

City of London: Projects Procedure Corporate Risks Register

Project Name:			PSTN Replacement					PM's overall risk rating:		Medium		CRP requested this gateway		£ 160,000		Average unmitigated risk		3.2		Open Risks		5													
Unique project identifier:			PV12345		Total estimated cost (exc risk):					£ 1,150,000		Total CRP used to date		£ -		Average mitigated risk score		6.0		Closed Risks		2													
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 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	There may be more sites and connections to audit than originally planned.	This could cause delays depending on availability of the PSTN consultant, as well as financial implications.	Possible	Minor	3	£150,000.00	Y - for mitigation costs	B – Fairly Confident	Initiate early engagement with suppliers. Collaborate with property and contract managers to identify the connections currently being funded by the business.	£0.00			£35,000.00		£0.00	CRP will be used to extend the contract with the supplier, to cover additional connections and sites.		Nishat Faruque	30/07/25														
R2	2	(2) Financial	The discovery period may take longer than originally planned.	The project may have to finance additional resources for a longer period	Possible	Minor	3	£50,000.00	Y - for mitigation costs	B – Fairly Confident	Conduct a thorough resource planning exercise upfront. This would involve estimating the required resources and their duration based on realistic project timelines and potential delays.	£0.00			£15,000.00		£0.00	CRP will be used to cross charge internal programme resource against the project budget.		Nishat Faruque	30/07/25														
R3	2	(2) Financial	There is a potential risk that the procurement costs for GSM units may exceed initial estimates	If the costs are higher than anticipated, it could lead to budget overruns, which might require seeking additional funding.	Possible	Minor	3	£350,000.00	Y - for mitigation costs	B – Fairly Confident	Cost estimates have been received from suppliers and contract managers involved.	£0.00			£50,000.00		£0.00	CRP will be used to cover costs for GSM units.		Nishat Faruque															
R4	5	(2) Financial	There is a risk that unforeseen requirements and dependencies will emerge during the transition away from the Public Switched Telephone Network (PSTN).	Given the once-in-a-lifetime nature of this programme, such factors could impact scope, timelines, and resource planning.	Possible	Minor	3	£15,000.00	Y - for mitigation costs	B – Fairly Confident	PSTN Audit has taken place to provide further reassurance. Cost estimates have been received from suppliers and contract managers involved.	£0.00	Possible	Minor	£50,000.00	3	£0.00	CRP will be used to cover any additional costs.		Nishat Faruque															
R5	5	(2) Financial	There is a potential risk that the costs for IP compatible hardware may exceed initial estimates	If the costs are higher than anticipated, it could lead to budget overruns, which might require seeking additional funding.	Possible	Minor	3	£0.00	Y - for mitigation costs	B – Fairly Confident	Costs estimated based on previous purchases if IP hardware	£0.00	Possible	Minor	£30,000.00	3	£0.00	CRP will be used to cover any additional costs.																	
R6	5	(2) Financial	There is a risk of increased costs later in the project if the proposed digital solutions fail to fully meet business needs	System failures due to no connectivity to analogue services once the PSTN network is shut down.	Possible	Minor	3	£0.00	Y - for mitigation costs	C – Uncomfortable	Conduct early requirements gathering and Use pilots or proof-of-concepts to test digital solutions before full rollout, ensuring alignment with business requirements.	£0.00	Unlikely	Serious	£30,000.00	4	£0.00	CRP will be used to cover any additional costs.																	
R7	5	(1) Compliance/ Regulatory	There is a risk that the project will not meet the mandated PSTN switch-off deadline. .	Failure to complete the transition in time could lead to service disruption, regulatory non-compliance, and reputational damage	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	The project will closely monitor progress against milestones, escalate delays promptly, and prioritise critical path activities. Additional resources and contingency planning will be applied where necessary to protect delivery timelines and ensure compliance with the PSTN deadline.	£0.00	Unlikely	Minor	£0.00	2	£0.00																		
R8								£0.00				£0.00			£0.00		£0.00																		
R9								£0.00				£0.00			£0.00		£0.00																		
R10								£0.00				£0.00			£0.00		£0.00																		
R11								£0.00				£0.00			£0.00		£0.00																		
R12								£0.00				£0.00			£0.00		£0.00																		
R13								£0.00				£0.00			£0.00		£0.00																		
R14								£0.00				£0.00			£0.00		£0.00																		
R15								£0.00				£0.00			£0.00		£0.00																		
R16								£0.00				£0.00			£0.00		£0.00																		
R17								£0.00				£0.00			£0.00		£0.00																		
R18								£0.00				£0.00			£0.00		£0.00																		
R19								£0.00				£0.00			£0.00		£0.00																		
R20								£0.00				£0.00			£0.00		£0.00																		

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