

| SBCD Campuses Project Risk Register Template (inc eg Risk) | | | | | | | | | | | Appendix B | | | | | | | | |
|--|-----------|---|-------------|----------|--------------------------|-------------|------------------|---|-----------------|---------------|------------|--------------------------|---|---|----------------|--------------|-------------------|-------------|------------|
| | | | | | | | | | | | Low | Moderate | High | | | | | | |
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| Latest Assessment: 13th July 2021 | | | | | | | | | | | | | | | | | | | |
| Ref | Title | Risk Theme | Date Raised | Category | Identified By | Owner | Risk Description | Inherent Probability | Inherent Impact | Inherent Rank | Level | Original Control Actions | Review Update/Control Actions | Revised Probability | Revised Impact | Revised Rank | Reported Change ↕ | Review Date | |
| 1 | LSWC-R001 | Covid-Effects | Threat | Oct'20 | C3, C4, C6, C7, C12, C14 | | Tony Harris (PM) | COVID-19 pandemic will create disruption and uncertainty resulting in delayed decision making and progress | 5 | 4 | 20 | High | Full COVID-19 Risk Assessment Undertaken and submitted to the regional office and city deal governance. | Risk Assessments are reviewed, updated and reported to the regional office quarterly | 3 | 3 | 9 | Decreasing | 20/10/2021 |
| 2 | LSWC-R002 | Project Governance | Threat | Oct'20 | C6, C14 | | Tony Harris (PM) | Project partners may be less engaged with the project development and governance due to competing priorities (such as COVID), resulting in potential delays in preparation of business case | 3 | 3 | 9 | Moderate | A new Campuses project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times to help shape a revised business case. | Project Board established and membership revised, frequency amended to monthly. Delivery Team now weekly to focus on key actions and establish 1:1 meetings with partners as required, Project Manager reviewing delivery team structure in increase efficiency and format in line with methodology | 3 | 3 | 9 | No Change | 17/10/2021 |
| 3 | LSWC-R003 | Benefits Realisation | Threat | Oct'20 | C6, C11, | | Naomi Joyce | A lack of engagement from the wider community including industry will mean the outputs and benefits of the project are not secured. | 3 | 3 | 9 | Moderate | An engagement strategy is being developed with regards to private sector. This remains a priority. Partners/stakeholders need to full engage with appropriate resource. | Additional resource sought to support the development of an engagement plan in advance of re-submission of the OBC. | 3 | 3 | 9 | Decreasing | 19/10/2021 |
| 4 | LSWC-R004 | Incubation Space Partners | Threat | Oct'20 | C6, C11, | | Naomi Joyce | Potential under demand and over supply of incubation space across the region will result in a failure to realise project benefits and deliverables | 3 | 3 | 9 | Moderate | Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Modelling continues of required proportion of incubation space within developments | Ongoing review now in line with the above and engagement with consultants to identify unique and complementary elements and to fully understand and enable effective communication of our local USP and differentiators. Further engagement with the SME community being structured and planned. Ongoing engagement with other developments along the M4 Innovation Corridor | 3 | 3 | 9 | Decreasing | 19/10/2021 |
| 5 | LSWC-R005 | Approval Delay | Threat | Oct'20 | C14 | | Tony Harris (PM) | Potential for delay in the approval of the finalised business case through partner governance and regional office governance delays benefits realisation | 3 | 3 | 9 | Moderate | Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken. | Governance pathway has been revised for re-submission with assurances from partners that governance will not delay this. Timeline through governance developed and to be presented at project board. | 3 | 3 | 9 | Decreasing | 20/10/2021 |
| 6 | LSWC-R006 | Limited Resources | Threat | Oct'20 | C6, C10, C11, C14 | | Keith Lloyd | Limited resource in the Campuses PMO to develop the business case and progress the project to time results in a delay to the submission of the OBC and stymies project progress | 5 | 4 | 20 | High | A new working group has been formed to bring together the efforts to support the ongoing development for a revised business case, a review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan. Working closely with PMO colleagues. | Governance has been revised, additional project staff on boarded to focus on specific elements of the OBC strengthening. Funding secured and offer made to project manager pending reference checks, Project Board Restructure to incorporate key personnel with relevant input and authority according to the current project stage. | 3 | 3 | 9 | Decreasing | 20/10/2021 |
| 7 | LSWC-R007 | Phase 2 Funding | Threat | Oct'20 | C3, C11, | | Keith Lloyd | Co-financing of later stages may be delayed/reduced due to weakened economy potentially influenced by COVID-19 and BREXIT | 3 | 5 | 15 | High | Continued engagement with key stakeholders and scope maximised to attract investment opportunities | Phase II planning continues and engagements increasing targeting potential investment opportunities, strategic partners and anchor tenants. University Estates in discussion with Swansea Council UKCRF proposal. SBUHB to update Morriston Phase 2 delivery plan | 3 | 4 | 12 | Decreasing | 22/10/2021 |
| 8 | LSWC-R009 | Outline Business Plan Approval | Threat | Oct'20 | C3, C6, C11, | | Tony Harris (PM) | Failure to secure funding package from City Deal resulting in an inability to finance Phase 1 of the project | 2 | 5 | 10 | Moderate | Ensure credible and robust detailed business plan and financial profile is in place at outset. Written letters confirming all sources of funding to be in place at approval stage | Revision of the business plan is underway following comprehensive feedback from the regional office. Feedback on the project deliverables and ambition has also been received by ES&B and consultants were commissioned to review the OBC which is supporting the strengthening of the OBC for planned submission. | 2 | 5 | 10 | Decreasing | 10/10/2021 |
| 9 | LSWC-R010 | Space Availability | Threat | Oct'20 | C6, C11, C14 | | Tony Harris (PM) | Space to accommodate commissioned due to delays in project delivery creates a risk to the aligned skills accommodation needs | 5 | 1 | 5 | Low | Development of contingency plan against space and delivery for programmes in the interim | Regular updates against contingencies and options at working groups. | 5 | 1 | 5 | No Change | 20/10/2021 |
| 10 | LSWC-R011 | Space Reduction | Threat | Oct'20 | C1, C3, C6 | | Tony Harris (PM) | Reduced floorplans/space to achieve the original scope with the budget available will reduce the activity within the development to support benefits realisation | 3 | 2 | 6 | Low | Revised feasibility study and master planning to achieve more affordable costs per m2 to achieve the original scope proposed. | Affordability assessment undertaken to outline functional content within the feasibility studies. As planning progresses any opportunities to maximise operation efficiencies to increase scope for activities including reviewing operating models, designing multifunctional spaces and encouraging interdisciplinary use will be explored | 3 | 2 | 6 | No Change | 10/10/2021 |
| 11 | LSWC-R012 | Loss of Sports Pavilion | Threat | Oct'20 | C8 | | Ben lucas | Relevant space available for the re-provisioning of facilities following demolition creates a risk that the project negatively impacts on some aspects of BAU and community use | 4 | 3 | 12 | Moderate | Discussions with key colleagues to define facilities that will need replacing following demolition, development of contingency plan | Agreement to re-provide displaced activities in alternative accommodation and ensure that shared and dual use space is maximised as planning continues. | 1 | 3 | 3 | Decreasing | 20/10/2021 |
| 12 | LSWC-R014 | Digital connectivity | Threat | Oct'20 | C5, C11 | | Tony Harris (PM) | There is a risk that there will be significant unmet requirements for digital connectivity of any development | 3 | 3 | 9 | Moderate | Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects. | Regular attendance at the City Deal leads meeting to stay briefed on aligned project progress. Continued engagement will be planned as business case approval progresses | 3 | 3 | 9 | No Change | 20/10/2021 |
| 13 | LSWC-R015 | Funding Clawback | Threat | Apr'21 | C3 | | Cath Hunt | Risk of funding clawback should the project not deliver Outputs, Outcomes or Impacts | 3 | 5 | 15 | High | Negotiations between Accountable Body (CCC) and Local Authorities have identified only the non-delivery of Outputs will incur clawback. Best endeavours to deliver Outcomes must be demonstrated and projects will be required to regularly report on Impacts. | Negotiations underway with Local Authority Lead (Swansea Council) on Funding Agreement that will identify Project Outputs. Any Project Outputs to be delivered by Third parties will be controlled and managed via Third Party Funding Agreements. | 2 | 4 | 8 | Decreasing | 20/10/2021 |
| 14 | LSWC-R015 | Private Sector Engagement and Investment | Threat | Apr'21 | C3 | | Keith Lloyd | Risk that private and public sector investment is not evidenced resulting in OBC submission delays | 4 | 4 | 16 | High | Private Investment Engagement Plan has been written. | Implement Engagement Plan. Initial discussions held with multi-nationals and governing bodies in the sectors of Medi-Tech, Sports Tech and Digital with a view to obtaining letters of support. Decision to engage in Market Analysis to demonstrate market share. | 3 | 3 | 9 | Decreasing | 20/10/2021 |
| 15 | LSWC-R015 | Flow of Funding | Threat | Apr'21 | C3 | | Keith Lloyd | Risk that the lack of Flow of Funding from Accountable Body to Swansea Council and onwards to the University does not enable the University to progress with the build element due to covenant restrictions. Resulting in project not being able to progress | 3 | 5 | 15 | High | Funding Agreement Schedule 2 will indicate the flow of funding arrangement | Swansea University to submit preferred option of either a single-stage payment or staged payments in line with expenditure. | 2 | 2 | 4 | Decreasing | 20/10/2021 |
| 16 | LSWC-R016 | Cost of Borrowing | Threat | Apr'21 | C3 | | Cath Hunt | Risk that the financial appraisal does not reflect the true costs associated with borrowing, resulting in a reduction in surplus generation | 3 | 3 | 9 | Moderate | To be included within the Funding Agreement. Current estimations are based on worst case scenario. | Advanced payments set up from UKGov to Accountable Body will reduce the need to borrow and therefore reduce the cost associated with borrowing. | 2 | 2 | 4 | No Change | 20/10/2021 |
| 17 | LSWX-R017 | Student Income | Threat | Apr'21 | C3 | | Keith Lloyd | Risk that the student income figures are not realised in line with Financial Plan expectations, resulting in a reduction in associated fees | 3 | 3 | 9 | Moderate | Financial Plan reports a best case, worst case and most likely case. Student number targets obtained through consultation with L&T community and Market Share Intelligence (Mark Skippen) | To ensure continuing consultation with key delivery partners in other Faculties (in particular Science & Engineering) | 2 | 3 | 6 | Decreasing | 20/10/2021 |
| 18 | LSWC-R018 | Teaching Staff Resource | Threat | Apr'21 | C3 | | Keith Lloyd | Risk that there is insufficient staff cost allocation within the financial plan to ensure delivery of the undergraduate and post graduate courses. Resulting in residual pressure on Faculties to resource these from existing business planning | 3 | 4 | 12 | Moderate | Annual Staff allocation costs included within Financial Plan | To ensure continuing consultation with key delivery partners in other Faculties (in particular Science & Engineering) | 2 | 4 | 8 | No Change | 10/10/2021 |
| 19 | LSWC-R019 | Business Tenants | Threat | Apr'21 | C3 | | Naomi Joyce | Risk that the incubation spaces are not filled, resulting in a reduction in rental income compared to the expectations of the financial plan | 4 | 2 | 8 | Moderate | Proven track record within ILS. Linking with ACCELERATE and other programmes. | Engagement Plan and Marketing/Branding consultation will inform digital prospectus. Great integration with A-STEM will enhance sports-tech opportunities. The project team has the ability to engage with companies now rather than wait for the construction of the building or refurbishment of Morriston Management Centre. Financial plan indicates that rental income is a small proportion of the total income compared to Student fees | 4 | 2 | 8 | No Change | 10/10/2021 |
| 20 | LSWC-R020 | Sketty Lane Facilities Costs | Threat | Apr'21 | C3 | | Tony Harris (PM) | Risk that service charges for Sketty Lane are inaccurate, resulting in extra charges and therefore reducing the generation of surplus | 3 | 3 | 9 | Moderate | Sketty Lane services charge cost estimated pro-rata on a square-footage cost for medium-serviced space, obtained from University Estates. Savings are made in maintenance costs resulting in the demolition of a heavily-serviced existing building (Sports Pavilion) | Monitor and Review in line with Estates and Facilities Management strategy | 1 | 3 | 3 | No Change | 10/10/2021 |
| 21 | LSWC-R021 | Morriston Management Centre Facilities Costs and Rental | Threat | Apr'21 | C3 | | Tony Harris (PM) | Risk that service charges for Morriston Management Centre are inaccurate, resulting in extra charges and therefore reducing the generation of surplus | 3 | 3 | 9 | Moderate | Rental charges confirmed as peppercorn. Service charges have been negotiated by Estates and agreed by SBUHB. These are reflected in the financial plan | Monitor and review. Will form part of the Third Party Funding Agreement. Project Board to Progress | 1 | 2 | 3 | Decreasing | 10/10/2021 |
| 22 | LSWC-R022 | Building Affordability | Threat | Apr'21 | C3 | | Tony Harris (PM) | Risk that current building envelope becomes unaffordable due to construction sector cost inflation, resulting in either additional funding required or a smaller footprint. Potentially reducing the amount of space to deliver the student teaching and/or business incubation | 4 | 4 | 16 | High | High-level cost plan received by Cost Consultants make provision for inflation in line with current build programme. | Project Team have track record of working closely with Estates, cost consultants and contractors to deliver complex construction projects on time and on budget and are experienced with the process of value engineering | 4 | 3 | 12 | No Change | 10/10/2021 |
| 23 | LSWC-R023 | Planning Permission | Threat | Jul'22 | C6, C14 | | Tony Harris (PM) | There is a risk that there will be complexity and delay in relation to obtaining planning permission particularly with multiple land owners that could impact on the deliverability of objective and timescales | 2 | 4 | 8 | Moderate | Ongoing engagement through project board with the City and County. | Recruitment of a project manager to progress the development of the projects and engage with estates and capital planning teams to progress | 2 | 4 | 8 | No Change | 10/10/2021 |
| 24 | LSWC-R024 | Lower employment opportunities | Threat | 25/08/21 | C6, C10, | Tony Harris | Keith Lloyd | Number of jobs lower than originally anticipated (1120 jobs) | 3 | 3 | 9 | Moderate | Closely monitor LSWC-R007 and engagement with Contractors, Stakeholders and continue to identify potential funding streams / opportunities. | Procurement strategy will incorporate SBCD objectives to utilise local work force. | 3 | 3 | 9 | No Change | 25/10/2021 |
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