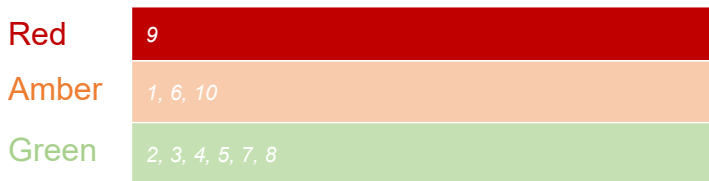


Levelling Up Programme - Risk Register

March 2024

Profile of Current Risk Scores:



1. Best start in life for children and young people



2. People live well and age well



3. Strong resilient communities





4. Quality homes in thriving neighbourhoods







5. A strong and inclusive economy





6. A connected and accessible Sandwell



Risk Ref	Risk Title and Description	Link to business plan objective	Previous score	Direction of travel (up arrow: risk increase, down arrow: risk decrease)	Current risk score (Nov 2023)	Target risk score and date	Progress to Date (incl. current risk mitigating controls and further actions to be taken to manage risk and action date)
01	<p>Grant Conditions: Delivery Timeline & S151 project sign-off</p> <p>If programme delivery cannot be completed by 2024-25 financial year (March 2025) and/or there are concerns around project delivery from S151 assurance, there is a risk of grant clawback, reputational damage and missed opportunities to deliver the benefits of the programme</p> <p>Risk Owner Programme SRO, Project SROs and Programme Manager</p>		Red		Amber	Green (May 24)	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Grant Determination Letter Received Submission of project profile information to DLUHC Sep 2023 Monthly reporting on project delivery progress, financial spend and projections Capital appraisals completed for 3/6 projects S151 sign-off of pre-appraisal spend Monthly monitoring conversations with DLUHC area lead in place Confirmation received from DLUHC of Mar 25 grant deadline and setting out freedoms and flexibilities of the council to manage within capital programme beyond Mar 25 Options for internal management of capital progressed to enable spend beyond Mar 25 and agreed for Friar Park Project <p>Further Actions</p> <ul style="list-style-type: none"> Capital appraisals completed for all projects Ongoing updates to DLUHC on project delivery progress
02	<p>Capital Programme</p> <p>If agreement isn't received from DLUHC to Sandwell managing the capital allocation within the capital programme, or that the capital programme does not allow for accountancy treatment to enable the LUP projects, then there will be an inability to deliver the full LUP programme resulting in grant clawback, reputational damage and</p>		Amber		Amber	Green (May 24)	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Confirmation received from DLUHC of Mar 25 grant deadline and setting out freedoms and flexibilities of the council to manage within capital programme to enable spend beyond Mar 25. Options for internal management of capital progressed to enable spend beyond Mar 25 and agreed for Friar Park Project

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	<p>missed opportunities to deliver the benefits of the programme</p> <p>New risk wording: If project delivery slips into 2025/2026 beyond agreed limits for capital spend, there may be an inability to manage the capital requirements within the capital programme resulting in grant clawback, reputational damage and missed opportunities to deliver the benefits of the programme</p> <p>Risk Owner Finance LUP Programme Manager</p>						<ul style="list-style-type: none"> Project slippage beyond Mar 25 deadline to be agreed by AD Regen & Growth in consultation with S151 Officer and Cabinet Member <p>Further Actions</p> <ul style="list-style-type: none"> Capital appraisals completed for Millennium Centre and Public Realm Financial forecasts to be reported to finance quarterly?
03	<p>Programme and Project Management</p> <p>If appropriate arrangements are not made to manage the programme and its related projects, benefits will be delayed or not achieved. The risk includes consideration of matters concerning capability and capacity to manage the programme and the availability of technical support</p> <p>Risk Owner LUP Programme SRO LUP Programme Manager</p>		Amber		Green	Maintain Green	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Programme SRO (AD Spatial Planning and Growth) in place Project level SROs and Project Managers in place Programme Manager and Programme Support Officer in place Project Group in place and meeting monthly including technical support reps (finance and procurement) Project progress reporting in place (monthly) Updates to LT quarterly EqIA, Environmental impacts reported to WLUP Board <p>Further Actions</p> <ul style="list-style-type: none"> Maintenance of arrangements

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04	<p>Governance If there are unclear lines of decision making, or insufficient involvement of stakeholders in the LUP governance this will lead to miscommunication, delays, missed opportunities and stakeholder dissatisfaction / disengagement</p> <p>Risk Owner LUP Programme Manager</p>		Amber		Green	Maintain Green	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Cabinet approval of governance arrangements including scheme of delegation Internal Project Group in Place WLUP Board in place and first quarter of meetings completed <p>Further Actions</p> <ul style="list-style-type: none"> WLUP Board Member return of Code of Conduct and Register of Interests
05	<p>Programme Benefits, Monitoring and Evaluation If the programme progress and delivery of benefits (outcomes) and outputs are not robustly monitored and evaluated then there will be a failure to take corrective action or to fully understand the impact of interventions in addressing Levelling Up Challenges</p> <p>Risk Owner LUP Programme Manager</p>		Green		Green	Maintain Green	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Programme outcome measures drafted and shared with DLUHC Output measures submitted to DLUHC with project profile Project progress reporting in place Outcomes and Outputs reported to WLUP Board Baseline outputs reported to WLUP Board alongside approvals for projects to progress to delivery phase <p>Further Actions</p> <ul style="list-style-type: none"> Programme outcome measures to be connected to PH led work around levelling up Baseline outcome measures captured and data sources agreed Project evaluation methods in place
06	<p>Communication and Engagement:</p>		Amber		Amber	Green	<p>Current and ongoing controls</p>

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	<p>If consultation and engagement activity does not engage with key stakeholders, build on existing insight from consultation and engagement activities, or there is a lack of engagement in consultation and engagement activities, this will result in interventions not being acceptable to the community, leading to challenge to proposals, reputational damage, delays in implementation and/or grant clawback.</p> <p>This risk includes consideration of proactive communication to share LUP programme achievements and milestones</p> <p>Risk Owner LUP Programme Manager</p>						<ul style="list-style-type: none"> DLUHC conducted engagement with key stakeholders as part of initial deep dive activity Interventions identified align to evidence base of past consultation and engagement including Residents' Survey, and FP Masterplan Project Plans include consultation and engagement activity Consultation and Engagement Activity updated monthly as part of monthly project progress reporting Forward plan of press releases in place Website live Consultation and Engagement strategy agreed by WLUP Board 29/02 Outcomes of consultation and engagement reported to WLUP Board include any objections <p>Further Actions</p> <ul style="list-style-type: none"> Scrutiny consideration of LUP Programme during 24/25 Municipal Year to include communication and engagement strategy Regular press releases at project milestones Production of video and comms materials WLUP Board Comms and Engagement Sub-Group established
07	<p>Elected Member Involvement and Engagement</p> <p>If Elected Members are not sufficiently involved in shaping LUP proposals or</p>		Green		Green	Maintain green	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> Cabinet involved in deep dive activity

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	<p>represented through LUP governance arrangements there will be missed opportunities to use insight from Elected Members to shape LUP proposals resulting in dissatisfaction, resistance to the programme and scrutiny call-in leading to programme delivery delays</p> <p>Risk Owner LUP Programme Manager</p>						<ul style="list-style-type: none"> Elected Members included in WLUP Board Standing item at W'bury Members' quarterly meeting Liaison with scrutiny to programme their input as part of 24/25 Municipal Year Elected Members invited to participate in project consultation activity Regular circulation of key messages document <p>Further Actions</p> <ul style="list-style-type: none"> Scrutiny consideration of LUP Programme during 24/25 Municipal Year to include communication and engagement strategy
08	<p>Levelling Up Partnership Opportunity It the LUP programme and its governance arrangements focus on the delivery of the selected interventions only, this will result in a missed opportunity to build a lasting partnership and address the long term levelling up challenges for Wednesbury and shape future plans and priorities for investment.</p> <p>Risk Owner LUP Programme SRO & LUP Programme Manager</p>		Green		Green	Maintain green	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> WLUP Board Terms of Reference include a role as providing strategic direction across the LUP Set of programme outcome measures in place WLUP Board forward plan in place WLUP Board receiving information around public health programmes WLUP Board input to public health levelling up work <p>Further Actions</p> <ul style="list-style-type: none"> Confirmation of LUP Programme Outcome measures aligned to PH-led levelling up framework development

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							<ul style="list-style-type: none"> • Exploration to take place into WLUP Board role re shaping other plans relating to Wednesbury (e.g. Town Plan) • WLUP Board forward plan to include consideration of social value through LUP spend
09	<p>Delivery of Friar Park Urban Village Project</p> <p>Delay / Issues in obtaining licence from EA for Friar Park Urban Village Project and overall timescales for delivery including risk of planning challenges</p> <p>By Mar-25 spend deadline-resulting in inability to manage spend within capital programme, potential clawback of funding/ liability for the council, reputational damage and significant impact on achieving the outputs and outcomes of the LUP.</p> <p>Risk Owner Friar Park Urban Village Project SRO</p>		Red		Red	Amber	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> • Positive liaison with EA facilitated by DLUHC • Procurement of developer underway • Options identified for managing slippage beyond Mar-25 • Confirmation received from DLUHC of Mar 25 grant deadline and setting out freedoms and flexibilities of the council to manage within capital programme • Options for internal management of capital progressed to enable spend beyond Mar 25 <p>Further Actions</p> <ul style="list-style-type: none"> • Project capital appraisal to be undertaken including project level risk register review • EA permit • Developer procured
10	<p>Legal: Subsidy Control</p> <p>If a subsidy applies and this is not identified / not declared within the timescale then a legal challenge could be made resulting in suspension of project activity/ recovery of finance and reputational damage</p>		Amber		Amber	Green Apr'24	<p>Current and ongoing controls</p> <ul style="list-style-type: none"> • Approach agreed with Legal Services • Specific subsidy control advice is being commissioned for Friar Park Urban Village project • Screenings completed for Greenspaces and Community Safety (no issues arising)

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	Risk Owner Monitoring Officer and Programme Manager						Further Actions <ul style="list-style-type: none"> • Screening to be undertaken for remaining LUP Projects and reviewed by Legal Services • Subsidy Control Assessments undertaken and declarations made, if required • Review Subsidy Control position during programme in the event of scheme changes