Town Deal Programme Risk Register – Summary as at end August 2026

Appendix A

NB: This is a temporary format for display pending new software system.

Ref	Risk title and description	Risk Owner	Target Risk Score	Previous Risk Score	Current Risk Score	Risk Direction
R1	**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.	Programme Support Team / Senior Responsible Officer	6	9	9	⟷
R3	**Cost Escalation and Affordability** The programme/projects exceed approved funding due to inflation, increased construction costs, contract pressures, scope changes or insufficient contingency, reducing affordability and the ability to deliver approved outputs and outcomes.	Project Managers	4	16	16	⟷
R4	**Construction delays** Projects are delayed by labour or material shortages, procurement challenges, prolonged or extreme weather, unforeseen site conditions, archaeological discoveries, utilities diversions or contractor insolvency.	Project Managers & Programme Support Team	4	9	9	⟷
R5	**Stakeholder, Community and Media Engagement** Insufficient or ineffective engagement with key stakeholders, the community and media reduces confidence and support, damages the programme's reputation, or affects delivery and achievement of wider outcomes for King's Lynn.	Project Managers & Programme Support Team	4	6	9	⟷
R6	**Scope Change and Benefits Dilution** Uncontrolled or insufficiently governed changes to project scope increase costs, delay delivery or reduce the approved outputs, outcomes and benefits.	Programme Support Team	4	6	6	⟷
R7	**Programme and project management capacity** The delivery of the programme and projects is delayed by insufficient programme and project management support.	Programme Support Team	4	6	6	⟷
R9	**Compliance with Regulations and Statutory Consents** Projects are delayed, changed or unable to proceed because required planning approvals, listed building consent, statutory consents, heritage approvals, highways approvals or environmental permissions are not secured or conditions are not discharged.	Project Managers	4	12	12	⟷
R11	**Political support** Political support for the programme diminishes, affecting effective leadership and political support for individual projects.	Programme Support Team	4	8	8	⟷
R15	**Secured funding** Projects cannot demonstrate a secured funding package because required match funding contributions are delayed, resulting in failure to comply with the approved business case.	Project Managers	4	16	16	⟷
R16	**Deliverability of projects**	Project Managers & Programme Support Team	4	12	12	⟷

Ref	Risk title and description	Risk Owner	Target Risk Score	Previous Risk Score	Current Risk Score	Risk Direction
	Projects are unable to maintain effective delivery, contractor performance, programme control or completion milestones, resulting in delayed, incomplete or reduced delivery of approved outputs and outcomes.					
R22	**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.	Project Managers & Programme Support Team	**4**	**12**	**8**	
R23	**Government Compliance and Clawback Risk** Failure to comply with funding conditions, delivery profiles, reporting requirements or assurance obligations results in funding clawback, additional scrutiny, cashflow pressures or cancellation or reduction of projects.	Project Managers & Programme Support Team	**4**	**12**	**12**	
R26	**Local Government Reorganisation and Devolution** The review distracts capacity and focus from the effective delivery of the Towns Fund programme, Board support and future strategy and funding programmes.	Project Managers & Programme Support Team	**4**	**12**	**12**	
R27	**Delivery of outcomes** Footfall data for the programme is not available and therefore the ability to evidence programme outcomes and benefits is reduced.	Regeneration Programmes Manager	**4**	**12**	**16**	
R28	**Operational Sustainability of Completed Projects** Completed projects are unable to achieve their intended long-term operation, maintenance, financial sustainability or service outcomes due to insufficient revenue funding, capacity, governance arrangements or operational performance.	Project Managers & Programme Support Team	**6**	**N/A**	**12**	**New**
R29	**Benefits Realisation and Monitoring** The programme is unable to demonstrate the delivery of approved outputs, outcomes and benefits due to inadequate data collection, monitoring arrangements or performance reporting, resulting in reduced assurance to MHCLG and stakeholders.	Project Managers & Programme Support Team	**4**	**N/A**	**16**	**New**
R30	**Strategic Governance and Ownership of Programme Outcomes** Local Government Reorganisation results in uncertainty regarding future ownership, accountability, governance arrangements, decision-making responsibilities or strategic oversight of Town Fund projects and programme outcomes.	Programme Support Team	**4**	**N/A**	**9**	**New**

IMPACT

LIKELIHOOD

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Extreme
5	Almost Certain	G	A	R	R	R
4	Likely		G	A	R	R
3	Possible		G	G	A	R
2	Unlikely			G	G	A
1	Rare					G

High 13-25	Risks scored at this level represent a high threat to the delivery of Town Deal programme objectives and service delivery and should be treated as a priority, action is required to reduce the rating to a score within tolerance or removed. Reporting on progress will be required to the Town Deal Programme Board and the King's Lynn Neighbourhood Board until the risk level is reduced to tolerance.
Medium 10-12	Risks scored at this level represent a medium threat to the delivery of Town Deal programme objectives and service delivery, proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.
Low 5-9	Risks scored at this level represent a low threat to the delivery of Town Deal programme objectives and service delivery. Review required to ensure risk score does not change/increase, however these risks can be managed at an operational / service level.
Very low 1-4	Risks scored at this level represent an insignificant threat to the delivery of Town Deal programme objectives and service delivery. No further action is required.