

Ref	Title	The risk is that:	Existing Mitigation and Controls	Previous risk score (Nov 2024)			Planned mitigating actions	Deadline	Lead	Progress	Current risk score (Dec 2024)			Trend (compared with last review)
				Moderate	Possible	9					Moderate	Possible	9	
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 Greyfriars and WSP. 10. Review of overall programme completed. Overall programme has been reduced following Board reprioritisation exercise and DLUHC approval of project adjustment forms. 11. Procurement Manager recruited.	Moderate	Possible	9	1. Monitoring via regular Town Deal Project Leads meeting, monthly highlight reports and Programme Status report to Board. Ongoing. 2. Recruitment of Procurement Manager. Completed. 3. Project maturity review implementation. Ongoing.	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. Project maturity review commissioned. Development of PMO underway. Interim support in place to help cover for ACC project sponsor leaving in April 2024. ACC Project Manager left October 2024 and replaced with support from Pulse Consulting. Interim finance support commenced September 2024.	Moderate	Possible	9	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. 9. Projects following RIBA stages.	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. Guidance and flexibilities from MHCLG (previously DLUHC) regarding project expenditure adjustments across approved programme. Budget monitoring process for projects to be received. Ongoing. Riverfront at RIBA 3 Spatial Coordination. Guildhall at RIBA 4 Detailed Design. Rail to River at RIBA 3 Detailed design/procurement MUCH at RIBA 4 complete pending cost report ACC at RIBA 3 Tender	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. Guidance and flexibilities from MHCLG (previously DLUHC) regarding project expenditure adjustments across approved programme. 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 MHCLG given potential consequences for overall Towns Fund programme.	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. Also see Risk 3 - Cost over runs/ construction inflation. "Meet the buyer" event held on 19 April 2024.	Moderate	Possible	9	Same

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				Moderate	Unlikely	6					Moderate	Unlikely	6	
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.	<ol style="list-style-type: none"> Town Deal Board review process. Town Deal Board development activities. Town Deal Board champions for each project to enhance governance. Business case development informed by communications and engagement activities. Broader communications and engagement activities for Town Deal Board. BCKLWN councillor briefing on 2 March 2022. Board members attended BCKLWN Regen & Dev Panel on 6 June 2022. All business cases approved by Town Deal Board and DLUHC. Town Deal Board facilitated session on 4 March 2022, 17 June 2022 and 9 Nov 2023. Board induction process, briefings and information. Board meetings held at BCKLWN and CWA locations. 	Moderate	Unlikely	6	<ol style="list-style-type: none"> Draft business cases for consultation at BCKLWN Regeneration and Development Panel and Cabinet - Completed. Riverfront engagement exercise planned for 25 Aug 2022. Completed Major projects included on BCKLWN member induction plan post-election. Completed. Facilitated Board session 9 Nov 2023. Completed. Appointment of new Town Deal Board chair. Ongoing. Replaced NALEP board member. Completed. 	31-Mar-24	Project Managers and Programme Support Team.	<p>Town Deal Board chair recruitment. Closing date was 3 May 2024 - no applications. Vice-chair will continue to chair Town Deal Board meetings. Advice received from Delivery Associates Network. Pause until LTPT funding clarified. Ongoing</p> <p>Contact made with Town Deal delivery associates network for additional support. Board development session scheduled 9 Jan 2025.</p> <p>Recruitment of additional private sector members anticipated to commence September 2024. One new private sector member recruited. Advert in Lynn News on 11/10/24.</p> <p>Initial governance documents for LTPFT submitted to MHCLG - reponse awaited. August 2024 consultation report on LTPT indicates level of community participation.</p> <p>4 new Board members recruited in November 2024. Induction on 16 Dec 2024. Town Board development session facilitated by Kate Willard on 9 Jan 2025.</p>	Moderate	Unlikely	6	Same
6	Project creep	Projects shift away from their agreed business case.	<ol style="list-style-type: none"> Local Assurance Framework. Heads of Terms. Independent appraisal of business cases. Business cases considered by Programme Board and Town Deal Board. Project champions and sub-groups in place. Linked economic development and other beneficial outputs and outcomes identified. Agreed format for monthly highlight reports and reporting schedule. 	Moderate	Unlikely	6	<ol style="list-style-type: none"> Board consideration of its requirements for project monitoring reports. Initial discussion with Town Deal Board on 21 Oct 2022, follow up 13 Jan 2023. Completed. Monthly programme/project monitoring review. Ongoing. 	Ongoing	Programme Support Team	<p>Development of PMO to enhance oversight.</p> <p>Ongoing monitoring and reporting schedule.</p>	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.	<ol style="list-style-type: none"> Town Deal support resources in place at BCKLWN and NCC. Use of external consultants to support business case development and project management. Use of external support for independent appraisal and subsidy control check. Training support and resource templates from national Town Deal delivery partners Link with Newhaven Town Deal for peer learning. 	Major	Possible	12	<ol style="list-style-type: none"> Discussion with project managers on the initial M&E baseline report to highlight future monitoring requirements. Completed. BCKLWN scoping requirements for future programme and project management delivery. Completed. Programme/project monitoring review. Ongoing. Development of PMO. Ongoing. Project maturity review. Ongoing. Recruit interim accountancy support. Completed. Recruit 2 project officer roles. Completed. 	Ongoing	Programme Support Team	<p>Also linked with Risk 1 - Business continuity.</p> <p>Reprioritisation of programme and de-scoping of projects has reduced complexity.</p> <p>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.</p> <p>Ongoing PM capacity for Guildhall and Riverfront resolved. Review of project maturity and roles ongoing.</p> <p>BCKLWN comms capacity interim resource confirmed. New Comms manager commenced August 2024.</p> <p>Following a retirement, project and programme accountancy support is required - interim joined February 2024. Two project officer roles recruited to and commenced Feb 2024.</p> <p>Potential project management issue arising from ACC project sponsor leaving in April 2024. Interim arrangement in place.</p> <p>Government have paused deployment of Long Term Plan for Towns.</p> <p>ACC Project Manager left October 2024. Pulse Consulting providing support. Interim finance support commenced September 2024.</p> <p>The Procurement Act 2023 was due to commence in October 2024 but has been delayed to 24 February 2025 to enable the development of a new National Procurement Policy Statement.</p>	Major	Possible	12	Same
8	Due diligence checks	Stamp Duty, Land Tax, VAT and subsidy control implications unknown and could have negative impact on project viability.	<ol style="list-style-type: none"> Due diligence checks undertaken and implications incorporated within final business case. Final check by S151 officer prior to submission of Summary Document to DLUHC. Subsidy Control assessment. 	Moderate	Unlikely	6	<ol style="list-style-type: none"> Subsidy Control checks on remaining business cases: Riverfront, Active and Clean Connectivity. (Monitoring Officer and Project Managers). Completed. Independent business case assessment on remaining business cases. (NALEP and Programme Support Team). Completed. Consider subsidy control issues for projects. Ongoing. 	Ongoing	Monitoring Officer and Project Managers.	<p>Subsidy Control checks and Independent assessments completed on all business cases.</p> <p>UK subsidy control regime in force from 4 Jan 2023.</p> <p>First challenges in UK raised via Competition and Markets Authority and key learning being identified.</p> <p>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.</p>	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	<ol style="list-style-type: none"> Ensure planning is addressed in work programmes and identify key project-level risks. 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. BCKLWN and programme management team to work to manage expectations of Government while providing assurance. Project-level risks relating to planning will be escalated to programme-level as required. Pre-application advice. 	Major	Possible	12	<ol style="list-style-type: none"> Dialogue with stakeholders regarding developments related to the Riverfront, MUCH and ACC projects. Early engagement with the Planning Authority and key stakeholders during the early development of schemes. 	Ongoing	Project Managers	<p>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.</p> <p>Package of supply-side mechanisms from Government creating short term volatility.</p> <p>Engagement with new Conservation Officer and Historic England.</p> <p>Removal of Airwaves mast to be resolved. Ongoing.</p> <p>Planning permission received for Guildhall on 7 Oct 2024. Planning and Listed Building Consent confirmed.</p>	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. 10. Communications Protocol.	Moderate	Possible	9	1. Update to LAF reflecting delivery phase. On forward plan for Town Deal Board. Completed April 2023. 2. Updated Comms Protocol to be considered at Programme Board 17 Jan 2024. Completed. 3. Quarterly engagement report in development with Project Leads. Ongoing.	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. BCKLWN comms capacity reduced from December 2023 interim resource confirmed. Comms workshop held with Board members on 1 Dec 2023. Protocol to be finalised with Town Deal Board. Updated Comms Protocol considered at Programme Board 17 Jan 2024. Quarterly engagement report developed with Project Leads completed Q1 2024. Consultation for Long Term Plan For Towns reported to Town Board on 23 Aug 2024. Further analysis underway. Youth Assembly under consideration.	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. Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.	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 MHCLG.	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. MHCLG 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 MHCLG. 8. Project accountancy support.	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. Completed 3. Town Deal Board development sessions with independent facilitator, 9 Nov 2023.	Completed	Programme Support Team	Review of Local Assurance Framework undertaken early 2023 to reflect government guidance on delivery phase of town deal. 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 MHCLG monitoring and evaluation return. Forecasts required up to 2026. Interim Project Accountant commenced to support and provide financial management and oversight of the programme, Sept 2024. Preparations commenced for MHCLG 6 month return due Nov 2024. Town Board workshop scheduled for 9 Jan 2025.	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 between NCC and BCKLWN.	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. Also see Risk 3 - Cost over runs/ construction inflation. Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.	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.	Major	Possible	12	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. Completed. 3. Procurement of professional services support. Completed.	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 Autumn 23. Decisions on reprioritisation and project adjustments 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. Guildhall delivery will extend beyond end of Town Deals fund timeline. Project Adjustment Requests for the Guildhall approved and ACC in development pending RIBA stage 3 report. Summer recess, establishment of Government and potential policy review may delay project adjustment requests. Updated business case in development for Guildhall. Stantec commissioned to look at economic case and BCR. Outputs and outcomes identified for each funding source. ACC - underspend on LCWIP projects reallocated to Active Travel Hubs.	Major	Possible	12	Same

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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	Possible	12	1. Monitoring of Government policy announcements and consultations. Ongoing.	Ongoing	Project Managers and Programme Support Team	Guidance and flexibilities from MHCLG regarding project expenditure adjustments across approved programme. Local Assurance Framework to be updated to reflect new flexibilities. Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.	Major	Possible	12	Same
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 MHCLG assurance requests within agreed timeframes. 4. Reprofiting requests to MHCLG.	Major	Possible	12	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 reprofiting requests. Ongoing. 7. Submission of six monthly M&E return. Ongoing.	Ongoing	Project Managers and Programme Support Team	Compliance with MHCLG framework should minimise risks of additional assurance work. MHCLG 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 MHCLG and responded to in a timely manner. New guidance and flexibilities from MHCLG 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. Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.	Major	Possible	12	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. Boost project completed March 2024. End of project report to Board 26 April 2024.	Major	Possible	12	Same

Last updated:

15-Jan-25