

Ref	Title	The risk is that:	Existing Mitigation and Controls	Previous risk score (Sept 2024)			Planned mitigating actions	Deadline	Lead	Progress	Current risk score (Oct 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	Tight timescale for completion of business case to	1. Project milestone plan.	Major	Unlikely	8	1. Take up Active travel funding with Matt	Completed	Project Manager and	Business case has been approved by Town Deal Board and DLUHC.	Minor	Unlikely	4	Same

Last updated:

08-Oct-24