

King’s Lynn Town Deal Programme Board, 26 January 2024

Risk Register update

1. Background

1.1 The Board last reviewed the risk register in October 2023, this report provides an updated version that the Board may wish to moderate.

2. Updated programme/project risk register

2.1 The programme risk register was reviewed at the Programme Board on 17 January 2024. The detailed register is attached at Appendix A for consideration. Individual project highlight reports include risk information and feature as a separate Board agenda item.

2.2 There are no proposals to increase or decrease risk scores.

2.3 There are no proposed new or removed risks in this quarterly update.

2.4 The risks have been plotted on the matrix below. The numbers are the unique reference codes from the detailed programme risk register.

LIKELIHOOD	5 Almost Certain	(Green)	(Orange)	(Red)	(Red)	(Red)
	4 Likely		(Green)	(Orange) 1	(Red) 7, 15	(Red)
	3 Possible		(Green)	(Green) 4, 10, 16	(Orange) 2, 3, 9, 24, 25	(Red)
	2 Unlikely			(Green) 5, 6, 8, 13	(Green) 11, 22, 23	(Orange)
	1 Rare					(Green)
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
IMPACT						

2.5 The risk responses are being addressed by activities within the project teams and the programme support team. The focus is on the “red” and “amber” risks summarized below:

Ref	Title	The risk is that:	Existing Mitigation and Controls	Previous risk score (Dec 2023)			Planned mitigating actions	Deadline	Lead	Progress	Current risk score (Jan 2024)			Trend (compared with last review)
				Impact	Likelihood	Score					Impact	Likelihood	Score	
1	Business continuity, including recruitment and retention loss of programme staff, key partners and contractors	The programme/projects are unable to be delivered as a result of a significant loss of staff, partners and contractors.	1. BCKLWN and NCC business continuity frameworks with supporting incident response plan, periodic reviews and links to Norfolk Resilience Forum. 2. Out of Hours contact arrangements. 3. Virtual working arrangements deployed as part of Covid-19 response. 4. Well established Business Continuity plans for critical BCKLWN services and reviewed annually. 5. Use of framework agreements for swifter selection of contractors and external support. 6. Project management responsibilities shared by BCKLWN and NCC to minimise single points of failure and share workload. 7. Project specific support in place through external contracted in expertise. 8. Regular Town Investment Plan and Programme Board meetings to consider resourcing issues. 9. Additional project support from consultants such as Greystones and WSP. 10. Review of overall programme completed. Overall programme has been reduced following Board reprioritisation exercise and DLUHC approval of project adjustment forms.	Moderate	Likely	12	1. Ongoing monitoring via regular Town Deal Project Leads meeting, monthly highlight reports and Programme Status report to Board. 2. Recruitment of Procurement Manager. 3. Project maturity review commissioned.	Ongoing	Programme Support Team AD - DO	Market forces/skills shortages evident nationally/regionally with some impact upon procurement on aspects of Public Realm project. Cost of living issues and forecast recession may have an impact upon supply chains; labour and contractors. In the medium to longer term we should be in a stronger position regarding labour and cost of materials from a developer point of view. Short term could have some volatility. Failed first attempt to recruit Procurement Manager post. Interim resource contracted. Second attempt at recruitment commenced. Other staff contracted in e.g. MA, HN. Project maturity review commissioned. Development of PMO underway.	Moderate	Likely	12	Same
2	Costs are underestimated	The programme/projects exceed the sum available from the Towns Fund and agreed match funding contributions from partners and may be unviable at business case assessment due to a low benefit cost ratio.	1. Costings developed by experts and consultants who work on similar projects. 2. Costings benchmarked against similar projects. 3. Review of costings as project moves through phases of development. 4. Regular financial monitoring updates provided to project teams, Programme Board and Town Deal Board. 5. Reprioritisation of programme and reallocation of funding to projects by Board. 6. Consideration of project contingencies. 7. De-scoping elements of individual projects. 8. Phasing of projects and related consideration of alternative funding.	Major	Possible	12	1. Review project briefs and design options to reduce costs. 2. Consider options for bridging funding gaps including additional sources of funding and reallocating Towns Fund. 3. Review of project contingencies. 4. Projection on likely impact of inflation.	Ongoing	Project Managers	Costs estimates for projects significantly above initial estimates. General inflation rate affecting cost estimates and anticipated to be evident for short-medium term due to wider macro-economic factors. New guidance and flexibilities from DHLUC regarding project expenditure adjustments across approved programme. Budget monitoring process for projects to be received. Ongoing.	Major	Possible	12	Same
3	Cost over runs/ construction inflation	The programme/projects exceed the sum available from the Towns Fund and agreed match funding contributions from partners and may be [unable to deliver the approved business case outputs and outcomes] unviable at business case assessment due to a low benefit cost ratio.	1. Original costings developed by experts and consultants who work on similar projects. 2. Original costings benchmarked against similar projects. 3. Review of costings as project moves through phases of development. 4. Regular financial monitoring updates provided to project teams, Programme Board and Town Deal Board. 5. Reprioritisation of programme and reallocation of funding to projects by Board. 6. Consideration of project contingencies. 7. De-scoping elements of individual projects. 8. Phasing of projects and related consideration of alternative funding.	Major	Possible	12	1. Review project briefs and design options to reduce costs. 2. Consider options for bridging funding gaps including additional sources of funding and reallocating Towns Fund. 3. Review of project contingencies. 4. Projection on likely impact of inflation. 5. Revised project reporting to cover cost issues including formal gateway approval.	Ongoing	Project Managers	General inflation rate above original assumptions in business cases affecting cost estimates and anticipated to be evident for short-medium term due to wider macro-economic factors such as energy costs. RIBA stage 3 will be the critical gateway stage to determine whether projects, project scope and viability is achievable within available funding. New guidance and flexibilities from DHLUC regarding project expenditure adjustments across approved programme. MUCH RIBA 2 update due October 2023. TDB agenda 27 Oct 2023. Rail to River RIBA 4 update due Jan 2024. TDB forward plan 26 Jan 2024. Guildhall RIBA 2 update due November 2023. TDB forward plan 24 Nov 2023. Riverfront RIBA 3 update. TDB forward plan March 2024. Riverfront RIBA 4 update. TDB forward plan November 2024. Riverfront project consists of several packages that will be separately tendered to address construction related risks and those related to procurement and planning. Also relevant to risks 4, 8, 9 and 16. Potential to link procurement elements for Guildhall and Customs House. Historic Buildings Analysis revealed nationally significant flooring at Guildhall. Potential consequences upon Guildhall project costs, timeline, business plan and scope to be considered and dialogue with DLUHC given potential consequences for overall Towns Fund programme. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3.	Major	Possible	12	Same
4	Construction delays	Delays in the sector arise from factors such as labour and material shortages or prolonged bad weather or unexpected site issues.	1. Use of experienced contractors.	Moderate	Possible	9	1. Ongoing monitoring of skills and contracting activity in the region. 2. Proactive market engagement with contractors to encourage participation in tender opportunities. 3. Consideration of alternative procurement routes e.g. frameworks.	Ongoing	Project Managers and Programme Support Team.	Possible impact upon construction sector and prices arising from invasion of Ukraine and inflation. Potential competition for resources from significant construction projects in region and skills shortages. Vulnerability should contractors not tender. Macroeconomic changes may release capacity in the construction sector as some projects are put on hold. Alternative scenario where contractors become unviable due to cost pressures. Compounded affect of procurement capacity challenges.	Moderate	Possible	9	Same

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				Impact	Likelihood	Score					Impact	Likelihood	Score	
5	Engagement from key stakeholders	Low levels of engagement erode confidence in the ability to deliver the programme and realise ongoing benefits and wider outcomes for King's Lynn.	1. Town Deal Board review process. 2. Town Deal Board development activities. 3. Town Deal Board champions for each project to enhance governance. 4. Business case development informed by communications and engagement activities. 5. Broader communications and engagement activities for Town Deal Board. 6. BCKLWN councillor briefing on 2 March 2022. 7. Board members attended BCKLWN Regen & Dev Panel on 6 June 2022. 8. All business cases approved by Town Deal Board and DLUHC. 9. Town Deal Board facilitated session on 4 March 2022, 17 June 2022 and 9 Nov 2023.	Moderate	Unlikely	6	1. Draft business cases for consultation at BCKLWN Regeneration and Development Panel and Cabinet - Completed. 2. Riverfront engagement exercise planned for 25 Aug 2022. Completed 3. Major projects included on BCKLWN member induction plan post-election. 4. Facilitated Board session 9 Nov 2023. Completed.	25-Aug-22	Project Managers and Programme Support Team.	Recruitment of private sector Board representatives agreed at Town Deal Board, July 2023. Induction process completed for new Board members. Project briefings recorded and available to Board members. Jan 2024 Board meeting to be hosted at CWA including dialogue with students. <i>Discussion needed with NCC on how to replace economic board member (MD). Re-election of Town Deal Board Chair/Vice Chair due in February 2024.</i>	Moderate	Unlikely	6	Same
6	Project creep	Projects shift away from their agreed business case.	1. Local Assurance Framework. 2. Heads of Terms. 3. Independent appraisal of business cases. 4. Business cases considered by Programme Board and Town Deal Board. 5. Project champions and sub-groups in place. 6. Linked economic development and other beneficial outputs and outcomes identified.	Moderate	Unlikely	6	1. Board consideration of its requirements for project monitoring reports. Initial discussion with Town Deal Board on 21 Oct 2022, follow up 13 Jan 2023. 2. Programme/project monitoring review.	Ongoing	Programme Support Team	Project reporting schedule developed and highlight reports to Programme Board. BCKLWN member concerns related to transparency of programme and project governance covered in briefing on 2 March 2022. Further addressed by Board member attendance at BCKLWN Regen & Dev Panel on 6 June 2022. Reporting format and schedule developed including revised monthly highlight reports. Town Deal Board on 13 Jan 2023 considered transition to delivery. Development of PMO to enhance oversight.	Moderate	Unlikely	6	Same
7	Programme and project management capacity	The delivery of the programme and projects is delayed by insufficient programme and project management support.	1. Town Deal support resources in place at BCKLWN and NCC. 2. Use of external consultants to support business case development and project management. 3. Use of external support for independent appraisal and subsidy control check. 4. Training support and resource templates from national Town Deal delivery partners 5. Link with Newhaven Town Deal for peer learning.	Major	Likely	16	1. Discussion with project managers on the initial M&E baseline report to highlight future monitoring requirements. Completed. 2. BCKLWN scoping requirements for future programme and project management delivery. Completed. 3. Programme/project monitoring review. Ongoing. 4. Development of PMO. Ongoing. 5. Project maturity review. Ongoing.	Ongoing	Programme Support Team	Also linked with Risk 1 - Business continuity. Support in place for Riverfront Project from Greyfriars. Project Manager role for the Guildhall project started 12 Sept 2022 but resource changes anticipated by Dec 2023. Reprioritisation of programme and de-scoping of projects has reduced complexity. Additional resources in place via Pulse for programme and project support although not fully resourced as some staff roles have changed to focus on corporate priorities. Ongoing PM capacity for Guildhall and Riverfront to be resolved. Review of project maturity and roles ongoing. <i>Two project officer roles advertised with closing date 20 Nov 2023. BCKLWN comms capacity reduced from December 2023 interim resource confirmed. Following a retirement, project and programme accountancy support is required - interim expected to join February 2024.</i>	Major	Likely	16	Same
8	Due diligence checks	Stamp Duty, Land Tax, VAT and subsidy control implications unknown and could have negative impact on project viability.	1. Due diligence checks undertaken and implications incorporated within final business case. 2. Final check by S151 officer prior to submission of Summary Document to DLUHC. 3. Subsidy Control assessment.	Moderate	Unlikely	6	1. Subsidy Control checks on remaining business cases: Riverfront, Active and Clean Connectivity. (Monitoring Officer and Project Managers). Completed. 2. Independent business case assessment on remaining business cases. (NALEP and Programme Support Team). Completed. 3. Consider subsidy control issues for projects. Ongoing.	Ongoing	Monitoring Officer and Project Managers.	Subsidy Control checks and Independent assessments completed on all business cases. UK subsidy control regime in force from 4 Jan 2023. First challenges in UK raised via Competition and Markets Authority and key learning being identified. Guildhall - CIO resourcing issues to be resolved regarding admin support and external legal advice on governing document. Cabinet April 2021 set out potential resources available from reserves. Ongoing.	Moderate	Unlikely	6	Same
9	Compliance with regulations and consents in place.	Including Planning delays or failure to secure planning, consents in general - traffic, Network Rail, etc	1. Ensure planning is addressed in work programmes and identify key project-level risks. 2. Where full planning will not be in place for project assurance, project delivery bodies should undertake early engagement with planning authorities, to ensure business cases provide a clear planning strategy with assurance on progress, risks and timescales. 3. BCKLWN and programme management team to work to manage expectations of Government while providing assurance. 4. Project-level risks relating to planning will be escalated to programme-level as required. 5. Pre-application advice.	Major	Possible	12	1. Dialogue with stakeholders regarding developments related to the Riverfront, MUCH and ACC projects. 2. Early engagement with the Planning Authority and key stakeholders during the early development of schemes.	Ongoing	Project Managers	Liaison with planning officers on outline scope and timetable of businesses cases to identify potential issues. Compliance with regulations and consent, risk status may fluctuate as we head to delivery phase of projects, i.e. planning applications. Could be delays in planning application process. Package of supply-side mechanisms from Government creating short term volatility. Engagement with new Conservation Officer and Historic England. Removal of Airwaves mast to be resolved. Ongoing.	Major	Possible	12	Same

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10	Public engagement and support in project.	Programme fails to engage stakeholders and wider community leading to significant negative media coverage.	1. Comms and engagement plan for each project. 2. Comms and engagement plan for overall programme. 3. Comms and engagement standard Town Deal Board agenda item. 4. Agree a clear strategy to build on the public engagement which underpinned the TIP, with co-ordination by BCKLWN Comms. 5. Ensure a Communications & Engagement Plan is in place for each TIP project, enabling final business cases to demonstrate the required level of public engagement within the strategic case. 6. Build on existing use of King's Lynn Vision online and social media platforms. 7. Comms and engagement support from BCKLWN and partners. 8. Stakeholder mapping for hard to reach/target cohorts completed. 9. External comms support in place for Guildhall project.	Moderate	Possible	9	1. Update to LAF reflecting delivery phase. On forward plan for Town Deal Board. Completed April 2023.	Completed.	Project Manager & Comms Manager	Programme wide and project specific communications plans are prepared July 2023 Board meeting considered programme level comms and engagement plan and Comms Protocol. New comms guidance received from DHLUC. <i>BCKLWN comms capacity reduced from December 2023 interim resource confirmed.</i> <i>Comms workshop held with Board members on 1 Dec 2023. Protocol to be finalised with Town Deal Board.</i> <i>Updated Comms Protocol to be considered at Programme Board 17 Jan 2024. Quarterly engagement report in development with Project Leads.</i>	Moderate	Possible	9	Same
11	Political support	Political support for the programme diminishes and vulnerabilities regarding effective leadership and political leadership within each project.	1. Ongoing dialogue with political stakeholders throughout the programme and project. 2. Comms and engagement strategy for projects. 3. Local Assurance Framework engagement with BCKLWN elected members. 4. Political representation on Town Deal Board. 5. Due diligence on contract and procurement. 6. Regular project updates and monthly highlight reports.	Major	Unlikely	8	1. Review of Local Assurance Framework underway - Cabinet in April 2023. Completed. 2. Member induction content for Towns Fund and projects. Ongoing. 3. Elected member representation on the Town Deal Board. Ongoing.	Completed.	Programme Support Team	Also linked to Risks 5 and 10. BCKLWN elections in May 2023. BCKLWN and NCC elected member representation on Town Deal Board determined. Induction activity completed.	Major	Unlikely	8	Same
13	Project assurance	Local project assurance cannot be completed within timescales and to the required standard, caused by lack of capacity in the Accountable Body, resulting in enhanced scrutiny by DLUHC.	1. BCKLWN established a Town Deal programme management team which will include the co-ordination of local project assurance (in line with Green Book requirements) and development and implementation of a Local Assurance Framework for the Town Deal. 2. NCC appointed programme manager. 3. DLUHC requests dealt with in a timely manner. 4. Subsidy Control statements externalised. 5. Independent business case assessment externalised. 6. Mott Macdonald provided support across all business cases. 7. Compliance with Monitoring and Evaluation guidance and templates issued by DLUHC.	Moderate	Unlikely	6	1. Following approval of remaining business cases, Town Deal Board consideration of a move to a monthly cadence to reduce capacity requirements. Anticipated from Jan 2023 and noted on Forward Plan. (Programme Support Team). Completed. 2. Submission of M&E performance reports by 16 Dec 2022. Completed 3. Town Deal Board development session with Kate Willard planned, Nov 2023. Ongoing	Completed	Programme Support Team	Review of Local Assurance Framework undertaken early 2023 to reflect government guidance on delivery phase of town deal. Update to reflect new guidance on Project Adjustment Requests to be included in Dec 2023 Board pack. Independent support and advice from Specialist governance adviser, Kate Willard, on the TDB performance, role and purpose to ensure strategic governance is fit for purpose. Town centre footfall data provided for DHLUC monitoring and evaluation return. Forecasts required up to 2026. DLUHC 6 month return. TDB forward plan 24 Nov 2023. <i>Guidance and template provided by DLUHC and submitted on 4 Dec 2023.</i> <i>Interim Project Accountant to be appointed to support and provide financial management and oversight of the programme, Feb 2024.</i>	Moderate	Unlikely	6	Same
15	Secured funding	Projects cannot demonstrate a secured funding package, caused by delays in securing required match funding contributions, resulting in failure to comply with approved business case.	1. Ensure match funding requirements are addressed in work programmes and identify key project-level risks. 2. Where funding may not be secured for project assurance, ensure business cases provide sufficient assurance on progress and risks. 3. Project-level risks relating to funding packages will be escalated to programme-level as required. 4. Funding agreements.	Major	Likely	16	1. Review of Guildhall project scope, phases and alternative funding sources given unsuccessful HLF application. Ongoing. 2. Consideration of alternative funding streams for Guildhall that are available to a CIO. Ongoing.	Ongoing	Project Manager	Guildhall HLF application unsuccessful. Ongoing/constructive dialogue with funders ACE & NLHF on future applications. Confirmation of MUCH match funding from NCC. Guildhall finances, BCKLWN underwriting commitment for Guildhall and alternative funding options under consideration. Ongoing. Funding agreements in development for ACC and MUCH. Draft agreement for ACC considered at Prog Board 13 Sept 2023 and finalised. Overage clause to be finalised for MUCH funding agreement. Ongoing. Also see Risk 3 - Cost over runs/ construction inflation	Major	Likely	16	Same
16	Deliverability of projects	Projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to secure sites required for projects, resulting in failure to complete project assurance within the required timescales.	1. Establish clear strategies and timescales for securing sites where this is a requirement. 2. BCKLWN and programme management team to work with project delivery bodies to monitor progress and level of risk. 3. Project-level risks relating to sites will be escalated to programme-level as required. 4. Programme and projects descoped. Following Board reprioritisation, Town Centre Repurposing project removed from programme and Active and Clean Connectivity descoped by removing gyratory element.	Moderate	Possible	9	1. Monitoring of projects at Programme Board and Town Deal Board. (Programme Support Team and Project Managers). Ongoing. 2. Programme/project monitoring - Programme Board agenda item for 9 Nov 2022. Ongoing. 3. Procurement of professional services support. Ongoing.	Ongoing	Project Managers and Programme Support Team.	Review of Guildhall project and funding options following unsuccessful HLF application (see Risk 15). Report to Cabinet on outcome of RIBA Stage 3, options and recommendations due Autumn 23. Delay anticipated with decisions on reprioritisation and project adjustments due to ministerial changes in DLUHC. Approval received on 5 Aug 2022. Cost of living issues and forecast recession may have an impact upon supply chains; labour and contractors. Additional interim resource secured to support project delivery.	Moderate	Possible	9	Same
22	Changes in Government policy and legislation	The Government's policy and legislative framework prioritises activities not covered by the Vision King's Lynn Town Investment Plan.	1. Local Assurance Framework, Chairs Update, Town Deal Board and Programme Board meetings used to consider potential issues.	Major	Unlikely	8	1. Monitoring of Government policy announcements and consultations.	Ongoing	Project Managers and Programme Support Team	Media references to fiscal tightening by the Treasury outline the potential redirection of resources from the Town Investment Plan, public services, communities and businesses. The Local Government funding review has not concluded and it is uncertain whether resources may be reallocated from existing programmes to new policies such as Investment Zones. New guidance and flexibilities from DHLUC regarding project expenditure adjustments across approved programme. Local Assurance Framework to be updated to reflect new flexibilities.	Major	Unlikely	8	Same

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23	Government funding decisions	Non-compliance with agreed Heads of Terms, delivery profiles and assurance exercises leads to the clawback of funding and potential cancellation of projects and related cashflow issues.	1. Implementation of local assurance activities. 2. Programme and project monitoring including focus on spending levels. 3. Completion of DLUHC assurance requests within agreed timeframes. 4. Refinancing requests to DLUHC.	Major	Unlikely	8	1. Implementation of local assurance framework. Ongoing 2. Routine programme and project monitoring. Ongoing. 3. Determination of Town Deal Board role/requirements programme /project monitoring and related future work programme. Ongoing 4. Submission of M&E performance reports by 16 Dec 2022. Completed. 5. Submission of annual assurance from S151 officer. Completed. 6. Submission and approval of refinancing requests. Ongoing. 7. Submission of six monthly M&E return. Ongoing.	Ongoing	Project Managers and Programme Support Team	The Department for Levelling Up, Housing and Communities (DLUHC), Levelling Up Funds Local Authority Assurance Framework provides information to local authority grant recipients, setting out the requirements for the following funds: a. Levelling Up Fund (LUF) - Assurance b. Town Deals Fund – Assurance and Performance Management c. Future High Streets Fund (FHSF) – Assurance and Performance Management Compliance with the framework should minimise risks of additional assurance work. DLUHC could request a deep dive into a project/programme on a sample rather than a risk basis. Monitoring and Evaluation guidance and templates issued by DLUHC and responded to in a timely manner. New guidance and flexibilities from DHLUC regarding project expenditure adjustments across approved programme. Preparations for any project adjustment requests underway. Local Assurance Framework to be updated to reflect new flexibilities. Board Terms of Reference and Code of Conduct agreed at July 2023 Board meeting. Procurement register in development. Current spend above minimum DLUHC target. Refinancing under review.	Major	Unlikely	8	Same
24	Gateway reviews	External factors such as consumer spending, performance indicators, etc lead to a radical change in scope.	1. Project highlight reports	Major	Possible	12	1. Introduction of more robust project governance process	Ongoing	Project Managers and Programme Support Team	Rising operational costs e.g. staff and energy could have impacts upon ongoing revenue implications of projects. Gateway reviews to consider recurrent costs and impact upon operational viability. Gateway review checklist in development.	Major	Possible	12	Same
25	Project review	Business analysis at the project end identifies that outputs and outcomes have not been achieved	1. Project highlight reports 2. DLUHC monitoring and evaluation process.	Major	Possible	12	1. Introduction of more robust project governance process.	Ongoing	Project Managers and Programme Support Team	Rising operational costs e.g. staff and energy could have impacts upon ongoing revenue implications of projects. Gateway reviews to consider recurrent costs and impact upon operational viability.	Major	Possible	12	Same

Last updated:

17-Jan-24

Ref	Title	The risk is that:	Existing Mitigation and Controls	Previous risk score (Dec 2023)			Planned mitigating actions	Deadline	Lead	Progress	Current risk score (Jan 2024)			Trend (compared with last review)
				Major	Unlikely	Score					Major	Unlikely	Score	
12	Delays due to project development and delivery resources	Required inputs from project delivery bodies could be delayed, incomplete or fail to meet requirements, caused by a lack of capacity or relevant expertise within project delivery bodies, resulting in delays to completion of business cases and project assurance.	1. BCKLWN procured appropriately experienced consultants to work across the TIP projects, leading and supporting where required with preparation of business cases with input from project sponsors and managers, to ensure consistency of approach, quality assurance and compliance with Towns Fund/ Treasury guidance. 2. Ongoing dialogue with Towns Fund DLUHC regional manager. 3. Use of agreed business case extension protocol. 4. Redefining projects. 5. BCKLWN and programme management team will work with each project delivery body to ensure the required technical support is procured and that all necessary technical inputs (design, costings etc) are provided, in a timeframe compatible with key stages of business case development. 6. Programme Board and TIP meetings to address forward work programme and issues. 7. Informed by monthly project highlight reports including risk register.	Major	Unlikely	8	1. DLUHC decision due w/c 4 July 2022. Completed. 2. BCKLWN scoping requirements for future programme and project management delivery. Ongoing. 3. Programme/project monitoring - Programme Board agenda item for 9 Nov 2022. Completed. 4. Additional project and programme resources in place. Completed.	Ongoing	Programme Support Team	Support in place for Riverfront Project from Greyfriars. Reprioritisation process completed and project adjustment forms submitted to DLUHC. Revised business case submission dates approved by DLUHC. Delay anticipated with decisions on reprioritisation and project adjustments due to ministerial changes in DLUHC. Approval received on 5 Aug 2022.	Major	Unlikely	8	Same
17	Business case inconsistent with Heads of Terms	Final business cases are not consistent with details provided to government in the TIP and Heads of Terms response, caused by changes made during business case development, resulting in delays or failure to receive Government approval of the Town Deal Summary document.	1. Government have initiated a change notification process, recognising that changes are likely to occur as business cases develop from submission of TIPs and Heads of Terms. 2. Potential for change should be monitored and where necessary, notifications provided to Government at the appropriate time. 3. Board reprioritisation exercise completed. 4. Project adjustment forms submitted completed.	Minor	Unlikely	4	1. Monitoring of projects at Programme Board and Town Deal Board.	Completed	Project Managers and Programme Support Team.	All business cases approved by Town Deal Board and summary documents approved by DLUHC.	Minor	Unlikely	4	Same
18	Subsidy control	Projects cannot demonstrate compliance with subsidy control frameworks, caused by uncertainty around the new UK subsidy regime, resulting in delays or failure to receive Government approval of the Town Deal Summary document.	1. BCKLWN & programme management team to work with each project delivery body to ensure potential subsidy implications are identified. 2. Ensure development programmes allow sufficient time to receive appropriate legal advice and identify potential issues, with corrective actions as necessary. 3. Subsidy Control statements externalised. 4. Completed for Youth and Retraining Pledge and Public Realm business cases.	Minor	Unlikely	4	1. Completion of subsidy control checks for Riverfront. (Monitoring Officer and Project Managers). Completed. 2. Consider subsidy control issues for Active and Clean Connectivity in regard to travel plan support for individual businesses.	Ongoing	Project Manager and Monitoring Officer	Subsidy Control checks completed on all business cases. UK subsidy control regime in force from 4 Jan 2023.	Minor	Unlikely	4	Same
19	Covid impact on business case preparation	Project development may be impacted by additional restrictions to working practices, caused by current and future responses to the COVID-19 pandemic, resulting in delays to the completion of business cases.	1. Establish remote working arrangements, regular meeting cycles and early identification of potential impacts. 2. Ensure sufficient consideration is given to COVID in project level risk management and programming of project development tasks.	Minor	Unlikely	4	1. Monitoring of Covid-19 case levels.	Completed	Project Managers and Programme Support Team	National restrictions ended and partners have established ways of hybrid working. Dealt with under business continuity arrangements.	Minor	Unlikely	4	Same
20	Riverfront Business Case	Tight timescale for completion of business case to required standards and within agreed budget.	1. Project milestone plan. 2. Agenda planning to meet Local Assurance Framework. 3. Mott Macdonald support in writing business case.	Major	Possible	12	1. Presentation of concept designs to Town Deal Board, 1 July 2022. Completed. 2. Dialogue with Mott Macdonald director regarding delivery (DH). Completed. 3. Consultation at R&D Panel 22 Sept 2022. Completed. 4. Consultation at Cabinet 26 Sept 2022. Completed. 5. Subsidy control check. Completed.	Completed	Project Manager and Programme Support Team	Business case has been approved by Town Deal Board and DLUHC.	Minor	Unlikely	4	Same
21	Active and Clean Connectivity business case	Tight timescale for completion of business case to required standards and within agreed budget.	1. Project milestone plan. 2. Agenda planning to meet Local Assurance Framework. 3. Mott Macdonald support in writing business case.	Major	Unlikely	8	1. Take up Active travel funding with Matt Hayward (Graham Bygrave's team). (Project Manager). 2. Consideration of Sandline Bridge deliverability by Programme Board. (Project Manager). Completed. 3. Consultation at R&D Panel 22 Sept 2022. Completed. 4. Consultation at Cabinet 26 Sept 2022. Completed.	Completed	Project Manager and Programme Support Team	Business case has been approved by Town Deal Board and DLUHC.	Minor	Unlikely	4	Same

Risk score movement (Oct 2023 to Jan 2024)

Risk	Scoring range (Impact x Likelihood)																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
1. Business continuity, including recruitment and retention loss of programme staff, key partners and contractors												NC														
2. Costs are underestimated																										
3. Cost over runs/ construction inflation																										
4. Construction delays									NC																	
5. Engagement from key stakeholders						NC																				
6. Project creep						NC																				
7. Programme and project management capacity																	NC									
8. Due diligence checks						NC																				
9. Compliance with regulations and consents in place.																										
10. Public engagement and support in project.									NC																	
11. Political support								NC																		
13. Project assurance						NC																				
15. Secured funding																	NC									
16. Deliverability of projects									NC																	
22. Changes in Government policy and legislation								NC																		
23. Government funding decisions								NC																		
24. Gateway reviews																										
25. Project review																										

NC is No change