

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00557	M1 Project Management	Commercial Pressure Distorts Governance Decisions	Commercial or political pressure to preserve headline dates or budget positions may discourage honest escalation of concerns and weaken decision quality.	Governance forums reward timely truth-telling, realistic forecasting, and disciplined escalation rather than cosmetic protection of status. What Could Go Wrong? Teams delay surfacing bad news, soften forecasts, or present unresolved issues as under control in order to avoid challenge or reputational damage.	Large flagship programmes can create strong pressure to protect narrative over reality.	Make decision forums evidence-based, require stated confidence levels and assumptions, track forecast drift, and protect escalation routes for uncomfortable truths.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
The programme is exposed to strong external and internal pressure to look on track.	Important concerns are reported late or in diluted form.	Corrective action is delayed and outcomes worsen.	4	3	12	Mitigate	4	9	Winter, David	14Nov26	Open	24Mar26

Mitigating Actions / Response						
ID	Actions			Action Owner	Due Date	Close Date
#1	Establish programme of governance meetings.			Winter, David	23May26	Open
#2	Track forecast drift and escalate outside tolerance.			Winter, David	23May26	Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective
(0 Events held.)			

Comments

History

Top Risk Summary

Commercial Pressure Distorts Governance Decisions

Top Risk Mitigation

Make decision forums evidence-based, require stated confidence levels and assumptions, track forecast drift, and protect escalation routes for uncomfortable truths.