

Appendix II PEACEPLUS Programme Level Risk Register

October 2025

	Risk	What we have <u>already done</u> or have in place (i.e. controls) to mitigate this	Current RAG	What we're <u>going to do</u> next to manage this to the target level (i.e. actions)	Responsible officer	Target RAG	Target date
1	<p>Financial Risk If proper arrangements are not in place for managing the programme finances, the council may incur unexpected financial pressures/ losses.</p> <p>(Applicable to all projects)</p>	<ul style="list-style-type: none"> • Qualified and experienced staff responsible for managing budgets, claims, reviewing eligibility of expenditure • Written financial processes in place • Relevant staff trained in Council processes including E5 • Programme Rules reviewed • Access to the Joint Electronic Management System is restricted to relevant staff • Relationships with SEUPB staff in place • LoO € currency risk escalated to Head of Finance • Training provided to delivery partners to ensure invoices submitted align to contract <p>Issues:</p> <ul style="list-style-type: none"> • New Financial Controller approach underway, awaiting contracting • Expenditure incurred from Jan 24 not yet able to be claimed from SEUPB 		<ul style="list-style-type: none"> • Continual staff training to ensure requirements are met • Ongoing review of processes to ensure fit for purpose • Any updated programme rules incorporated in internal financial processes • Regular check ins with appropriate SEUPB staff • Follow due process in terms of claims submissions and sign off • Agreement required on process for review of documentation provided by P&P • Expenditure monitoring of £ vs € budgets & income • Ongoing liaison with business manager & director of finance to manage exchange rate fluctuation risks • Due Diligence process ongoing with SEUPB / financial controller prior to contracting • Training to provided to any new delivery partners to ensure invoices submitted align to contract 	Helen Donaldson		ongoing
2	<p>Procurement and contract management If we do not ensure that there are appropriate procurement and contract management arrangements in place, there is a risk of financial loss due to reduced</p>	<ul style="list-style-type: none"> • Team in place to procure and manage contracts incl. project managers, support officers • Dedicated Category Officer support from CPS • Procurement process in place linking BCC policy to PEACEPLUS requirements • Timeline in place for procurement and contract delivery 		<ul style="list-style-type: none"> • Monthly / quarterly meetings ongoing for large delivery partner contracts • Quarterly reports process for submission from contractors in place • Procurement and Supporting documentation to be saved in Shared Folders to ensure audit trail is available to verify claims 	Debbie McKinney (with support from CPS and Project Managers)		ongoing

	Risk	What we have already done or have in place (i.e. controls) to mitigate this	Current RAG	What we're going to do next to manage this to the target level (i.e. actions)	Responsible officer	Target RAG	Target date
	<p>funding/ financial penalties.</p> <p>(Applicable to all projects)</p>	<ul style="list-style-type: none"> • Pre-Market Engagement Sessions prior to issue of Tender Calls • Reporting and escalation process in place to manage issues • Change Control / Contract modification process in place for use if required • Seeking advice and guidance from SEUPB, as required 		<ul style="list-style-type: none"> • For any upcoming procurements – changes to UK procurement law, considered in conjunction with CPS • Capital procurement / CPD, compliance and CPD involvement 			
3	<p>Compliance with Letter of Offer, conditions of funding and monitoring and evaluation</p> <p>If we do not ensure that we are compliant with the Letter of Offer, conditions of funding, and monitoring and evaluation requirements, there is a risk of financial loss due to reduced funding/ financial penalties.</p>	<ul style="list-style-type: none"> • Robust process for checking eligibility of expenditure prior to the submission of claims • Monitoring and Evaluation framework drafted • M&E system drafted • Attendance at PEACEPLUS training events • Review of Programme Rules • Letter of Offer received and conditions reviewed / responded to • LoO Conditions tracker established and reviewed 6 monthly • M&E system in place and being utilised by delivery partners – ensuring evidence on file for results / outputs • Response to conditions once LoO is signed and returned & JeMS access provided • Finalisation of M&E framework • Finalisation of M&E system incl. testing to be completed • Train delivery partners on M&E system 		<ul style="list-style-type: none"> • Continue to attend available training provided by PEACEPLUS • Ensure audit trail of M&E data available to submit in claims to SEUPB for their verification • Ongoing monitoring of implementation conditions and reporting to Programme Board and Shared City Partnership 	Helen Donaldson		ongoing
4	<p>Recruitment / staffing</p> <p>If we do not recruit and retain suitably skilled and</p>	<ul style="list-style-type: none"> • Successful recruitment of staff to date 		<ul style="list-style-type: none"> • Continuity planning • Further development of processes • Ongoing support for staff 	Debbie McKinney		ongoing

	Risk	What we have already done or have in place (i.e. controls) to mitigate this	Current RAG	What we're going to do next to manage this to the target level (i.e. actions)	Responsible officer	Target RAG	Target date
	experienced staff, there is a risk that the programme is not delivered in line with the agreed timescales and in compliance with the T&Cs.	<ul style="list-style-type: none"> • Induction process and plans in place • Staff training in place • Monthly 1-2-1s with more regular check ins where required • Roles and responsibilities of each team member outlined • Monthly Team meetings • Regular work planning meetings to direct team • Processes in place as a 'desk instruction' to allow cross team working 		<ul style="list-style-type: none"> • Ongoing training for staff • Cross skilling of staff across team functions • Ensure staff feel valued 			
5	<p>Delivery of the programme</p> <p>If we fail to implement appropriate programme management arrangements, there is an increased risk of delays which could lead to financial penalties.</p> <p>(Applicable to all projects)</p>	<ul style="list-style-type: none"> • Robust co-design process followed to ascertain participant targets • All delivery partners asked to provide details of participant attrition rates / plans for recruitment and retention • BCC officers with experience in relevant areas sit on tender evaluation panels • Extension to project timeline approved by SEUPB 		<ul style="list-style-type: none"> • Ongoing review of project achievement of results (participant numbers) • Continued collaboration between BCC departments and staff to avail of expertise within the organisation and the relationships built with the community • Monitoring of progress in relation to landowners, planning permission /statutory approvals etc • Capital Project Governance to include representatives from PEACEPLUS 	Debbie McKinney		ongoing