

Project Name:	Project Name: St Paul's External Lighting Project
Version No & Date:	Version 05 Date: 17/01/2022
Project Manager:	Project Manager: Clarisse Tavin
Project Director:	Approver: Simon Glynn

Snapshot - Open Risks	No
High	
Medium	
Low	

Risk Register								
Risk ID	Author / Date	Description of Risk	Risk Category	Probability	Impact	Proximity	Total Risk	Risk Owner
1	CT	St Paul's Cathedral project development objectives differ from CoL objectives	Scope	High	High	Short Term		PM
2	CT	Insufficient coordination between St Paul's and CoL	Scope	Medium	High	Short Term		PM
4	CT	St Paul's Cathedral do not manage consultants in accordance with CoL evaluation requirements resulting in insufficient information to produce CoL evaluation report	Scope	Medium	High	Short Term		PM
5	CT	Funding insufficient to cover all required consultants work	Cost/Scope	Medium	High	Short Term		PM
6	CT	Spend to save element of project is too low to allow match funding to be sought	Cost/Scope	Medium	High	Short Term		PM
7	CT	Cost consultants not appointed resulting in no cost information	Scope	Low	High	Short Term		PM
8	CT	Electrical Engineers not appointed resulting in insufficient technical information	Scope	Low	High	Short Term		PM

9	CT	Lack of CoL Member support	Scope	Medium	High	Medium Term		PM
10	CT	Project management structure unclear results in confusion over roles and responsibilities	Scope	Medium	Medium	Short Term		PM
11	CT	Members do not agree to provide Committee Contingency Funding to the project	Scope	Medium	High	Short Term		PM/PS
12	CT	Members to do not approved Gateway 3 report	Time	Medium	Medium	Short Term		PM/PS
13	CT	St Paul's Cathedral do not manage consultants in accordance with CoL programme resulting in delays	Time	Medium	Medium	Short Term		PM
14	CT	Public spaces lighting not included in evaluation exercise	Scope	Medium	Medium	Short Term		PM
15	CT	Sponsorship Consultant not provide high quality sponsorship Package	Scope	Low	High	Short /Medium Term		PM
16	CT	Sponsorship Package does not reflect both City and Cathedral expectations and view	Scope	Low	High	Short /Medium Term		PM
17	CT	CoL and Cathedral do not agree on the sponsorship approach and sponsorship funding	Scope	Low	High	Short /Medium Term		PM
18	CT	CoL and Cathedral do not agree who will be the recipient of the sponsorship funding	Cost	Medium	High	Short /Medium Term		PM

19	CT	CoL regulations regarding sponsorship does not allow sponsorship funding to be received	Scope	Low	High	Short /Medium Term		PM
20	CT	Internal CoL agreement regarding sponsorship process not received	Scope	Low	High	Short /Medium Term		PM
21	CT	No response from potential sponsorship	Scope/Cost	Low	High	Short /Medium Term		PM/PS
22	CT	Lack of support from City Members to the Sponsorship Package developed and presented in the Gateway 4 report	Scope/Time	Low	High	Short /Medium Term		PM/PS
23	CT	Existing Main distribution equipment not in good condition and needs replacement	Scope/Time/Cost	Low	High	Short /Medium Term		PM/Lighting engineer
24	CT	Lack of support from the Cathedral in the final Sponsorship Package	Scope	Low	High	Short /Medium Term		PM
25	CT	Consultants fees higher than expected	Cost	Low	High	Short /Medium Term		PM

26	SM	Sensitivities over information result in poor quality information being provided and undermining the quality of recommendations in the draft strategy by the sponsorship consultants.	Scope/Time	Medium	High	Short Term		PM
27	SJE	Lack of secured external funding.	Cost	High	High	Short/Medium Term		PM
28	CT	Health and Safety risks associated with ageing current lighting system		High	High	Short/Medium Term		PM
29	CT	Delay to programme and Phase 1 not completed on time to align with St Paul's events	Scope/Time	High	High	Short/Medium Term		PM
30	CT	Unforeseen technical issues which are delaying implementation phase	Scope/Time	High	High	Medium Term		PM
31	CT	Unforeseen technical issues which are delaying implementation phase	Scope/Time	High	Medium	Medium Term		PM
32	CT	Inflation costs non anticipated increasing project budget	Cost	High	Medium	Medium Term		PM
33	CT	Procurement delays	Scope/Time	High	Medium	Medium Term		PM

Definitions

Probability (How likely is the risk to occur)		Impact (Of the risk occurring)		Proximity (How far away)	
Low	Not likely to occur	Low	No real impact(s) on the project	Short Term	Within 0-3 m

Medium	Has some chance of occurring	Medium	Some impact(s) on the project	Medium Term	Within 3-6 m
High	Quite likely to occur	High	Severe impact(s) on the project	Long Term	From 6 to 12

Total Risk Value				
Probability				
High Medium Low				
Impact	High	high	high	medium
	Medium	high	medium	low
	Low	medium	low	low

Response	Mitigating Action	Comments / Notes	Risk Status	Date Closed
Reduce	Agree scheme objectives early in process	Cathedral support the lighting scheme in principle at mtg with Registrar 10/12/13	Closed	
Reduce	Communicate regularly with St Paul's. Arrange Design Team / Working Group meetings.	Liaison meetings have been effective in building trust. Wider discussion with Chapter at St Paul's still planned	Open	
Reduce	Early agreement on consultants scope of work	Management of consultants will be the responsibility of CoL, with St Pauls acting in the capacity of client.	Closed	12/12/13
Reduce	Source cost estimates from consultants and agree funding strategy with St Paul's Cathedral	Updates will be required to keep members apprised of ongoing risks so that requests for additional funding are not a surprise.	Open	
Reduce	Ensure that cost analysis is part of the design process, and spend to save element taken as an important design factor		Closed	
Reduce	Ensure that cost consultants are appointed		Closed	
Reduce	Ensure that electrical engineers are appointed		Closed	

Reduce	Arrange Members briefings		Closed	
Reduce	Discuss and agree PM structure at inception meeting	Governance has been agreed. CoL project, with St Pauls as notional 'client'.	Closed	12/12/13
Reduce	PE to discuss with Chairman prior to Committee		Closed	
Reduce	Briefing to Members to be done and PE to discuss with Chairman prior to Committee		Closed	
Reduce	Agree programme with St Paul's early in process	Management of consultants will be the responsibility of CoL, with St Pauls acting in the capacity of client.	Closed	12/12/13
Reduce	Ensure that this is included in design consultants brief	Spiers and Major have included this in their proposed concept.	Open	
Reduce	Ensure that information required in the sponsorship package are detailed in the consultants brief	St Pauls are satisfied so far with the approach being taken by Four Communications.	Closed	12/12/13
Reduce	Ensure that information required in the sponsorship package are detailed in the consultants brief	St Pauls are satisfied so far with the approach being taken by Four Communications.	Closed	12/12/13
Reduce	Internal briefings and presentations to St Pauls Committees	St Pauls are satisfied so far with the approach being taken by Four Communications.	Closed	12/12/13
Reduce	CoL and Cathedral to discuss and agree this at an early stage	St Pauls are comfortable with the idea of a trust. Approach needs to be endorsed by Chamberlains department.	Closed	12/12/13

Reduce	Internal briefings and presentations to St Pauls Committees		Open	
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Reduce	Right City businesses and Lighting Companies to be approached for potential sponsorship		Open	
Reduce	Internal briefings and presentations to City Committees		Open	
Reduce	Detailed assessment of the existing main distribution equipment to be carried out		Open	
Reduce	Internal briefings and presentations to St Pauls Committees	St Pauls are satisfied so far with the approach being taken by Four Communications. There is no risk of the Cathedral being presented with a package they won't support.	Open	
Reduce	Consultant brief to include all detailed information needed in the Spnshoprship Package and fees to be agreed accordingly. Consider approaching lighting suppliers who have inhouse consultancy services.		Open	

Reduce	Engage with the Cathedral at a low level of intensity when clarifying any matters of sensitivity. Provide reassurance about intentions. Avoid applying pressure where possible.	The relationship between the City and the Cathedral was placed under strain during the Occupy movement. It is important that the City send out messaging that emphasises respect and trust to encourage reassurance and confidence.	Open	
Reduce	Working with Cathedral and Head of Philanthropy to develop shortlist of donors to reach out to. Aim to secure funding asap.	Securing funding is crucial, all efforts are currently focused here. We have Cathedral commitment to co-approach funders which should add gravitas and support efforts. Plan to leverage member connections and neighbouring businesses.	Open	
Reduce	Carry out regular checks and progress with new lighting system on a timely manner	Detailed survey carried out in Sept 2021	Open	
Reduce	Progress project on a timely manner as per Programme	Issue report submitted to Committees on Jan/Feb with updated Programme	Open	
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Reduce	Progress project on a timely manner as per Programme		Open	
Reduce	Cost estimate to be calculated with likely future inflation to be considered in projection		Open	
Reduce	Anticipate potential delays to procurement		Open	

What is the risk?	Response Category (What type of response to mitigate the risk)	
Months	Avoid	Change project to avoid risk

Accept	Accept risk as tolerable
Fall-back	Develop fall-back plan should risk occur
Reduce	Take action to reduce probability/impact