

King’s Lynn Town Board, 24 January 2025

Risk Register update

1. Background

1.1 The Board last reviewed the risk register in October 2024, this report provides an updated version that the Board may wish to moderate.

2. Updated programme/project risk register

2.1 The monthly programme risk register was last reviewed at the Programme Board on 15 January 2025. 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 In this proposed update, there are no proposals to change risk scores or remove risks from the register.

2.3 The risks have been plotted on the matrix below. The numbers are the unique reference codes from the detailed programme risk register (Appendix A).

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

2.4 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:

15-25 Very High Risk – immediate action	10-12 High Risk – Senior Management attention
15 – Secured funding	2 - Costs are underestimated 3 - Cost over runs/ construction inflation 7 - Programme and project management capacity 9 - Compliance with regulations and consents in place 16 - Deliverability of projects 22 - Changes in Government policy and legislation 23 - Government funding decisions 24 – Gateway reviews 25 - Project review

2.5 Significant changes since the October 2024 report include:

Risk 1 - Business continuity, including recruitment and retention loss of programme staff, key partners and contractors	ACC Project Manager left October 2024 and replaced with support from Pulse Consulting. Interim finance support commenced September 2024.
Risk 5 - Engagement from key stakeholders	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.
Risk 7 - Programme and project management capacity	ACC Project Manager left October 2024 and replaced with support from Pulse Consulting. Interim finance support commenced September 2024.
Risk 9 - Compliance with regulations and consents in place.	Planning permission received for Guildhall on 7 Oct 2024. Planning and Listed Building Consent confirmed.
Risk 11 – Political support	Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.
Risk 13 – Project assurance	Town Board workshop held 9 Jan 2025.
Risk 15 – Secured funding	Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.
Risk 22 - Changes in Government policy and legislation	Autumn Statement Oct 2024 announced that the Long-Term Plan for Towns will be retained and reformed into a new regeneration programme.
Risk 23 - Government funding decisions	

2.6 Updated content on the risk register (Appendix A) is shown in italics for the following risks:

- Risk 5 – Engagement from key stakeholders

2.7 Previously removed risks are set out in Appendix B.

2.8 There has been no overall movement in the individual risk scores over the last quarter.

3. Emerging risk

- 3.1 The Programme Board propose the addition of a new risk related to Local Government Review and Devolution. Board members may be aware that the [English Devolution White Paper](#) was published on 16 December 2024.
- 3.2 The White Paper outlines Local Government Review as a way to reorganise Local Authorities, empower local leaders and Mayors to make the right decisions for their communities, and working together to grow an inclusive economy, reform public services and secure better outcomes.
- 3.3 A letter from the Minister for Local Government formally inviting proposals will set out the detail. The letter should be received at some point in January 2025.
- 3.4 Norfolk County Council alongside Suffolk County Council have both agreed to submit an application to the Devolution Priority Programme (DPP) to establish a Norfolk and Suffolk Strategic Authority at pace. This means that if the application is successful, it is likely that the mayor for this Strategic Authority would be elected in May 2026. Such authorities may have a strategic mandate for:
- Transport and local infrastructure
 - Skills and employment support
 - Housing and strategic planning
 - Economic development and regeneration
 - Environment and climate change
 - Health, wellbeing and public service reform
 - Public safety
- 3.5 Both County Councils have also agreed to postpone their elections which are due in May this year. Whilst legislation is required to enable this postponement, if implemented, it is likely that Local Government Reorganisation will take place across Norfolk and Suffolk with new unitary Councils going live either from May 2027 or May 2028. Unitary local authorities would replace multiple local authorities with a single local government in a given area.
- 3.6 This is a rapidly developing complex matter and activities are anticipated to ramp up. The Programme Board therefore propose to work up mitigation content.

4. Recommendations

That the Board:

- a) Note the updated risk register in Appendix A.
- b) Identify aspects of the risk register that may require moderation or clarification.
- c) Add Local Government Review and Devolution to the programme risk register.

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