

Risk Register	Coastwise - Programme		Strategic Risk Register								
Last Reviewed:	03.10.23										
Ref	Category	Risk Title	Risk Description	Current risk			Actions/Mitigating	Mitigated risk			Owner
				Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score	
P1	Political	Delays in local decisions	Large/major project/programme decisions being delayed by members/cabinet/processes	2	3	6	Member Briefing Portfolio Holder Support Wider Member engagement Updates to business Planning meetings Good PR/Comms Capitalise on wins Clear work programme Cross Party sharing of information Powers delegated in advance where appropriate	2	2	4	Board
P2	Political	Competing priorities	Local competing priorities (thematic or geographic) reduce priority in Council for coastal transition	1	1	1	Included in Corporate Plan and Action Plan Keep members and CLT updated	1	1	1	Board/SOSG
P3	Political	Negative PR	Negative PR is received about coastal transition locally or nationally - due to events, disparity in defended and undefended areas etc.	3	4	12	Transparent messaging Local engagement across district (beyond the coast) Comms and Engagement Strategy Engagement with local, national and international interests	2	3	6	Comms
P4	Political	Politicisation of Coastal Transition	Coastwise or Coastal Transition becomes a political topic, absorbing capacity, ability to deliver and impacting on communications.	3	3	9	Open transparent messaging Updates provided to all member groups	2	3	6	Board
P5	Political	Parish/local engagement	Parish Councils and local groups unable to engage effectively	3	2	6	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications	2	2	4	Team
P6	Political	Reputation	Coastal transition and decision surrounding transition are unpopular, impacting on reputation	2	3	6	Communications and Engagement Strategy and actions Coastal Literacy development Ongoing communications	2	2	4	Team
P7	Political	National Programme governance changes	DEFRA/EA changes to personnel change the scope of the programme	2	4	8	Ongoing engagement in Working Party Ongoing relationship building with civil servants/representatives Timely responses to national programme evaluation	2	3	6	RG/MF
P8	Political	National Programme governance restrictions	EA/DEFRA programme parameters restrict outputs and actions	2	4	8	Ongoing engagement in Working Party Ongoing relationship building with civil servants/representatives	2	3	6	RG/MF
P9	Political	Elections (local or national)	Elections change direction of politics, priorities and funding for Coastwise	3	3	9	Remain engaged with DEFRA/EA on governance structures. New council representatives and new MPs are adequately briefed about the project benefits. Regular briefings are scheduled to update on project progress. Site visits to pilot sites are offered as needed. Project governance structure reflects changes in councillors and MPs.	3	3	9	RG/MF/Comms
P10	Political	Coastal minister	Minister appointed to the coast	2	1	2	Engagement with LGA Coastal SIG	2	1	2	SOSG
P11	Political	Changes to local government governance	Local government restructure change local government delivery capabilities	2	2	4	Keep under review. Full support and buy in, cross-party. Robust and approved LA Project governance structure.	2	2	4	Sponsor
P12	Political	Issues compete nationally for central government support	Government funding becomes diverted to other causes	2	2	4	Continued engagement with MPs and DEFRA. Central government have acknowledged the need to act on climate change. This is evidenced in the Government Policy Statement and FCERM 2050 strategy and action plan and through the signing of the Glasgow Climate Pact.	2	2	4	Team
P13	Political	Changes in government direction on adaptation	National priorities on transition / adaptation / resilience may change impacting current/future funding.	3	4	12	Monitor political climate Seek to progress and deliver	3	4	12	Team
P14	Political	Planning Reforms	Changes to policies could over time impact on the learning generated by CTAP using current policies for rollback and relocation, repurposing and funding and financing.	2	2	4	Part of CTAP will potentially consider future scenarios and possible improvements to planning policies.	2	2	4	RG
E1	Economic	Cashflow	Delays between expenditure and receiving income	2	2	4	Regular financial monitoring and requests for funding	2	2	4	Finance
E2	Economic	Meeting programme financial projections	Unable to spend allocated funds in projected years resulting in loss of funding	4	4	16	Ongoing and timely discussions and updates with EA Ongoing monitoring of financial forecast and programme	3	4	12	SOSG
E3	Economic	Inflation	Cost increase leading to a need to descope work	3	3	9	Details of works are identified with communities/sectors as programme progresses	3	3	9	Board
E4	Economic	Bankruptcy	NNDC goes bankrupt	1	5	5	Good financial arrangements in place at NNDC In such a scenario Ministers would take direct control - Coastwise is 100% externally funded	1	3	3	Sponsor
E5	Economic	Overspend	Insufficient funds to complete required work	2	4	8	Ongoing financial monitoring Programme budgets reviewed as required Alternative and additional funds to be investigated	1	4	4	Board
E6	Economic	Compensation Claims	Projects result in compensation claims	2	2	4	Legal aspects and risk of compensation considered in project and action delivery	1	2	2	Team

E7	Economic	Mishandling of funds	Activities do not management funds withing LA guidelines leading to negative audit / loss of reputation/ loss of funds	2	4	8	Advice and guidance sought as programme progresses Good record keeping Financial representative on Board	1	4	4	Sponsor
E8	Economic	Contingency	Contingency funds are not utilised leading to loss of opportunity	3	3	9	Financial Contingency Mitigation Approach for drawdown funds approved in OBC Good financial monitoring	2	2	4	SOSG
E9	Economic	Salary cost changes	Salary negotiations increase costs causing financial impact on the programme	2	2	4	Regular financial monitoring Salary projections include possible uplift	1	2	2	Board
E10	Economic	Recession	Contractors go into administration or unable to offer/access required services	2	2	4	Keep under review	2	2	4	Team
E11	Economic	Limited Additional Finance and Funding identified for long term sustainable coastal transition	Unable to continue to deliver project Outcomes beyond funded period. Limited long term deliverability resulting in reputational impacts and loss of buy in with stakeholders.	2	2	4	Proactive monitoring of national agenda, data collection and open, honest and transparent communication.	2	2	4	RG
S1	Social	Challenge from activists	Coastwise and transition is challenged by activist groups	3	3	9	Communications and Engagement Strategy Prepared messaging and approach to re-enforce need for transition Early engagement with groups once identified to understand challenges raised	3	2	6	Team
S2	Social	Engagement	Communities, sectors, individuals are not interested, do not support or are not willing to engage in transition.	3	4	12	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications	3	3	9	Team
S3	Social	Engagement	Active resistance of coastal transition and/or practical action proposals	3	4	12	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications Multiple actions in multiple locations reduce risk of impact to whole programme	3	3	9	Team
S4	Social	Pandemic or major event impacting society	Major disruption due to pandemic or other major event impacting society preventing or limiting progression of programme	2	3	6	National experience in operating in pandemic conditions	2	2	4	Organisation
S5	Social	Knowledge	Limited understanding for the need to delivery Coastwise	2	3	6	Comms and Engagement plan and actions Clear messages Development of coastal literacy materials Open, honest, transparent and empathetic communications Coastal literacy activities to be included in Coastwise delivery Multiple methods of sharing the coastal change message via multiple creative medias to be explored	2	2	4	Team
S6	Social	Unexpected consequences of Coastwise actions	Practical actions and support offered and delivered by coastwise have unintended consequences (e.g. changes to housing market etc)	2	2	4	Keep under review	2	2	4	Team
S7	Social	Disruptive influences (individuals, social media, media, political)	Delays to the programme caused by disruptive actors/action	4	2	8	Ensure broader engagement is sufficient. Respond appropriately where necessary. Consider more focused social media listening. Training the team on social media and enabling view only access. Communications and Engagement Strategy. Team capacity to plan and deliver. Political buy in. Good media information. Social listening.	4	2	8	Team
S8	Social	psychological impacts to community/individuals	Coastal transition has psychological impacts to individuals / communities both positive or negative)	3	3	9	This is a new area of understand. Support research into psychological preparedness to coastal change Empathy and sensitivity required as projects demand and discussions develop Consider further wellbeing support as part of programme delivery	2	3	6	Team
T1	Technical	Loss of staff and knowledge	Key staff move on from Coastwise and NNDC	3	3	9	Team developing to share knowledge beyond a small number of the team Good Project Management Knowledge recording process (MEL)	3	2	6	RG
T2	Technical	Professional services	Unable to access professional advice and support - internal and external	3	3	9	Early internal discussion with teams Use external services if internal services do not have capacity Utilise EA and other frameworks if necessary Publicities tenders and service opportunities	2	3	6	Sponsor
T3	Technical	Land availability	Land required to deliver the scheme is not available or suitable	4	4	16	Seek to understand legal routes to access land that is otherwise unavailable. Be open minded about sites etc. Work with communities to identify land opportunities Early engagement with planning team on suitability	3	4	12	Team
T4	Technical	Skills and knowledge	Staff do not have the skills or knowledge to complete roles	2	3	6	Robust recruitment Onboarding Skill development opportunities Part of learning - Transition is new	2	2	4	RG
T5	Technical	Consenting timescales	With Environmental assessments etc. consenting timescales for activities could be significant and impact on delivery within the programme period	4	4	16	Early identification of sites/actions Work with statutory bodies to minimise delays Seek consultant support	3	4	12	Team

T6	Technical	Access	Some coastal locations have very limited access to deliver construction projects	4	2	8	Awareness of challenges in access when scoping activities and writing timelines	4	2	8	Team
T7	Technical	Challenges with sharing data (3rd Parties) and Intellectual Property Rights (IPR)	Delays and impacts on quality of deliverables. Data Gaps. Missed opportunities surrounding joint funding and project bids.	2	1	2	Development of data sharing knowledge and agreements. Legal team with data sharing knowledge at NNDC, and Ongoing engagements with third parties	2	1	2	RG
L1	Legal	Decisions are ultra vires	Decisions made are ultra vires or legally challenged	2	4	8	Internal governance and procedures operating Ongoing discussion and relationship with EA/DEFRA Legal advice sought as appropriate	2	4	8	Team
L2	Legal	Legal challenges	Legal challenges regarding actions or consequences of programme activities are made by groups or individuals	2	3	6	Resources would be allocated to manage challenges to enable programme to continue Co-creation and engagement throughout programme to seek community input and involvement in solutions. Legal advice sought as programme develops	2	2	4	Team
L3	Legal	Nutrient neutrality	Nutrient neutrality issues are not resolved preventing deployment of some options	4	3	12	Keep under review	4	3	12	Team
L4	Legal	Regulations	Regulations such as Habitat Regulation Assessment, Planning, etc. prevent or significantly delay or add costs to investigating solutions.	3	3	9	Seek to identify issues early to incorporate into project planning. Seek suitable advice as details of the activities develop	3	3	9	Team
L5	Legal	legislation and Local Authority powers	NNDC does not have the powers or legal routes to deliver what is needed	3	2	6	This is all part of the programme learning. Alternative actions would be taken forward	3	2	6	Team
L6	Legal	Planning decisions	Planning decisions prevent preferred actions being delivered	3	4	12	Early engagement with Planning Authority Integration of Planner into the Programme Team Develop knowledge of coastal and transition need with local Members	3	3	9	Team
L7	Legal	Legal ambiguity	Clarity of legal powers, position is unclear leading to delays in progressing actions	3	3	9	Programme to be fleet of foot and if needed reallocate/take new actions forward if significant blocks are present - and record as learning etc.	3	2	6	Team
L8	Legal	GDPR/Data protection	GDPR and data protection regulation are not followed	2	2	4	Legal advice sought as required GDPR training	2	2	4	RG
	Legal	Statutory Designations limit the ability to deliver preferred transition actions	Statutory Designations limit the ability to explore or deliver transition actions or projects, limiting available opportunities	3	3	9	Early agreement with statutory consultees regarding resource requirements. Pre-application engagement. Timely preparation and submission of environmental assessment documents.	3	3	9	Team
L9	Legal	Freedom of Information	FOI requests create resourcing demands or release unhelpful information	2	2	4	FOI training Adequately resourced team	2	2	4	RG
E1	Environmental	Coastal event (surge/storm)	Major surge/storm/cliff failure/spill accelerating transition need and increasing immediate needs	3	3	9	Communications and Engagement Strategy Prepared messaging and approach to re-enforce need for transition	3	2	6	Team
E2	Environmental	International climate event	International climate event raises local/national interest and opinions which may add focus or expectations on Coastwise	2	3	6	Resources in place to react to the risk should it arise Regular communication and engagement and prepared channels to share how Coastwise is part of the solution to such events	2	2	4	Team
E3	Environmental	Environmental impacts of erosion	Erosion creates environmental issues such as spill of hazardous materials	1	2	2	Resources in place to react to the risk should it arise Regular communication and engagement and prepared channels to share how Coastwise is part of the solution to such events	1	2	2	Team
E4	Environmental	Environmental protections	Environmental/Heritage designations or protection slow, complicate or prevent progression of preferred Coastwise activities	3	3	9	Early engagement with statutory agencies once project activities are identified All part of learning for transition	3	2	6	Team

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Keep under review	4	3	12	Team

Likelihood/Probability:

- 5 **Very High** Almost certain to materialise > 90% chance
- 4 **High** High likelihood of occurrence 60-90% chance
- 3 **Significant** Significant chance that it might 40-60% chance
- 2 **Low** Could materialise but unlikely 10-40% chance
- 1 **Very Low** Could materialise but highly unlikely < 10% chance

Impact:

- 5 **Catastrophic** The project would fail
- 4 **Critical** Major impact on the success of the project
- 3 **Moderate** Significant impact on the success of the project
- 2 **Marginal** Some impact on the success of the project
- 1 **Negligible** Insignificant impact on the success of the project

Risk Mapping Chart

		Risk Mapping					
		Likelihood	Low	High	Very High		
Impact			1	2	3	4	5
Low	1	1	2	3	4	5	
	2	2	4	6	8	10	
	3	3	6	9	12	15	
High	4	4	8	12	16	20	
	Very High	5	10	15	20	25	

Low
Moderate
Critical

		Likelihood					
		Likelihood	Low		High	Very High	
Impact	Likelihood						
	Low	1	1	2	3	4	5
		2	2	4	6	8	10
		3	3	6	9	12	15
	High	4	4	8	12	16	20
Very High	5	5	10	15	20	25	