## 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 10.5 4 8 Avg risk post-mitigation 5.0 6 12 Red risks (open) 3 4 8 Amber risks (open) 12 2 8 Green risks (open) 1 Costed risks identified (All) £0.00 Costed risk as % of total estimated cost of project Costed risk pre-mitigation (open) £0.00 0% Costed risk post-mitigation (open) £0.00 0% **Costed Risk Provision requested** £0.00 0% CRP as % of total estimated cost of project (1) Compliance/Regulatory 12.0 £0.00 0 1 0 (2) Financial £0.00 0 10.8 1 4 5 (3) Reputation 8.7 £0.00 1 3 (4) Contractual/Partnership 6.0 £0.00 0 2 0 (5) H&S/Wellbeing £0.00 0 1 0 (6) Safeguarding 0.0 0 £0.00 0 0 0 (7) Innovation 0 £0.00 0 0 0 0.0 (8) Technology 0 0.0 £0.00 0 0 0 (9) Environmental 0 £0.00 0 0.0 (10) Physical £0.00 0 0 Issues (open) Open Issues 0 0 0 0 0 All Issues All Issues 0 0 0 0 0 Cost to resolve all issues £0.00 Total CRP used to date £0.00 (on completion)

PM's overall **CRP** requested Average Open Risks Project Name: St Paul's External Lighting Medium 10.5 15 risk rating: unmitigated risk this aateway Total estimated cos Total CRP used to Average mitigated Closed Risks Unique project identifier: PV9672 2,075,000 5.0 21 (exc risk) risk score date Costed impact pre- Costed Risk Provision Confidence in the Mitigating actions CRP used Use of CRP Classificati Classificati impact post-on post- on post- mitigation (£) mitigation (£) score pacting project's progre St Paul's Cathedral project Close liaison with the (4) Contractual/Part and working relationship evelopment objectives Maior £0.00 athedral to agree scher £0.00 £0.00 0/06/2013 arisse Tavin 10/12/2013 etween the City and the differ from CoL objectives vientives mpactina project's progres ommunicate reaularly iaision meetinas have been and costs. Potential impact with St Paul's. Arrange Design Team / Working affective in building trust. Wider discussion with Chapter at St (4) Contractual/Part Insufficcient coordination £0.0 £0.00 Unlikely £0.00 £0.0 tween St Paul's and CoLC tween the parties. Group meetings. aul's are planned St Paul's Cathedral does no anage consultants ir cordance with CoL ) Compliance/Reg npacting project's progress Early agreement on be the responsibility of CoL, with avaluation requirements ossible £0.00 Jnlikely £0.00 £0.00 Narisse Tavin 12/12/2013 (time & costs). onsultants scope of work St Pauls acting in the capacity of resulting in insufficient information to produce CoL evaluation report ource cost estimates from roject is paused or rovided regularly, specifically inding insufficient to cover onsultants and agree orogresses at much slower rate whilst funding is secure 2) Financial ossible Major £0.00 Inlikely erious £0.00 £0.0 5/07/2013 Clarisse Tavin on any risks related to funding to Il required consultants work nding strategy with St unding is expected. Ensure that cost analysis is part of the design process, nable to secure external ossible £0.00 Ν £0.00 Unlikely £0.00 £0.00 5/07/2013 Clarisse Tavin 12/12/2013 21 Financial project is too low to allow Major and spend to save elemen sponsorship natch funding to be sought taken as an important design factor. sufficient estimates or no Cost consultants not Ensure that cost consultants eldizza £0.00 N £0.00 Unlikely £0.00 £0.00 5/07/2013 larisse Tavin 12/12/2013 onsorship efforts. ectrical Engineers not insufficient technical Ensure that electrical £0.00 £0.00 Unlikely £0.00 £0.00 5/07/2013 (8) Technology ossible Serious Minor Clarisse Tavin 12/12/2013 ngineers are appointed rrange Members' briefing project paused or closed £0.00 and actively engage and £0.00 £0.00 5/07/2013 12/12/2013 21 Financial Lack of CoL Member suppo ssible Maior larisse Tavin down: funding not approve pdate Members on the Discuss and agree projec roject governance / (4) Contractual/Pa Confusion over roles and vernance structureand eldizza £0.0 nlikely £0.00 £0.0 5/07/2013 larisse Tavin 12/12/2013 orting lines at inceptio meeting embers do not agree to oject Sponsor / Senior ovide Committee oject unable to progress s Officer to discuss with ssible £0.00 £0.00 £0.00 5/07/2013 2/12/2013 ntingency Funding to the nding unavailable. airman prior to ommittee Ensure the inclusion of ublic spaces lighting not e desired effect of the nev public space lighting in the evaluation exercise is ublic spaces lighting included xternal lighting for the could £0.00 £0.0 5/07/2013 12/12/2013 the consultant's concept cluded in evaluation ercise be compromised stipulated in the oposals. Ensure that information oonsorship Consultant not he consultant produce Difficulties with securing required in the sponsorship vide high quality £0.00 likely £0.00 £0.0 5/07/2013 larisse Tavir 12/12/2013 atisfactory package, which oackage are detailed in the consultants brief nsorship Package tracted potential sponsors. Difficulties in agreeing on sponsorship package sign-off ponsorship Package does Ensure that information equired in the sponsorship 5/07/2013 12/12/2013 Cathedral expectations and mpactina project's progress package are detailed in and working relationships the consultants brief (4) Contractual/Part on the sponsorship approach necessary to deliver the £0.00 nd presentations to St likely £0.00 £0.00 5/07/2013 larisse Tavin 12/12/2013 Discuss and agree the Col. and Cathedral do not affects the working receiting and agree who will be the recipient of the sponsorship management of the sponsorship funding with St R15 £0.00 £0.00 £0.0 5/07/2013 12/12/2013 ership mpacts the project fundina programme Paul's at an early stage of CoL to investigate the Col regulations regarding regulations and discuss sponsorship does not allow sponsorship funding to be fficulties for the officers to ssible nlikely £0.00 £0.0 05/07/2013 12/12/2013 nage project funds. Chamberlains and the received athedral t an early stage onsorship process not from the Chamberlains and £0.0 £0.00 £0.00 5/07/2013 12/12/2013 2) Financial ponsorship funding and ossible nlikely larisse Tavin areed internally the legal team to be sough progress the project. Set exact criteria to identify the most appropriate City £0.00 05/07/2013 1/09/2023 (2) Financial Inlikely Clarisse Tavin Companies that could be nresponsive unding for the overall project approached for potentia ternal briefinas and Lack of support from City nability to progress with ossible £0.00 £0.00 £0.00 5/10/2015 03/03/2017 3) Reputation Nembers to the developed Major Ν resentations to City nlikely Clarisse Tavin curina external sponsorshi Committees undertake detaile xisting Main distributio costs of the project will likely auipment not in good ssessment of the existing Andrea £0.0 Ν ssible £0.0 £0 0 1/03/2017 ain distribution affecting progress with Briefinas and presentation 2) Financial Major £0.00 N nlikely £0.00 £0.00 larisse Tavin 0/05/2023 seek additional funding, so damage could be caused b the project can progress a ailure of the existing lighting Andrea the failing light fittings and £0.00 £0.00 £0.0 7/10/2021 project's programme and

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R23	3	(2) Financial	Consultants fees higher than expected	insuficient funding for the overall project.	Unlikely	Major	8	0.00	N	Consultant briefs to include detailed information and dest to be agreed accordingly. Condider approaching lightling suppliers with in-house consultancy. Include risk in the sponsories just to they and identify potential sportaces.	Unlikely	Serious	£0.00	4 £	0.00	09/10/2021	Andrea Moravicova		
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	00.00	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		Clarisse Tavin	21/02/2022	
R25	3	(2) Financial	Lack of secured external funding	impacting progress of the project.	Possible	Major	12	00.03	N	Identify and engage with potential sponsors.	Unlikely	Major	£0.00	8 i	0.00	09/10/2021	Clarisse 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	<b>12</b> £	0.00	12/07/2021	Andrea Moravicova		
R27	5	(10) Physical	Lighting tests and trials unsuccessful in securing decisionmakers approvals	project delayed or unable to progress	Possible	Serious	6	00.03	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 Moravicova		
R28	5	(10) Physical	Necessary approvals unobtained from statutory bodies	project delayed or unable to progress	Possible	Serious	6	00.00	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	00.03	4 £	0.00	02/05/2023	Andrea Moravicova		
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	00.03	<b>4</b> £	0.00	05/05/2023	Andrea Moravicova		
R30		(2) Financial	Project programme is delayed	potential increase in costs	Possible	Major	12	£0.00	N	Regular board meeting and effective communication with \$1 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/Re	eg Members do not approved Gateway 3 report	project unable to progress	Possible	Major	12	00.00	N	Briefing to Members to be done and Project Sponsor to discuss with Chairman prior to Committee	Unlikely	Major	£0.00	8 i	0.00		Clarisse Tavin	17/02/2022	
R32	4	(1) Compliance/Reulatory	eg Members do not approve Gateway 4 report	project unble to progress	Possible	Major	12	00.03	N	Project Sponsor / Senior Officer to discuss with Chairman prior to £0.00	Unlikely	Major	20.03	8 £	0.00	30/08/2023	Andrea Moravicova		
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	00.00	N	Committee A programme will incorporate necessary tests and trials / demonstrations to ensure potential technical issues can be addressed.	Unlikely	Minor	20.00	2 £	0.00	13/09/2023	Andrea Moravicova		
R34	4	(4) Contractual/Pa nership	rl Delays in supply, issues in productivity or resource	Negative impact on project delivery, both monetally and timewise, cousing potential delays to programme and increasing costs.	Possible	Serious	6	20.03	N	Early engagement with the procurement feam, supplies and the City's term and Cathedra's confractor to programme wards and procure materials well in advance, allowing for at least 16 weeks tead in times. Regulate supply chain via existing meetings with principal contractor.	Unlikely	Serious	00.03	4 £	0.00	02/05/2023	Andrea Maravicava		
R35	4	(10) Physical	Unforseen technical and / or engineering issues identified	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines	Possible	Major	12	20.00	N	Undertake relevant surveys, tests and large-scale trial to support the design development.	Unlikely	Serious	00.03	4 £	0.00	02/05/2023	Andrea Moravicova		
R36	4	(2) Financial	The full cost of the project is unknown	If the costs are not accertained soon enough in the project process, the design might exceed the available project budget	Possible	Serious	6	20.00	N	As the design develops, the likely cost of the scheme will be established by an appointed quantity and appointed quantity and appointed quantity and appointed quantity potential funding sources and actively engage with potential funding sources and actively engage with potential sponsors. The scope and design of the project will be failured to ensure the scheme can be financed from the available project budget.	Unlikely	Serious	£0.00	<b>4</b> £	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 and budget.	Unlikely	Serious	4	00.03	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.	Rare	Serious	£0.00	2 £	0.00	02/05/2023	Andrea Moravicova		