

Ref	Title	The risk is that:	Existing Mitigation and Controls	Previous risk score (Mar 2025)			Planned mitigating actions	Deadline	Lead	Progress	Current risk score (April 2025)			Trend (compared with last review)
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 Moinitoring 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.	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	Completed	Project Manager and Programme Support Team	Business case has been approved by Town Deal Board and DLUHC.	Minor	Unlikely	4	Same