

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role	04.09.2023	09.08.2023	09.05.2023	28.3.2023	10.1.2023	1.12.2022	26.10.2022	30.9.2022	31.8.2022	20.7.2022	21.06.2022	25.05.2022	26.04.2022			
1	Project purpose and need is not well defined	Change in Policy Focus	Project purpose and need is not well defined.	Project purpose and need is not well defined.	Project creep.	5 - Major impact	3 - High	15.00	Business case clearly defines purpose.	2 - Low impact	1 - Low	2.00	6 - Closed	T Humphries, Project Manager														Closed		
2	Project design and deliverable definition is incomplete	Poor Policy Design	Project design and deliverable definition is incomplete	Project design and deliverable definition is incomplete	Project creep and failure to deliver on time and budget.	5 - Major impact	3 - High	15.00	Business case clearly defines the design and deliverable definition of the project.	2 - Low impact	1 - Low	2.00	6 - Closed	T Humphries, Project Manager															Closed - design complete	
3	Project schedule is not clearly defined or understood	Delivery Partner Risk	Project schedule is not clearly defined or understood	Project schedule is not clearly defined or understood	Project creep and failure to deliver on time and budget.	5 - Major impact	3 - High	15.00	Business case includes a comprehensive project management plan showing timings and schedules. This is then communicated at appropriate levels via a shared stakeholder management plan.	2 - Low impact	1 - Low	2.00	6 - Closed	T Humphries, Project Manager															Now live as design is being completed as part of the soft launch phase	
4	No control over staff priorities	Delivery Partner Risk	No control over staff priorities	No control over staff priorities	Failure to deliver on time and budget.	5 - Major impact	3 - High	15.00	Staff dedicated to the project- job description, role and responsibilities defined.	2 - Low impact	1 - Low	2.00	6 - Closed	T Humphries, Project Manager															Closed	
5	Delays in staff recruitment	Human resource - Capacity, Recruitment etc	Delays in staff recruitment	Delays in staff recruitment	Failure to deliver on time	4 - Significant impact	3 - High	12.00	Recruitment to roles planned in advance with sufficient time to recruit. Use networks across stakeholders, as well as NCC mechanisms, to share vacancies and promote widely. Secondment offer	2 - Low impact	1 - Low	2.00	6 - Closed	T Humphries, Project Manager																
6	Lack of communication, causing lack of clarity and confusion	Poor Policy Design	Lack of communication, causing lack of clarity and confusion	Lack of communication, causing lack of clarity and confusion	Failure to deliver on time and budget.	3 - Medium impact	2 - Medium	6.00	Ensure regular communication is undertaken using following plans and activities: Stakeholder Management Plan Weekly Team Meetings Monthly Partner Meetings Quarterly Steering Group Meetings Newsletters	3 - Medium impact	1 - Low	3.00	1 - Remote	Lisa Taylor	Providers are creating flyers to ensure additional comms for courses	E-flyers designed for all cohorts	Partner meetings set up with CWA & Mason Trust	Comms plan set up with BCKLWN - no risks identified			Project in delivery no risks identified - changed to remote to reflect DLUHC reporting	Risk is current now the project is in delivery - no risks identified	Risk is current now the project is in delivery - no risks identified	Risk is current now the project is in delivery.						Now live
7	Wide variety in regional skills offer creates confusion over offer or individual eligibility or double counting	External Stakeholder M	Wide variety in regional skills offer creates confusion over offer or individual eligibility or double counting	Wide variety in regional skills offer creates confusion over offer or individual eligibility or double counting	Failure to deliver on time and budget.	3 - Medium impact	2 - Medium	6.00	Manage through effective communication as ID#6 mitigations. Ensure project offer is clearly defined as per ID#1&2 mitigations. Establish strong links between KLYRP and other projects. Agree these boundaries, share project outlines and processes to avoid double counting etc.	3 - Medium impact	1 - Low	3.00	1 - Remote	L Taylor - SP Project Manager	No risks currently	No risks identified		County Deal & LSPs information sessions - no risks identified at this stage			Project in delivery no risks identified - changed to remote to reflect DLUHC reporting	Risk is current now the project is in delivery.	Risk is current now the project is in delivery.							Now live
8	Unplanned work that must be accommodated.	Poor Delivery	Unplanned work that must be accommodated.	Unplanned work that must be accommodated.	Unable to meet objectives due to additional workload	4 - Significant impact	2 - Medium	8.00	Frequent Stakeholder communication to ensure accurate horizon scanning. Project Management Plan Monitoring	3 - Medium impact	1 - Low	3.00	1 - Remote	L Taylor, Project Manager	KL Team working well currently	KL supporting team	No risks identified			Project in delivery no risks identified - changed to remote to reflect DLUHC reporting	Risk is current now the project is in delivery.	Risk is current now the project is in delivery.						Put live now in soft launch as unplanned work may occur as project develops		
9	Scope Creep	Reputational Risk	Scope Creep	Scope Creep	Project creeping outside the Town Deal boundary and the age range of participants.	2 - Low impact	1 - Low	2.00	Clear parameters of project adhered to through monitoring processes and stakeholder management using: - Stakeholder Management Plan - Weekly Team Meetings - Monthly Partner Meetings - Quarterly Steering Group Meetings - Project Management Plan Referencing of original Business Case if project evolves	2 - Low impact	1 - Low	2.00	1 - Remote	L Taylor, Project Manager	Referrals are checked for eligibility	Post code data used	Registration of participants - no risks identified	Partner meetings held - no risks identified	Reiteration	Regular meetings with stakeholders including CWA, no risks identified at this stage	Regular meetings, no risk identified	Risk is current now the project is in delivery.							Put live as scope creep possible particularly in the context of geography	
10	Project conflicts not resolved in a timely manner.	Reputational Risk	Project conflicts not resolved in a timely manner.	Project conflicts not resolved in a timely manner.	Failure to deliver project on time and in budget, reputational damage to the project	3 - Medium impact	2 - Medium	6.00	Effective stakeholder management delivered through: Stakeholder Management Plan Weekly Team Meetings Monthly Partner Meetings Quarterly Steering Group Meetings	2 - Low impact	1 - Low	2.00	1 - Remote	L Taylor, Project Manager	No risks currently	None identified	Regular meetings with CWA - no risks identified at this stage			Changed to remote to reflect DLUHC reporting	Risk is current now the project is in delivery.							Now active - no conflicts but live as project is now live		
11	Brexit	Geopolitical, Environment	Brexit	Brexit	Legislation of funding changes may have an impact on how the project is delivered	2 - Low impact	1 - Low	2.00	Continue to monitor impact on local issues such as key skills shortages to maximise opportunities and minimise risk.	3 - Medium impact	1 - Low	3.00	1 - Remote	L Taylor, Project Manager	LK is fully engaged with local skills issues/LSP through connections in substantive policy role	LSP meetings - identify skills shortages														
12	Delay in earlier project phases jeopardises ability to meet targets	Poor Delivery	Delay in earlier project phases jeopardises ability to meet targets	Delay in earlier project phases jeopardises ability to meet targets	Failure to deliver within timescale and outputs not reached	4 - Significant impact	2 - Medium	8.00	Management of this risk includes possible delay-alternative interim venue identified in partner organisation to allow for operational running to be established if premises set up is delayed	3 - Medium impact	1 - Low	3.00	3 - Approaching next 6 months	L Taylor, Project Manager	Targets/budgets are coming back to align with profiled projections - there is an additional risk added around those gaining certificates		Reprofile submitted to BCKLWN - no risks identified	Still awaiting date from DLUHC to re-profile budget - no change to project delivery			TDB meeting - budget reprofiled and targets aligned to DLUHC reporting - no changes to project delivery								RK has raised to BCKLWN that targets need to be reworked and not smoothed across 4 x 6 monthly reporting periods	
13	Added workload or time requirements because of new direction, policy, or statute	Poor Delivery	Added workload or time requirements because of new direction, policy, or statute	Added workload or time requirements because of new direction, policy, or statute	Failure to deliver within timescale	3 - Medium impact	2 - Medium	6.00	Effective communication from NCC Management/Stakeholders/Partners to PL to allow for forward planning in this event.	2 - Low impact	1 - Low	2.00	4 - Close: next 3 months	L Taylor, Project Manager	Team is meeting demand currently	Presentation to new TDB planned for Nov	PAC in post	Additional Activity Co-ordinator recruited			TDB meeting - Agreed to fund from underspend of budget (no accommodation costs after!) another Activity Co-ordinator									
14	Acts of God leads to loss of resources, materials, premises etc.	Environment	Acts of God leads to loss of resources, materials, premises etc.	Acts of God leads to loss of resources, materials, premises etc.	Delays to project due to loss of premises, resources and materials	6 - Critical impact	1 - Low	6.00	Business Continuity Plans in place	2 - Low impact	1 - Low	2.00	1 - Remote	L Taylor, Project Manager																
15	Stakeholder action delays project.	Delivery Partner Risk	Stakeholder action delays project.	Stakeholder action delays project.	Failure to deliver on time	3 - Medium impact	2 - Medium	6.00	Risk reduced through effective stakeholder management with: Stakeholder Management Plan Weekly Team Meetings Monthly Partner Meetings Quarterly Steering Group Meetings	2 - Low impact	1 - Low	2.00	2 - Distant: next 12 months	L Taylor, Project Manager	No risks currently			Regular meetings with training providers - no risks identified											Now live with project live - no specific risks identified at present	
16	Covid-19 negatively impacts the capacity of the project to deliver results.	Covid Disruption	Covid-19 negatively impacts the capacity of the project to deliver results.	Covid-19 negatively impacts the capacity of the project to deliver results.	Failure to deliver on time and budget.	4 - Medium impact	2 - Medium	8.00	This risk is global and will continue to be monitored. The impact of the risk could be severe if dangerous variants occurred. However, to manage low-medium project impacts that are more likely, mitigations in place that include: Continuity Plans SharePoint site for transparency of actions to ensure continuity of project mitigations e.g. electronic signatures Vaccinations for staff available Shared plans e.g. stakeholder management plan to ensure opportunities for continuity in event of staff sickness	2 - Low impact	1 - Low	2.00	1 - Remote	L Taylor, Project Manager	Further strains identified but not causing a risk currently - continue to monitor	Continue to monitor local situation			Monitoring local environment	Monitoring situation. Highlighted NCC free Flu vaccinations to team - no risk identified	Changed to Approaching as now in Autumn and Covid-19 numbers beginning to rise	Changed from remote to distant as Autumn/Winter has been a challenge for Covid-19 historically								
17	Failure to recruit SMEs impacts success of project	Poor Delivery	Failure to recruit SMEs impacts success of project	Failure to recruit SMEs impacts success of project	Failure to deliver on time	5 - Major impact	1 - Low	5.00	Stakeholder management to support engagement across their networks Steering Group Members to raise awareness of the project Comms - strong branding across assets with clear messages and	2 - Low impact	1 - Low	2.00	5 - Imminent: next month	Lisa Cook - Activity Coordinator	Work with employers increasingly now many return from summer leave. Agrl focus		Employer Engagement focus leaflet designed	Meeting with Comms BCKLWN to engage SME's			Marketing campaign in new year to target SME's. Discussions arranged with BCKLWN & CWA to discuss manufacturing skills gaps and training								Risk is current now the project is in delivery.	Now live with project live - no specific risks identified at present
18	Failure to recruit participants impacts success of project	Poor Delivery	Failure to recruit participants impacts success of project	Failure to recruit participants impacts success of project	Failure to deliver on time	5 - Major impact	1 - Low	5.00	Risk reduced through: Stakeholder management to support engagement across their networks Steering Group Members to raise awareness of the project Comms - strong branding across assets with clear messages and	3 - Medium impact	1 - Low	3.00	3 - Approaching next 6 months	Jo McKenzie-English - Activity Coordinator	Recruitment is more than on-track		PAC working 1 day a week, split between DWP/JCP and CWA	no risks identified		PAC working 1 day a week, split between DWP/JCP and CWA									Project live - no risks identified	Risk is current now the project is in delivery.
19	Funding is delayed or withdrawn	Funding Withdrawal	Funding is delayed or withdrawn	Funding is delayed or withdrawn	Loss of funds for training, unable to reimburse procurement framework providers. Training facilities cannot be used.	8 - Critical impact	1 - Low	6.00	Risk avoided through agreement for match gained prior to project and fund ring-fenced for delivery	3 - Medium impact	1 - Low	3.00	1 - Remote	L Taylor, Project Manager																
20	Failure to recruit support organisations/volunteers impacts success of project	Poor Delivery	Failure to recruit support organisations/volunteers impacts success of project	Failure to recruit support organisations/volunteers impacts success of project	Failure to deliver on time. Lack of opportunities for participants	4 - Significant impact	1 - Low	4.00	Risk reduced through: Early engagement of VCSEs with project Use networks to promote project engagement opportunities Use of DPS style tender system maximises use of volunteers already engaged with organisations	2 - Low impact	1 - Low	2.00	2 - Distant: next 12 months	Jo McKenzie-English - Activity Coordinator	Engagement and ongoing conversations			Procurement framework reopened - changed to approaching			As Procurement Framework is now live, this is feeling well managed so though continues to be a risk, moved to distant.								Now live with project live - no specific risks identified at present	
21	Complaints received	People / Wellbeing	Complaints received	Complaints received	Reputational damage to project.	2 - Low impact	1 - Low	2.00	Risk reduced through: - KLYRP complaints policy - signed partner agreements including complaint policy - regular team meetings	2 - Low impact	1 - Low	2.00	1 - Remote	L Taylor, Project Manager						Changed to remote to reflect DLUHC reporting	Risk is current now the project is in delivery.								Now live with project live - no specific risks identified at present	

