.00	4	£0.00		05/07/2013	Clarise Tavin		12/12/2013	Approach endorsed by the Chamberlain.						
R16	2	(1) Compliance/Regulatory	Col. regulations regarding sponsorship does not allow sponsorship funding to be received	Difficulties for the officers to manage project funds.	Possible	Serious	6	£0.00	N		Col. to investigate the regulations and discuss alternative options with Chamberlains and the Cathedral at an early stage		Unlikely	Serious	£0.00	4	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R17	2	(2) Financial	Sponsorship process not agreed internally	Unable to receive sponsorship funding and progress the project.	Possible	Major	12	£0.00	N		Internal briefings, advice from the Chamberlains and the legal team to be sought at early stage.		Unlikely	Major	£0.00	8	£0.00		05/07/2013	Clarise Tavin		12/12/2013							
R18	2	(2) Financial	Potential sponsors unresponsive	Inability to secure sufficient funding for the overall project	Possible	Major	12	£0.00	N		Set exact criteria to identify the most appropriate City businesses and lighting Companies that could be approached for potential sponsorship		Unlikely	Major	£0.00	8	£0.00		05/07/2013	Clarise Tavin		11/09/2023							
R19	3	(3) Reputation	Lack of support from City Members to the developed Sponsorship Package.	inability to progress with securing external sponsorship	Possible	Major		£0.00	N		Internal briefings and presentations to City Committees		Unlikely	Major	£0.00	8	£0.00		05/10/2015	Clarise Tavin		03/03/2017							
R20	3	(2) Financial	Existing Main distribution equipment not in good condition and needs replacement	costs of the project will likely increase	Likely	Major	16	£0.00	N		undertake detailed assessment of the existing main distribution equipment		Possible	Major	£0.00	12	£0.00		01/03/2017	Andrea Moraviciova									
R21	3	(2) Financial	Lack of support of the final sponsorship package from the Cathedral	affecting progress with securing external funding	Possible	Major	12	£0.00	N		Briefings and presentations to St Paul's committees		Unlikely	Major	£0.00	8	£0.00			Clarise Tavin		20/05/2023							
R22	3	(3) Reputation	Failure of the existing lighting system	damage could be caused by the failing light fittings and fixtures	Likely	Major	16	£0.00	N		seek additional funding, so the project can progress as soon as possible. Review project's programme and deliver		Unlikely	Serious	£0.00	4	£0.00		09/10/2021	Andrea Moraviciova									
R23	3	(2) Financial	Consultants fees higher than expected	insufficient funding for the overall project.	Unlikely	Major	8	£0.00	N		Consultant briefs to include detailed information and fees to be agreed accordingly. Consider approaching lighting suppliers with in-house consultancy. include risk in the sponsorship strategy and identify potential coverage		Unlikely	Serious	£0.00	4	£0.00		09/10/2021	Andrea Moraviciova									

R24	3	(10) Physical	Sensitivities over information	resulting in poor quality information provided and undermining the quality of recommendations in the draft strategy by the sponsorship consultant	Possible	Major	12	£0.00	N	Early engagement with the Cathedral clarifying any matters of sensitivity. Provide reassurance about intentions. Avoid applying pressure where possible.	Unlikely	Major	£0.00	8	£0.00			Clarise Tavin	21/02/2022		
R25	3	(2) Financial	Lack of secured external funding	impacting progress of the project.	Possible	Major	12	£0.00	N	Identify and engage with potential sponsors.	Unlikely	Major	£0.00	8	£0.00	09/10/2021		Clarise Tavin	11/09/2023		
R26	3	(5) H&S/Wellbeing	Ageing current lighting system	fixtures and fittings becoming loose	Possible	Extreme	24	£0.00	N	Commission a comprehensive lighting inspection; carry out regular checks and progress with an implementation of the new lighting system in timely manner.	Possible	Major	£0.00	12	£0.00	12/07/2021		Andrea Maravicova			
R27	5	(10) Physical	Lighting tests and trials unsuccessful in securing decisionmakers approvals	project delayed or unable to progress	Possible	Serious	6	£0.00	N	Active engagement with decision makers, including circulation of briefings and presentations to provide project updates and highlight the opportunities offered by the new lighting system.	Unlikely	Serious	£0.00	4	£0.00	30/08/2023		Andrea Maravicova	31/01/2024	Lighting Trial is deemed unsuccessful; report detailing the trial and learnings is being prepared.	
R28	5	(10) Physical	Necessary approvals unobtainable from statutory bodies	project delayed or unable to progress	Possible	Serious	6	£0.00	N	Close liaison with the City's planning team and other statutory bodies to ensure relevant packages of information are prepared and submitted on time.	Unlikely	Serious	£0.00	4	£0.00	02/05/2023		Andrea Maravicova			
R29	5	(10) Physical	Project programme is delayed	resulting in the Cathedral being in darkness due to delays in implementation and failure of current lighting	Possible	Serious	6	£0.00	N	Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors.	Unlikely	Serious	£0.00	4	£0.00	05/05/2023		Andrea Maravicova			
R30		(2) Financial	Project programme is delayed	potential increase in costs	Possible	Major	12	£0.00	N	Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors. Identify and approach external sponsors if required.	Possible	Serious	£0.00	6	£0.00						
R31	3	(1) Compliance/Regulatory	Members do not approved Gateway 3 report	project unable to progress	Possible	Major	12	£0.00	N	Briefing to Members to be done and Project Sponsor to discuss with Chairman prior to Committee.	Unlikely	Major	£0.00	8	£0.00			Clarise Tavin	17/02/2022		
R32	4	(1) Compliance/Regulatory	Members do not approve Gateway 4 report	project unable to progress	Possible	Major	12	£0.00	N	Project Sponsor / Senior Officer to discuss with Chairman prior to Committee.	£0.00	Unlikely	Major	£0.00	8	£0.00	30/08/2023		Andrea Maravicova	26/09/2023	members approved G4 report at the September's committee.
R33	4	(3) Reputation	Project is not delivered to agreed timeline due to technical issues that arise either in design or construction phase	This will either extend the project timeline or reduce the project scope to align with the available funding	Possible	Serious	6	£0.00	N	A programme will incorporate necessary tests and trials / demonstrations to ensure potential technical issues can be addressed.	£0.00	Unlikely	Minor	£0.00	2	£0.00	13/09/2023		Andrea Maravicova		
R34	4	(4) Contractual/Partnership	Delays in supply, issues in productivity or resource	Negative impact on project delivery, both monetarily and timewise, causing potential delays to programme and increasing costs.	Possible	Serious	6	£0.00	N	Early engagement with the procurement team, suppliers and the City's term and Cathedral's contractor to programme works and procure materials well in advance, allowing for at least 16 weeks lead in times. Regulate supply chain via existing meetings with principal contractor.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/05/2023		Andrea Maravicova		
R35	4	(10) Physical	Unforeseen technical and / or engineering issues identified	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines	Unlikely	Major	8	£0.00	N	Undertake relevant surveys, tests and large-scale trial to support the design development.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/05/2023		Andrea Maravicova		Lighting Trial undertaken in January 2024 was re-recorded, including observations. Learning from the trial will be used to inform development of detailed design.
R36	4	(2) Financial	The full cost of the project is unknown	If the costs are not ascertained soon enough in the project process, the design might exceed the available project budget	Possible	Serious	6	£0.00	N	As the design develops, the likely cost of the scheme will be established by an appointed quantity surveyor. Develop funding strategy, clearly identify potential funding sources and actively engage with potential sponsors. The scope and design of the project will be tailored to ensure the scheme can be financed from the available project budget.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/05/2023		Andrea Maravicova		
R37	4	(3) Reputation	Stakeholders object to the proposals	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme next budget	Unlikely	Serious	4	£0.00	N	Engage early and consult stakeholders as part of the project process and adapt the design if required. Key stakeholders were previously consulted and were supportive of the proposals.	£0.00	Rare	Serious	£0.00	2	£0.00	02/05/2023		Andrea Maravicova		
R38	4	(1) Compliance/Regulatory	Members do not approve the Gateway 4 Issues report	project unable to progress	Possible	Major	12	£0.00	N	Project Sponsor / Senior Officer to discuss with Chairman prior to Committee.	£0.00	Unlikely	Major	£0.00	8	£0.00	20/02/2024		Andrea Maravicova		