

Project Risk Register

Risk ID	Risk Description (cause / Event)	Overall Impact Description	Impact				Mitigating Actions	Action Progress Update	Target Resolution Date	Current		
			Time	Cost	Quality	Health and Safety (if applicable)				Likelihood Score	Impact Score	Overall Score
00003	Authority H&S Policies not adhered to within individual projects.	Reputational Damage	No	No	No	Yes	Ensure all H&S policy and guidance is followed and monitored during the implementation of the projects.	Communication to all Project Leads was issued in January 2024 and December 2022 to remind of H&S policy.	31/03/26	2	2	4
00004	Statutory approvals for programme outputs are delayed or not achieved	Delays or redesign of overall programme deliverables and individual project outputs	Yes	Yes		No	Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible. Regular review of project plans.	Project Plans are in place and regularly reviewed by Project Leads. Next monitoring and evaluation return to DLUHC due in April/May 2024.	31/03/26	2	4	8
00005	Brexit & Covid-19 effect on supply chain -Labour/Materials price increase/fluctuation	Negative impact on programme affordability due to increased costs	No	Yes		No	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Sufficient contingency budget built into the projects.	Early engagement with construction contractors to validate costs within the budget.	28/06/24	2	4	8
00006	Individual project costs increase above agreed parameters	Impact on collective affordability of the programme	Yes	Yes		Yes	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding. Review monthly and finance have dedicated Towns Fund/FHSF officer.	Programme part of Simplification Pathfinder Pilot to support movements of fund between projects, if required and approved. Projects are closely monitored. Finance are part of all project meetings.	31/10/25	3	3	9
00007	Drawdowns of funds are not received in line with expected deadlines	Impact on programme cashflow forecasts negatively impacting on the wider Council cashflow position	No	Yes	No	No	Ensure fund drawdowns are clearly identified and owned by individuals within the programme. Close collaboration with BEIS/DLUHC.	Several projects been delayed impacting on the agreed drawdown scheduled. Projects still being delivered within the agreed deadline with the grant	02/05/25	3	2	6
00008	Partner organisation suffers catastrophic change in financial standing once in delivery	Impact on individual project deliverability	Yes	Yes		Yes	Continual dialogue and engagement with partner organisations to consistently gauge delivery potential	Project Leads have detailed discussions with any partner organisations.	31/03/26	3	3	9
00009	Inability to action capital funding spend to ensure the allocated Towns Fund funding is fully utilised in each financial year.	Impact on overall programme deliverability due to non-compliance with Towns Fund requirements.	Yes	Yes		No	Continual dialogue and engagement with partner organisations to ensure spend profiling information is continually monitored to identify project slippage in advance to ensure corrective action can be taken so that spend requirements are met. Continual dialogue with DLUHC to raise an early warning and agree mitigation actions.	Risk remain high due to several project had delays due to procurement and value engineering. Regular Working Group Meetings are diarised and attended by Project Leads. Each project is monitored on a monthly basis including internal CWC reporting and separate assurance by Programme Managers. Regular contact with DLUHC to prewarn if there are	31/03/26	4	3	12

00010	Necessary sub-funding agreements with partner agencies aren't correctly in place	The Council is placed at risk of delivering a programme where necessary legal agreements aren't in place ensuring correct use of the Towns Fund monies	Yes	No		No	Develop 'Boiler Plate' ready documents for partner agencies in advance of the risk proximity	Grant agreements for the events programme in place, last signed in October 2023. Potentially there will be one more grant agreement, to be decided in March.	30/04/24	2	3	6
00011	Contracts with suppliers/contractors are not correctly in place	Reduced or zero legal remedy for The Council should poor performance be observed	Yes	Yes		Yes	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support. Early engagement with procurement.	CWC Procurement Team are engaged with all projects and attend the monthly Working Group Meetings where they review progress. Due to work	31/01/25	2	4	8
00012	City Investment Board are ineffective as oversight committee	Ineffective overall governance structure and management of programme				Yes	Ensure effective Terms of Reference are in place along with strong leadership including regular meetings with necessary outputs. If meeting being cancelled, email key updates to allow board members to raise any concerns.	City Investment Board approved the updated governance documents in January 2023. Updates to documents for board review in May 2024. Meeting has Forward Plan in place which looks to manage workload and	31/03/26	1	1	1
00013	Change in Programme Lead at The Council	Temporary impact on overall programme delivery including potential missed deadlines	No	No		No	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Existing Programme managers has been extended to end of October from previously end of April 2023. Awaiting formal confirmation for a extension and currently working at risk.	31/01/24	3	3	9
00014	Failure to engage with wider internal Council stakeholders to gain buy in and support to Town Deal Programme	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	No	No	No	No	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes. Implementation of newsletter.	Internal teams are included in Working Group Meetings and additional scrutiny and governance comes via internal management meetings (I&E Matrix Board, Levelling Up	27/03/26	2	2	4
00015	Changes at national or local level to political stakeholders or policies over the life of the programme	Changing views in relation to projects resulting in delays to project delivery	Yes	No	No	No	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Next local elections May 2024. National Elections are prior to Jan 2025.	31/01/25	3	2	6
00016	Negative local and regional press/social media relating to programme delivery	Impacts and negative responses to major capital works intervention schemes	No	No		No	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.	Each project has press releases at key dates coordinated with the comms team. including other social	27/03/26	2	4	8
00017	Failure to gain recognition for the Council, City Investment Board and DLUHC for the levels of investment in the area	Failure to generate positive stories linked to investment and project deliverables	No	No	No	No	Ensure the communications strategy both at programme and individually at project level identify the Towns Deal and also monies or equivalent from the Council	Press releases including statements from the Council and CIB as required. Hoardings around live construction site display Levelling Up Fund/DLUHC following	27/03/26	2	2	4
00019	Increased inflation leading to negative impact on individual projects affordability due to increased costs	Increased inflation impact on deliverability of the project, reducing project scope, not delivering the agreed outcomes/outputs.	Yes	Yes		No	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Risk decreased from 16 to 12 in January 2024 as inflation stabilised and projects have early engagement with contractors for costs. A full	31/03/26	3	4	12
00020	Fraud by failing to disclose information	Reputational Damage and impact on delivery.	Yes	No		No	Adhere to Council Fraud Act 2006 and Council Governance processes including the Local Assurance Framework.	Each project to follow the mitigation action.	27/03/26	2	4	8

00021	Elections/Purdah - Likely we have elections in May which could impact on projects and ability to engage with stakeholders	Pre election time (Purdah) prevent engagement with the Councillors for support on projects, which could potentially delay the project implementation. The outcome from the elections could have an impact on the project delivery.	No	No	No	No	Project teams to be aware of the election and include timings in the project plan to avoid delays in the implementation.	This is a new risk from January 2024.	10/05/24	4	2	8
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