

Staveley Town Deal Programme Strategic Risk Register

Risk ref	Risk description	Risk area	Risk effect	Existing controls to mitigate the risk	Current risk rating			Further mitigating action identified and dates for completion	Target risk rating			Risk lead
					Likelihood	Impact	Risk rating		Likelihood	Impact	Risk rating	
1	Resources for developing and delivering the programme are unable to meet the demands and expectations from partners and/or government. To include the risk of staff leaving/retention during and towards the end of the programme	Resources	Programme fails to deliver planned outputs and outcomes; programme fails to draw down maximum funding on offer	Allocation of funding from Towns Fund towards programme resources with further allocation made by CBC; dedicated resources and budgets to be put in place	3	4	12	Recruitment into Core Town Deal Team was complete by November 2021, but staff member now left and Admin post is temporary Regular review of resource implications at Town Deal Programme Board – ongoing and post re-advertised	2	3	6	LW/ LS
2	Failure to comply with government guidance	Legal/reputational	Programme delivery is delayed and/or placed under increased scrutiny; potential for funding to be withheld or withdrawn	Assurance Framework in place to ensure the local processes and decision making is compliant. Internal Audit carried out, signed off as Substantial Assurance	2	4	8	Utilise the lines of assurance in the framework to check compliance, in particular the Town Deal Programme Board should play an active role and External project appraisals in place to ensure compliance. Maintain good working relationship with local DLUHC Officer	1	4	4	LW
3	The collective project funding ask exceeds the programme and match funding available due to identified construction cost overruns and pressure in the market	Financial	Projects approved by the Board within the Town Investment Plan cannot all go ahead; negative reputational impact and impact on communities supporting the projects	Staveley Town Deal Board on managing the over-programming approved a 5% reduction. Further issue of changes to costs (higher or lower) once business cases are developed, may still bring about the same risk. Process may include consideration of reinstating the 5% funding previously cut, should not all 11 projects proceed	4	4	16	Development of proposals to deal with potential shortfalls in funding, or fewer projects proceed – by March 2022; Town Deal Programme Board to ensure that business cases undertake sufficient sensitivity tests; consideration of alternative match funding strategies. CBC procurement team are in place to support and advise projects to minimise risks	2	3	6	LW
4	Project sponsors are unable to develop	Reputational	Programme at risk of underspend;	Bid for capacity funding successful and plan for its	4	4	16	Ensure Capacity funding & 5% advance payments are	2	3	6	LW

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	compliant business cases within the 12 month window		communities disappointed if anticipated projects are not delivered	utilisation approved including direct support for project sponsors; timeline for development of cases and project tracker in place. DLUHC 5% advance funding in place and projects taking it up with regular monitoring				effectively deployed; closely monitor and stay in touch with project sponsors; develop alternatives for utilising any programme underspend if projects cannot be delivered – by March 2022. As project costs come in, explore whether budget adjustments can be possible				
5	Programme development is disrupted by new policy priorities and/or further impacts from the pandemic	Resources	Delays to development of business cases and approval processes, leading to loss of funding	Systems in place for conducting business during pandemic; regular dialogue with DLUHC in place to mitigate risk of new policy priorities; MPs engaged at Town Deal Board	3	4	12	Ensure that sound programme management disciplines in place to mitigate slippage in development; reallocate resources if required to ensure programme does not lose the allocated funding	2	4	8	LS/LW
6	CBC's role as accountable body and the pressure the Town Deal will put on other teams (legal/finance/comms)	Resources	Delays in business case assessment and approval, leading to loss of funding	Internal Programme Board established with key internal stakeholders represented, who are briefed on workload and upcoming calls on time/resources	2	3	6	Regular meetings of Internal Programme Board are set for the year. Regular contact with key Officers maintained by Town Deal team	2	2	4	LW
7	Failure to procure specialist advice/support – legal/external appraisal	Resources	Delays in business case assessment and approval, leading to loss of funding	Budget confirmed (capacity funding) Clear understanding of requirements around procurement to be developed. Explore collaboration with other Town Deal areas to make more attractive in market place	2	3	6	Explore using Framework to call off, to be identified. External Appraisal in place and legal advise on Subsidy control in place	1	3	3	LW
8	Negative public perception impacting on the programme if we fail to approve business cases. Perceptions amongst local residents and partners/stakeholders.	Reputational	Programme at risk of underspend; communities disappointed if anticipated projects are not delivered	Established clear governance arrangements for projects to adhere to. Provision of 121 support and regular Project Sponsor meetings to identify and address any weaknesses in business cases. There is an established CEC Group, consultation and Comms Protocols and programme of promotional events.	3	4	12	Continue to support projects, to access advise in support of business case development (through the capacity fund & 5%). Proactive delivery of Scheme and project level communications. Asking for early draft Business Case will help ensure quality of final submission. External Appraisers in place to raise standards and highlight issues early and to attend project sponsor meeting to impart advice	2	3	6	LJW

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9	Breakdown in relationships on Board/effectiveness of Board	Legal/reputational	Programme delivery is delayed and/or placed under increased scrutiny; potential for funding to be withheld or withdrawn	With regular meetings, clear TOR, briefings with Chair, external advise and support from DLUHC	2	2	4	Appropriate training, skills support for Board members to be provided if need identified. 121 meetings with Chair and Vice Chair with all Board members provides insight on views. Recent session on the role of the Board draws out a collective vision and ToR can be reviewed for the "delivery phase"	1	2	2	LW/IF
10	Risk of not securing and delivering TIP outputs and outcomes	Financial/reputational	Potential claw back of funding, and we would be disappointing our communities. The reputations would suffer of the project sponsors and Town Deal Board. Our relationship with DLUHC and HMG would be damaged.	Once contracted, ensure projects continue to focus on output delivery; should a project not proceed, TD Board will need to consider alternative options to delivery outputs/outcomes	2	3	6	Engagement "on the ground" to identify pipeline projects. Liaise with DLUHC regularly to notify of any such potential changes and explore contract variations.	1	3	3	LW

Notes

- The risks at this stage focus on the business case development and implications for the programme, including some preliminary reference to delivery. Once all projects are approved, there will be a review to assess further risks that will need to be identified and mitigated as projects begin to deliver. The main risk at present is the rising capital and construction costs and finite Town Deal allocation. The 5% advance payments have greatly aided business case development.
- The existing council strategy states that impact should include consideration of financial impact and that where this is over £500k, the impact rating should be very high (5). This has informed the above scoring.
- Risk area has been interpreted as 'category' but a list of categories is not available with the template so this may need to be checked