Assessment of Residual Risk (Scores)	
Likelihood of Occurrence	**Impact** - Materiality
1) Unlikely	1) Material loss / reputational risk unlikely
2) A possibility it could happen	2) Material loss / reputational risk avoidable.
3) Likely to happen	3) Some material loss / reputational risk
4) Quite certain to happen	4) High material loss / reputational risk
5) Certain to happen	5) Significant material loss / reputational risk

Heat Map	
Risk and priority	**Score**
Very High	17 to 25
High	11 to 16
Medium	5 to 10
Low	1 to 4

Identified	Risk documented but no action necessary at this stage.
Issue	The forecast risk has become a current issue and requires immediate action.
Active	Mitigation actions are in process.
Monitored	Mitigation complete and risk being monitored in case of reoccurance.
Resolved	The risk has been mitigated or is no longer relevant.
Deferred	Risk is noted but will not be addressed at this time due to lower priority or lack of immediate threat

Risk ID	Risk summary	Outcome (unmitigated)	Likelihood	Impact	Risk Rating	Mitigation Strategy	Owner	Current Status	Notes
1	Cabinet does not endorse the 10-year vision and 4-year Investment Plan, potentially delaying or derailing key regeneration initiatives.	Section 151 Officer can't sign off, therefore can't submit.	1	4	4	Inform Cabinet at early stage, amend Plan(s) as required and re-submit. Test changes with community and business groups for re-validation.	Regeneration Programme Manager	Resolved	Regeneration Plan endorsed by Cabinet Nov 25 and submitted to MHCLG.
2	Change in programme direction at Government level - the programme may be rescoped, delayed, or discontinued.	Programme funding withdrawn or lessened.	1	5	5	Ensure robust, cohesive and consistent delivery planning in place and aligned with PIP guidance and agreed delivery timescales. Ensure funding is spent ahead of schedule, if possible.	KLNB	Monitored	Change in guidance Dec25 - move towards community led delivery by year 3 of programme. Impact on programme delivery approach - under review with KLNB Feb26 **Review Aug26:** Likelihood reduced -1 as programme has started but impact increased +1. Locally work commenced to move towards community led delivery by year 3 (28/29)
3	Change of Portfolio Holder with a shift in priorities or a loss of continuity.	Accountable body support for programme delivery may be reduced which could delay or derail council led delivery.	2	2	4	Have an agreed project plan. Brief new Portfolio Holder as soon as is possible.	Regeneration Programme Manager	Identified	**Review Aug26:** No change identified.
4	A change in the membership of the King's Lynn Neighbourhood Board (KLNB) may cause a loss of continuity, knowledge, or stakeholder engagement.	Delays or changes to decision making processes affecting programme delivery	3	2	6	Programme delivery policies to be in place by start of programme. Brief new KLNB member as soon as is possible.	KLNB Chair / Regeneration Programme Manager	Identified	This is likely in respect of the updated PIP guidance requiring community led delivery. **Review Aug26:** Work commenced to move towards community led delivery by year 3 (28/29). Board member meetings with chair scheduled late summer / autumn 26. Likelihood increased +1, impact reduced -1.
5	Local Government Reorganisation (LGR) could result in altered governance structures, responsibilities, or resource allocations,.	Possible programme delivery delays disrupting programme delivery and continuity.	3	4	12	Officer resource to enable delivery continuation to be identified at an early stage to minimise impact. Move towards community led model delivery and potential establishment of a community interest company.	Assistant Director for Regeneration Housing and Place / KLNB Chair	Identified	This risk will be addressed in the move towards community led delivery. **Review Aug26:** No change identified.
6	KLNB does not agree on priority projects.	Delays in programme delivery, misalignment of stakeholder expectations, and potential loss of momentum or fundino	1	5	5	Detailed, timely and clear information provided to enable cohesive decision making. Prioritisation framework agreed by KLNB.	Regeneration Programme Manager / KLNB Chair	Resolved	Initial capital projects agreed. **Review Aug26:** No change identified.
7	Ministry of Housing, Communities and Local Government (MHCLG) does not unlock the required funding.	Full PIPP allocation not secured to support delivery of the Four Year Investment Plan and Priority Projects leading to delays, reduced scope, or inability to deliver key regeneration projects	2	5	10	Ensure inclusion of a robust evidence base for the priority projects and opportunities outlined. Ensure community consultation and engagement is fully reflected.	Assistant Director for Regeneration Housing and Place / KLNB Chair	Identified	Regeneration Plan approved. **Review Aug26:** Move towards community led delivery by year 3 is a programme requirement. Locally work commenced to move towards community led delivery by year 3 (28/29)
8	Delays in approvals and grant payments from MHCLG.	Disruption to cash flow, delays to project delivery, and impact on stakeholder confidence in the programme	2	3	6	Gain S151 approval to proceed with investment once MOU received and signed.	Regeneration Team	Resolved	New scheme. Awaiting approval of Regeneration Plan. **Review Aug26:** Regen plan approved. First payment Received. Likelihood -1, impact +1
9	If programme funding is underspent, then MHCLG may claw back the unspent funds.	Potentially reducing available resources and impacting the delivery of future activities	2	3	6	Ensure accurate reporting of spend andcashflow budget planning. Unlikely to be an issue until the end of the 10 year programme. Plan in spend to allow for slippage well before end of funding period.	Regeneration Team / KLNB	Identified	Current planning does not anticipate underspend. **Review Aug26:** No change identified.
10	Memorandum of Understanding (MOU) expected on investment period basis (2026-2030 / 2030-2033 / 2033-2036)	May create uncertainty around long term programming, potentially affecting strategic planning, partner confidence, and programme stability	4	2	8	Manage allocations within investment period. Any forward borrowing would require additional assurance to be provided from MHCLG.	S151 Officer	Monitored	Current programme spend forecast looks at investment period 1 seperately with no borrowing against future years planned. **Review Aug26:** No change identified.
11	Sign off on MOU is delayed due to impacts from Devolution and Local Government Reorganisation (LGR).	Programme implementation may be postponed, leading to uncertainty, loss of momentum, or missed funding and delivery deadlines	1	3	3	Monitor project status and keep project managers updated on progress. Liaise with MHCLG for updates.	Regeneration Programme Manager	Resolved	Devolution delay will not impact on initial MoU. **Review Aug26:** MOU signed. Resolved. Likelihood -2
12	If the programme borrows against future years' funding and interest rates increase then borrowing costs may rise.	Reduces available resources for project delivery and potentially impacting the overall financial viability of the programme.	2	3	6	Work with finance team to ensure solid forecasts and monitor quarterly. S151 to sign off risk.	S151 Officer	Identified	Current programme spend forecast looks at investment period 1 seperately with no borrowing against future years planned. **Review Aug26:** No change identified.
13	Lack of understanding or a laissez-faire attitude from the community.	Limited engagement, reduced support, and a risk that programme outcomes do not meet local needs or expectations	2	5	10	Comprehensive and varied consultation programme with multiple opportunities and methods for input.	KLNB	Resolved	Move towards a community led model is a pivotal element of Dec25 PIP guidance. Establishment of a model to support this in the process of being reviewed for KLNB decision. **Review Aug26:** Establishment of community builder team in process. Work also progressing in town centre. Maintained. Residual risk managed via mitigation for Risk 14 below.
14	Community not actively engaged and involved in the development and implementation of the programme.	Reduced local support, lower levels of engagement, and a risk that the outcomes do not reflect community needs or priorities.	2	5	10	Establish a comprehensive model of community capacity building involving leadership from key community organisations, supported by Community Action Norfolk, to better engage and empower communities at a grassroots level.	KLNB	Active	Move towards a community led model is a pivotal element of Dec25 PIP guidance. Establishment of a model to support this in the process of being reviewed for KLNB decision. **Review Aug26:** Establishment of community builder team in process. Work also progressing in town centre. Maintained.
15	Local needs are not fully captured during programme planning and implementation.	Resulting projects and outcomes may not address community priorities, leading to reduced effectiveness and lower stakeholder satisfaction	2	5	10	Robust processes in place for recording and analysing feedback, identification of gaps and focused consultation to ensure full understanding of local needs and using this information to drive programme development.	KLNB	Active	Extensive consultation undertaken and community capacity building model under development. **Review Aug26:** Establishment of community builder team in process. Work also progressing in town centre. Maintained.
16	Lack of trust within the community towards the Council / KLNB	Could hinder engagement, reduce participation in programme activities, and undermine the legitimacy and effectiveness of programme delivery.	3	3	9	Regular communications on progress. Transparency about intentions and processes of incorporating community level feedback.	KLNB	Monitored	Community Capacity Building model in development through grassroots level community organisations. **Review Aug26:** Establishment of community builder team in process. Work also progressing in town centre. Work commenced to moved towards community led delivery.
17	Ward Councillors lack sufficient knowledge or understanding of the programme.	Less able to act as ambassadors, which could reduce local advocacy, stakeholder engagement, and community trust in the programme	2	3	6	Regular communications on progress. Transparency about intentions and processes of incorporating community level feedback.	Regeneration Programme Manager	Identified	Ward Councillors involved in community conferences and to be further engaged through community capacity building models. **Review Aug26:** Councillors briefed on community led delivery model July26. Likelihood -1
18	Ward Councillors do not engage with the programme or fail to feed in local needs.	Programme may lack grassroots insight, resulting in reduced relevance, weaker community support, and missed opportunities to address local priorities	2	3	6	Ensure varied opportunities for communities to directly get involved. Provide opportunities for ward councillors to share feedback.	Regeneration Programme Manager	Identified	See above **Review Aug26:** Councillors briefed on community led delivery model July26. Likelihood -1. Ward Cllrs supportive and keen to be involved.
19	Division within the community, such as differing priorities between business and residential groups, then it may be challenging to achieve consensus.	Could hinder project delivery, reduce stakeholder support, and impact the relevance of programme outcomes.	2	3	6	Potentially inflammatory issues will be consulted on in detail. Project selection process robust and led by consultation.	Regeneration Programme Manager	Identified	Community capacity building model to reach all groups to provide a comprehensive and far reaching action plan. This will require input from third party service delivery and exploration of additional funding opportunities. **Review Aug26:** Recruitment for community builder team in process. Ward Cllrs engaged to understand programme delivery planning. Likelihood -1
20	Funds are distributed unevenly across neighbourhoods, including to the detriment of unrepresented groups.	Could lead to perceptions of unfairness, reduced trust, and disengagement from certain communities, ultimately undermining the programme's objectives and inclusivity	1	4	4	Area specific action plans to be developed in consultation with each community to ensure needs focused delivery and robust reasoning for fund distribution.	KLNB	Identified	Neighbourhood Area Action Plans to highlight needs and opportunities for each area. KLNB to reach a structured decision using pre agreed prioritisation criteria to allocate funding between areas. **Review Aug26:** Establishment of community builder team in process. Work also progressing in town centre. Work commenced to moved towards community led delivery. Likelihood -2
21	Communications and engagement activities are not robust and the delivery approach is unclear.	Stakeholders may be poorly informed or disengaged, leading to misunderstandings, reduced support, and potential resistance to the programme	1	4	4	Comms and engagement plan agreed with Comms and Engagement Manager to ensure a clear schedule of communications.	Regeneration Programmes Manager	Identified	Communication and Engagement plan to be developed. **Review Aug26:** Comms approach for community builder team agreed with BCKLWN and Together Norfolk,.
22	Mechanisms for programme delivery not confirmed at an early stage.	Delays in implementation, and a lack of clarity for stakeholders, which could impact programme effectiveness and stakeholder confidence	1	3	3	Focus group meeting with KLWN planned for Nov/ Dec to confirm and agree processes and structure before programme commencement. Community consultation and capacity trainino continuino alonaside this.	Regeneration Programmes Manager	Active	Local Assurance Framework complete. Establishment of policies, procedures and templates to minimise risk likelihood currently under development for KLNB approval. **Review Aug26:** Maintained.
23	Engagement channels are not fully maximised and target communities are not effectively engaged,	Important perspectives may be missed, leading to lower participation, reduced inclusivity, and programme outcomes that do not reflect the needs of all stakeholders	1	4	4	Comms and engagement plan agreed with Comms and Engagement Manager to ensure a clear schedule of communications. Work with Engaging People to ensure robust and multi layered engagement. Establish process of programme delivery which builds in community input at all stages.	Regeneration Programmes Manager	Identified	Community Capacity Building model in development. **Review Aug26:** Establishment of community builder team in process. Work also progressing in town centre. Maintained.
24	Project management best practice not implemented leading to poorly delivered projects.	Effective delivery of the project may be impacted due to reduced coordination, tracking, and oversight, potentially leading to delays, missed milestones, and communication gaps	1	4	4	Set up local controls inline with previous funding programmes - Town Deal and UKSPF.	Regeneration Programmes Manager	Monitored	Establishment of policies, procedures and templates to minimise risk likelihood currently under development for KLNB approval. **Review Aug26:** In progress. Likelihood -1. Status change from active to monitored.
25	Corporate templates are not available for consistent programme management.	Effective application and reporting of the project may be compromised due to inconsistencies, inefficiencies, and potential gaps in documentation and compliance	1	2	2	Work with PMO to set up necessary templates.	Programme Management Officer	Monitored	Templates needed identified at BCKLWN and will be created and brough to KLNB for approval. **Review Aug26:** In progress. Likelihood -1. Status change from active to monitored.
26	Corporate policies; such as those relating to Social Value and Subsidy Control, are not in place.	Effective programme due diligence and review may be impacted, increasing the risk of non-compliance, missed opportunities for added value, and challenges in demonstrating programme impact.	1	3	3	Work with legal on subsidy control to set up effective assessment procedures. Corporate Governance Team looking at social value?	Programme Management Officer	Monitored	Social value model under development for Borough Council use. **Review Aug26:** In progress. Likelihood -1. Status change from active to monitored.
27	KPI's are not defined and applied.	Difficult to measure impact and benefits, which could hinder performance tracking, reporting, and continuous improvement of the programme.	1	3	3	Establish and agree KPI's with KLNB prior to programme commencement.	Regeneration Programmes Manager	Active	Propose to work with communities to determine most appropriate KPI's. **Review Aug26**: KPI's for community builder work identified and will be further refined through work with community and emergence of community priorities. Likelihood -1. Status change from active to monitored.
28	Programme does not comply with Subsidy Control regulations.	Risk of legal challenge, funding clawback, or delays in project approvals, which could impact overall programme delivery and reputation	1	4	4	Work with legal on subsidy control to set up effective assessment procedures.	Programme Management Officer	Identified	**Review Aug26**: Ongoing.
29	Project / grant application templates to invest PIP funding are not fit for purpose.	Incomplete or non-compliant submissions, delays in securing funding, and increased administrative burden, potentially impacting programme delivery.	1	3	3	Set up templates inline with previous funding programmes with agreement of legal - UKSPF.	Programme Management Officer	Active	Establishment of policies, procedures and templates to minimise risk likelihood currently under development for KLNB approval. **Review Aug26:** Maintained.
30	Delays in receiving responses from Legal	Programme timescales may be impacted	2	1	2	Engage legal early.	Programme Management Officer	Identified	**Review Aug26:** No current requirement for legal support.
31	Inadequate Governance processes or technical due diligence.	Council may be exposed to legal challenge	1	3	3	Work with legal team to ensure this processes are established at an early stage.	Programme Management Officer	Monitored	Local Assurance Framework. Risk Assessment, Fraud Risk Assessment **Review Aug26:** Complete and monitored / ongoing. Likelihood -1
32	Natural disasters such as pandemics or floods occur	Programme delivery may be disrupted	1	3	3	Apply councils business continuity strategy guidelines. Communicate with MHCLG on mitigation.	Regeneration Programmes Manager	Identified	**Review Aug26**: No further update.
33	Programme does not effectively assess and monitor the environmental impact of project delivery, including reviewing the Climate Change Action Plan.	May fail to meet sustainability objectives and regulatory expectations	2	3	6	Programme oversight will follow the recommendations of the Borough Council of Kings Lynn and West Norfolk Climate Change Action Plan & Policy and all projects undertaken as part of the PIPP programme delivery in King's Lynn will be required to minimise their environmental impact as a key condition of funding.	KLNB	Identified	**Review Aug26**: No further update.
34	Community engagement roles not adequately scrutinised to ensure community safety	Persons with criminal convictions or cautions working with community groups.If a person is barred from working or engaging in regulated	1	5	5	DBS checks required	KLNB	Identified	**Review Aug26:** recruitment and safeguarding processes managed by CAN in line with standard procedures. Likelihood -1
35	Community volunteer representatives not sufficently skilled to deliver against neighbourhood priority projects.	Provide training opportunities to empower and upskill residents to enable them to deliver projects / improvements directly.	4	2	8	Community capacity building and relevant training opportunities to be enabled.	KLNB	Identified	**Review Aug26:** ABCD training to be provided to community groups when community development work has progressed.
36	Not enough community members are engaged to fully transition to a community led model.	The PIP guidance requires that all areas should move to a community led model by year 3 of the programme. If this is not achieved this will risk the local integrity of the programme and will reduce the community impact of programme delivery.	2	5	10	As part of the Community Capacity Building model undertake well planned and targeted community engagement which is developed from the grassroots up to ensure early ownership of proposals. Ensure that the route from involvement to delivery is transparent and visible demonstrating the link between community input and project achievements.	KLNB and Community Development Team	Identified	**Review Aug26:** Recruitment of community builder team and KLNB work to move towards community led delivery to engage widely and mitigate potential lack of interest. Quick wins and responding to community needs identified through action plans will be key.
37	Pause for LGR may create uncertainty regarding future governance arrangements, impacting decision-making, programme support, and progress towards community-led delivery.	Programme development and transition planning progress more slowly than anticipated, limiting opportunities to maximise the programme's longer-term impact.	4	3	12	Maintain regular dialogue with BCKLWN leadership team, continue developing community capacity independently of LGR, document transition plans clearly, and build resilience within local partnerships to reduce reliance on individual officers or structures..	BCKLWN	Active	**Review Sept26**: Risk identified. Resilience planning to be prioritised.
38	Change to political support resulting in increased scrutiny of regeneration programmes and potentially altered BCKLWN priorities.	Reduced strategic support for the programme and less capacity for the Council to support programme delivery. Reduced BCKLWN engagement with the programme would make it more challenging to maintain momentum and secure support for future activities.	3	5	15	Maintain cross-party awareness and understanding of the programme's objectives, achievements, and benefits. Provide regular updates to elected members and senior leadership on progress and outcomes. Demonstrate alignment between Pride in Place activities and wider council priorities and community outcomes. Ensure key decisions, commitments, and programme objectives are clearly documented and understood by stakeholders.	BCKLWN	Identified	**Review Sept26:** Potential issue identified following message from UK Gov that local elections will go ahead in May 2027.
39			Select	Select	#VALUE!			Resolved	
40			Select	Select	#VALUE!			Resolved	