

## Appendix D: Port Communities Resilience Fund – Risk Register – v2 - June 2017

The risks associated with implementation of the Port Communities Resilience Fund (PCRF) decision							
No.	RISK Threat to achievement of the key objectives of the Project	INHERENT RISK Before controls		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK After controls		RISK OWNER
		Impact	Probability		Impact	Probability	
1	Further internal delays for the Council to approve the outline delivery plan for the PCRF, following the former Mayor's announcement of the Fund in Dec 15, and the new administration's endorsement of the priorities and remit in June 16, would derail objectives to launch the Fund early in 2017. It is also likely to undermine the community's confidence and level of engagement with the Fund's objectives and processes.	High	Medium	The Avonmouth & Lawrence Weston Neighbourhood Partnership and Ward Councillors have been / are being further consulted and kept informed of the Council's processes and timescales to finalise and approve the outline delivery plan. Wider publicity / consultation of the local community and business stakeholders is scheduled for Sept-Nov, inc. 19 Nov event. Evaluation will be carried out by PCRF Strategic Board.	Medium	Low	Alistair Reid
2	Uncertainties and obstacles related to the availability or securing of additional capital and revenue support for PCRF projects from the Council or external sources, in a context of public and third sector cutbacks and economic downturn, due to the Fund being legally restricted to Capital only. Failure to secure adequate funding (capital or revenue) will prevent projects (at all scales) going ahead or jeopardise their sustainability.	High	High	Up to 10% (£100,000) of the Fund is allowable for management and support to 'bring capital assets into use'. The Council will commission local fund management expertise to identify and lever matching or complementary revenue and capital sums from external private and third sector sources. A training and capacity building programme will assist community and small business applicants to design and deliver financially viable and sustainable projects drawing on multiple sources.	Medium	Medium	Alistair Reid
3	Commissioning of the Jobs & Enterprise theme (to be allocated 50% of capital after management costs) and employment & enterprise support hubs in two villages is likely to rely on the Council committing a significant amount (£0.5 -1 million) of complementary capital and revenue from various Place, Neighbourhoods and People service budgets during a period of large-scale corporate cuts, which will significantly increase the risks of non-delivery or funding shortfalls for one or both projects, and so present challenges to the 'resilience' objective of the Fund.	High	High	Drawing on the extensive feasibility and planning already undertaken, and Place/ N'hoods LTs commitment to co-funding of the Lawrence Weston Community Hub, the Council's commissioning process will be designed to elicit very high quality and robustly justified proposals and business cases, underpinned by proper stakeholder and prospective user group consultations and expert advice, and offering co-investment from local or national partners, such as Bristol & Bath Regional Capital, Resonance Sitr Fund, Big Lottery, etc. This should reduce pressure and over reliance on the Council's resources, build strategies and resources for long term sustainability and real social impact of projects and enable risks to be shared.	Medium	Low	Alistair Reid
4.	Use of a 'traditional' VCS grants scheme approach for the Social Impact / Community Facilities priority (to be allocated 35% of capital) may fail to stimulate any new ideas and social entrepreneurship and/or secure sufficient leverage of complementary external funding and/or support of community or business users across the wider area in order to meet longer term 'resilience' tests.	Medium	High	Neighbourhood Partnerships team, supported by ED High Streets & Local Centres team, will follow best practice in innovative community-led approaches to shape and set priorities for this funding, and put in place a training and capacity building programme for VCS groups and event. It aims to discourage silo thinking and encourage / embed networking, partnering, resource and cost sharing and joint promotion of facilities and assets across the ward, so building resilience.	Low	Low	Alistair Reid
5	<b>Community Facilities Grant</b>	Medium	Low	The Neighbourhoods & Communities	Low	Low	Hayley Ash

	<b>Scheme:</b> The participatory budgeting exercise must happen on the 9th September 2017 as part of the Gorum Fair. If the stage 1 application process does not start by 19th June, we will be unable to give applicants enough time to prepare their application. We will need to either wait until the 2018 Gorum Fair or not include the participatory stage			team does not have resource to host a separate event, this would mean that we would have to either cut out participatory stage or wait a further 12 months - this then becomes a financial risk as the programme will then not meet its spend profile. Must gain SLT / Mayor approval of CFGS by mid June 17.			
6.	<b>Community Facilities Grant Scheme:</b> Not enough projects will come forward at stage 1 with the required match funding/plausibility to deliver	Medium	Low	the unallocated funds would be channelled through the other two programme Priorities (Jobs & Enterprise and High Streets)	Low	Low	Alistair Reid / Hayley Ash
7.	<b>Community Facilities Grant Scheme:</b> Projects at stage 3 may not be successful in raising their match funding targets	Medium	Low	Organisations applying for grant will be invited to a SevernNet networking event to help them to link up with local businesses/funding opportunities	Low	Low	Hayley Ash / Project Manager

### The risks associated with not implementing the Port Communities Resilience Fund (PCRF) decision

No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK Before controls		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK After controls		RISK OWNER
		Impact	Probability		Impact	Probability	
1	Non-approval of the PCRF outline delivery plan by the Capital Board, depending on the reasons, could set back the finalisation and launch of the Fund by up to 6 months and affect the community's and funding partners' confidence in its value and purpose. This could in turn have both a negative impact on the Council / Mayor's reputation for delivery.	Medium	Medium	Immediate efforts would be made by Place Economic Development and Neighbourhoods NP teams to address the Capital Board's reasons for non-approval, review proposals and re-submit the funding case and request to Capital Board at the earliest possible opportunity in late 2016. The Mayor and Cabinet Member for Place and Ward Members would be alerted / briefed on any financial or resource issues to resolve. Evaluation would be made by the PCRF Strategic Board.	Low	Low	Alistair Reid
2	Non-approval of the PCRF outline delivery plan by the Capital Board, depending on the reasons, could set back the finalisation and launch of the Fund by up to 6 months and result in a missed opportunity to align some priorities / activities of the Fund within a detailed (2 <sup>nd</sup> stage) bid to Big Lottery Coastal Communities Fund Round 4 (capital and revenue) due for submission by Nov 16.	Medium	Medium	Immediate efforts would be made by Place Economic Development and Neighbourhoods NP teams to address the Capital Board's reasons for non-approval, review proposals and re-submit the funding case and request to Capital Board at the earliest possible opportunity. Also linkages to PCRF priorities and potential co-funding would still be made in the Coastal Communities Fund bid, on a provisional 'at risk' basis, even if approval had not been given by Capital Board by the November date of submission. Evaluation would be made by the PCRF Strategic Board.	Low	Low	Alistair Reid
3	Non-approval of the PCRF outline delivery plan by the Capital Board, could set back the finalisation and launch of the Fund by up to 6 months which would create pressures and reputational damage for the ALW Neighbourhood Partnership in its role as an intermediary between the Council and the wider community stakeholders, and discourage active participation and take up of other Council funding managed by the NP.	High	Medium	Immediate efforts would be made by Place Economic Development and Neighbourhoods NP teams to address the Capital Board's reasons for non-approval, review proposals and re-submit the funding case and request to Capital Board at the earliest possible opportunity in late 2016. The ED and NP Teams would still go ahead with the proposed community consultation event on 19 <sup>th</sup> Nov and work together on a communications plan to minimise negative impacts on the NP. Evaluation would be made by the PCRF Strategic Board.	Low	Low	Alistair Reid

