

Appendix 6 Smart Place Programme - Key Risks Register Updated 15/06/2022

| Ref | Status | Risk | Impact 1 = Low 2 = Medium 3 = High | Probability 1 = Low 2 = Medium 3 = High | Gross risk factor (Impact x Probability) | Date Raised | Raised by | Assigned to | Due Date | Strategy | Management/ Contingency Action | Impact 1 = Low 2 = Medium 3 = High | Probability 1 = Low 2 = Medium 3 = High | Residual risk factor (Impact x Probability) | Actual Closure Date | # Days Overdue |
|--|---------------------|--|---|--|--|-------------|--------------------|--------------------|-------------------------------|------------|--|---|--|---|---------------------|----------------|
| 01 Key Stakeholder Support | | | | | | | | | | | | | | | | |
| 01-001 | Ongoing mitigation | Lack of government support - could lead to missing out on Smart Place/Digital funding opportunities | 3 | 2 | 6 | 01-Aug-17 | R. Spencer/ A Hale | R. Spencer/ A Hale | Ongoing | Reduction | Positive relationships formed with government departments including DCMS, Cabinet Office, MHCLG, DTI, BEIS (via Dorset LEP); NCS; CPNI. | 3 | 1 | 3 | N/A | N/A |
| 01-002 | Ongoing mitigation | Lack of political support - could lead to non-delivery of programme outcomes | 3 | 2 | 6 | 01-Dec-17 | R. Spencer/ A Hale | R. Spencer/ A Hale | Ongoing | Reduction | Smart Place reports taken to Cabinet Dec 2019 (Lansdowne) and January 2020 (Investment Plan). Regular updates being provided to Leader and Deputy Leader of Council. Engagement with, and support secured from local MPs. Smart Place programme now an integral part of the Council's Big Plan and £5.87m was approved from the Futures Fund in Autumn 2021 to build out the Council's WAN network. Additional funding has also been secured to develop the four Smart Place Interventions Smart Place Strategy and the Accelerating Sigabit Fibre (Neutral Host Operator model) Cabinet Papers being taken to Cabinet, July 2022 | 3 | 1 | 3 | N/A | N/A |
| 01-003 | Ongoing mitigation | Lack of industry support - could lead to sub-optimal programme outcomes including creation of new industries and jobs | 3 | 2 | 6 | 01-Jun-18 | R. Spencer/ A Hale | Xavi Nunez | Ongoing | Reduction | Smart Place R&D Consortium created and continuing to grow an develop Smart Place solutions. Liaison with Economic Development Team, Dorset LEP and industry bodies to promote the Smart Place programme and opportunities | 3 | 1 | 3 | N/A | N/A |
| 01-004 | Ongoing mitigation | Lack of external stakeholder support - could lead to sub-optimal project outcomes | 3 | 2 | 6 | 01-Jun-18 | R. Spencer/ A Hale | R. Spencer/ A Hale | Ongoing | Reduction | Liaison with various external stakeholders including Bournemouth University, AUB, AFCE, Vitality, Siemens, YMCA, Town Centre BIDs. | 3 | 1 | 3 | N/A | N/A |
| 01-005 | Ongoing mitigation | Lack of public support - could lead to sub-optimal programme outcomes and reputational risks for the Council | 3 | 2 | 6 | 01-Jun-19 | R. Spencer/ A Hale | R. Spencer/ A Hale | Ongoing | Reduction | Smart Place Strategy aim and objectives consulted upon (06/21 - 07/21) and comprehensive public support received. Smart Place Use of Technology consultation (10/20 - 11/20) indicated widespread support for developing local digital offers and the need to improve broadband. Comprehensive Overview and Scrutiny process followed for 5G deployments in Lansdowne. | 3 | 1 | 3 | N/A | N/A |
| 01-006 | Ongoing mitigation | Lack of private investor support - could lead to major reduction in programme outcomes due to inability to deliver full-scale roll-out | 3 | 2 | 6 | 01-Jun-19 | R. Spencer/ A Hale | Dave Reynolds | Ongoing | Reduction | A comprehensive Smart Place Investment Plan has been created (using £280k funding from Dorset LEP). DIT event run with investors focused solely on BCP's Smart Place investment opportunities. Positive investor conversations ongoing. | 3 | 1 | 3 | N/A | N/A |
| 01-007 | Ongoing mitigation | Lack of senior management support - could lead to non-delivery of programme outcomes - including potential direct benefits to Council | 2 | 2 | 4 | 01-Jun-19 | R. Spencer/ A Hale | R. Spencer/ A Hale | Ongoing | Reduction | Regular updates provided to CMB officers and Transformation Board. Propose to work closely with Transformation Team to ensure that full extent of opportunities and benefits created by the Smart Place programme can be realised for the Council. | 2 | 1 | 2 | N/A | N/A |
| 02 Finance/Funding | | | | | | | | | | | | | | | | |
| 02-001 | Ongoing mitigation | Lack of ongoing funding - The Smart Place programme is an important but currently non-statutory function. As such there is no secured ongoing major revenue funding nor capital support. It is therefore necessary to secure funding from ad-hoc grant funding or from special Council initiatives prior to securing major private investment. | 3 | 2 | 6 | 01-Jun-18 | R. Spencer/ A Hale | Adrian Hale | Ongoing | Reduction | To date the Smart Place Team has been successful in securing £4.9m of external funding: • £0.9m Lansdowne Digital project; • £1.0m Lansdowne Smart Place Pilot project; • £0.38m Smart Place Investment Plan; • £0.71m Boscombe Towns Fund Digital Connectivity (advance funding) • £1.788m Boscombe Towns Fund Digital Connectivity (phase 2 funding) In addition £5.87m has been secured from Futures Fund to build the Council's Sigabit WAN network. The Towns Fund and Futures Fund support will enable further infrastructure works and Smart Place services and applications to be developed over the next 2-3 years. The long-term aim is to secure major inward investment (currently estimated at £50m) to enable full roll-out of the Smart Place programme across the whole of BCP over the next 5-7 years (see below) thereby minimising the financial risk upon the Council. Following the development of the Smart Place Investment Plan conversations are taking place with private investors, government and the Council to determine how this funding should be secured. The Smart Place programme is a key pillar of the Council's 'Big Plan' and an ask is being made of the Council in the report to cabinet in September to | 3 | 1 | 3 | N/A | N/A |
| 02-002 | Closed | Potential inability for Council to access capital borrowing for investment in Smart Place programme if considered to be for commercial yield | 2 | 2 | 4 | 01-Aug-21 | R. Spencer/ A Hale | Adrian Hale | Ongoing | Reduction | Advice being taken from CIPFA and specialist consultants. The case is that any capital would be used to invest in the Smart Place programme infrastructure to deliver social and economic benefits. Any surplus would either be reinvested to accelerate deployment of the Smart Place Programme, or to support economic and social initiatives e.g. providing digital training for local people. The programme also enhances outcomes for the Council's Transformation programme. This issue only applies to where the Council would elect to invest in the programme. The programme can still be delivered albeit possibly at a slower pace and with sub-optimal outcomes. | 2 | 2 | 4 | 01-Sep-22 | N/A |
| 03 Programme Delivery | | | | | | | | | | | | | | | | |
| The Smart Place Programme consists of three key stages: 1) Lansdowne Pilot Project; 2) Boscombe Demonstrator Project 3) Full-roll out across BCP | | | | | | | | | | | | | | | | |
| 03-001 | Closed | Lansdowne Smart Place Pilot project not delivered and outputs and outcomes not achieved, impacting upon benefits to local people and businesses, future funding and reputation. | 3 | 2 | 6 | 01-Aug-18 | A Hale/R Spencer | Adrian Hale | 30-Jun-21 | Prevention | Project Completed. (Dorset LEP funded. Project originally covered the £0.9m Lansdowne Digital project and extended in 2019 to include the £1.0m Lansdowne Smart Place Pilot project.) Full business case(s) submitted and Grant Agreement signed. Expert project resource recruited. Delivery and funding programmes developed and monitored in accordance with Dorset LEP governance requirements. 3-month delay to project caused by late start (5 months) and impact of Covid-19 on equipment delivery and Smart Place Challenge programme. Project was completed by end of June. Outputs including 5G and public Wi-Fi networks delivered. Outcomes being delivered including at least 9 new jobs created among R&D consortium partners in 2020/21. Additional staff funding support being requested at September 2021 Cabinet. | 3 | 1 | 3 | 01-Jul-20 | 90 |
| 03-002 | Closed | Boscombe Towns Fund Digital Connectivity - Phase 1: Advance Funding - Project not delivered and outputs and outcomes not achieved, impacting upon benefits to local people and businesses, future funding and reputation | 3 | 2 | 6 | 01-Sep-20 | Adrian Hale | Adrian Hale | 30/06/2021 - (Infrastructure) | Prevention | Project successfully completed | 3 | 1 | 3 | 31-Mar-22 | 0 |
| 03-003 | Closed | Boscombe Towns Fund Digital Connectivity - Phase 2: Inability to secure funding impacting upon benefits to local people and businesses and reputation | 3 | 2 | 6 | 01-Jan-20 | Adrian Hale | Adrian Hale | 30-Jun-21 | Prevention | Funding secured | 3 | 1 | 3 | 01-Sep-21 | 0 |
| 03-004 | No further action | Smart Place Full Roll Out - Development of Smart Place Investment Plan - Lack of evidence or due diligence could lead to failure to secure investment which will prevent or reduce speed and/or scale of full roll out | 3 | 2 | 6 | 01-Jun-19 | A Hale/R Spencer | Dave Reynolds | 31-Mar-21 | Prevention | Need for Smart Place Investment Plan recognised to attract private and government investment. Smart Place Investment Plan (funded by Dorset LEP £380k) now completed along with Investment Prospectus. Major event held with Dept of International Trade to promote BCP Council Smart Place opportunities. Early investor engagement now taking place. | 3 | 1 | 3 | 30-Mar-22 | |
| 03-005 | Closed | Smart Place Full Roll Out - Investor Selection/Procurement Process - Lack of financial support to undertake a formal procurement/selection process will lead to failure to secure investment which will prevent or reduce speed and/or scale of full roll out | 3 | 3 | 9 | 01-Feb-21 | R. Spencer/ A Hale | R. Spencer/ A Hale | 31-Mar-22 | Prevention | Financial carryover from previous year's budget approved to help fund Smart Place investment team members and additional procurement and legal support. Additional £27k also agreed in 2022/23 budget. | 3 | 2 | 6 | 31-Mar-22 | 0 |
| 03-006 | Planning Mitigation | Difficulty in securing technical resources into the Smart Place Team resulting in delays to the programme. | 3 | 2 | 6 | 15-Jun-22 | A Hale/R Spencer | A Hale/R Spencer | 30-Sep-22 | Prevention | The Smart Place Team has lost a few members of staff over the past 12 months due to significant competition in the employment market. A recruitment exercise earlier in 2022 only resulted in one of the three vacant posts being filled. This resource issue is having an impact upon the speed of delivery of the programme. It is inevitable that increased Market Forces Supplements will be required both to recruit and retain staff that are key to the success of the programme and another recruitment exercise will be undertaken over the summer of 2022. | 3 | 1 | 3 | | |
| 04 Legal | | | | | | | | | | | | | | | | |
| 04-001 | Ongoing mitigation | Issues relating to GDPR, Information Governance, Subsidy (State Aid), competition legislation, intellectual property, procurement etc. could have a significant financial impact and reputational risk upon the Council | 3 | 2 | 6 | 01-Jun-18 | R. Spencer/ A Hale | R. Spencer/ A Hale | Ongoing | Reduction | In regard to GDPR and information governance the Smart Place Team has worked with the Council's GDPR and Information Governance teams to assess the implications of its initial pilot projects to ensure compliance. The team will continue to work closely with these teams as the programme develops. Throughout the development of the Investment Plan the team has engaged regularly with the in-house legal team around Subsidy (State Aid), monopolies, local authority commercial 'freedoms' and procurement. Specialist external legal advice has also been secured utilising investment plan funding. Further legal advice will be required during any future | 3 | 1 | 3 | N/A | N/A |