

Swansea Bay City Deal Programme Risk Register - Appendix A
Summary: Immediate Risks

Original Assessment: March 2018
Latest Review: May 2020

This summary details the risks which pose the most pressing potential challenges to delivery of the City Deal Programme. The summary provides a snapshot in time. Full details of all programme risks are detailed in the individual tabs and should be considered alongside this summary

Risk Group	Risk Description	Category	Owner	Potential Consequence	Inherent Probability	Inherent Impact	Inherent Rank	Latest Review Date	Latest Update/Control Actions	Current Probability	Current Impact	Current Rank
All	Potential impact of Covid-19	C6 C14	JC	Overarching external risk to programme scope, costs management and programme deliverability	5	5		14 May 20	Covid-19 impact assessment being undertaken for report to Programme Board and Joint Committee in June. The potential impact of each risk is being assessed, along with the identification of corrective action and the level of intervention needed. Impact assessment criteria includes scope, targets, timescale and costs.	5	5	
Implementation	Slippage in delivery of programme	C6 C14	JC	City Deal doesn't achieve the outcomes intended within the timescales agreed. Borrowing and recuperation does not accurately reflect spend	4	4		14 May 20	Both independent and internal reviews have been completed and an action plan has been agreed to take forward their recommendations. This has been accepted by Joint Committee. Implementation of the recommendations is now at an advanced stage but this will require changes to existing procedures, which may result in delays to programme delivery and project approvals for tranche two projects. Both Governments have confirmed that no project approvals, beyond those for Yr Egin and the Swansea City and Waterfront Digital District, will be granted until the Actica review recommendations have been implemented. A City Deal Programme Director started in post in March 2020. The new Programme Director has started the process of establishing a Programme Management Office. The revised JCA has been approved by all four regional Local Authorities and sent to both Governments for information. Two specialist advisers to the Economic Strategy Board have also now been appointed. Work on developing an IAAP and an updated Programme Business Case is continuing at pace.	3	4	
	Business case is not approved / project falls	C3 C11	RPAL / Delivery Lead	Project unable to proceed	3	5		14 May 20	Further to findings of the SBCD reviews a number of projects have been reviewed and substituted for an alternative scheme. The revised Neath Port Talbot programme of projects has now been approved by internal City Deal governance. This revised projects align to recommendations of the reviews to increase flexibility of the programme, and for it to be managed as a portfolio, as opposed to as a set of pre-determined, immutable projects. In addition, outstanding issues around NNDR & the Pembroke Dock Marine project, in particular, are on-going. If this continues to be unresolved the project may not be able to meet the required start date of their match funders. This may result in the project being unable to deliver certain elements as planned / at all. Control actions are as previous update.	3	5	
	Change in project scope pre-business case approval	C11 C6	Delivery lead	Project no longer requires same amount of funding. Project no longer achieves the necessary outcomes required for City Deal funding. Project is not approved and therefore unable to proceed / proceed as planned.	4	4		14 May 20	Programme Business Case is under review, and will be shared with PB and JC once finalised. Part of this review process will be to review project scope and deliverables across the SBCD programme. Project progress updates highlight any risks and issues that deviate from programme scope. The Covid-19 impact assessment is also in place to identify potential changes in scope.	4	4	
	Delay in development of business plans	C11 C14	RPAL / Delivery Lead	Delay in project start. Depending on critical timescale, this could impact on the ability of projects to deliver proposed outcomes. Potential knock-on affect for the ability of other projects to deliver and achieve outcomes.	5	3		14 May 20	Two projects have been approved - Swansea Waterfront and Yr Egin - subject to terms and conditions being met. A second tranche of projects is currently being progressed. In addition it has been agreed with both Governments that an independent peer review be undertaken at a regional level prior to formal submission of business cases to Governments. This will provide a quicker and more effective process for all parties going forward, which should reduce time required to develop business cases to an appropriate standard. Two further projects have now been submitted to both Governments for final approval, with several other business cases expected to be submitted in coming months. There are early indications that Covid-19 is not significantly impacting the timescales and focus of business case development.	4	3	
	Delay in approval of business plans	C11	PAL / RO / JC / Govs	Delay in project start. Depending on critical timescale, this could impact the ability of projects to deliver proposed outcomes. Potential knock-on affect for the ability of other projects to deliver and achieve outcomes.	3	4		14 May 20	Further to findings of the SBCD reviews, changes are required to the processes by which business cases are approved. This does not deviate from the agreed business case development and approval process in the JCA. The Economic Strategy Board carry out an internal, regional peer review on business cases. Engagement sessions between both governments and project leads are also underway. IAAP and Programme Business Case being developed for June target to meet government terms and conditions.	3	4	

Failure to agree NNDR (rates retention flexibility)	C3	LAs	Local authorities unable to borrow sums required for projects	2	5		14 May 20	Swansea Council's Cabinet authorised the budget for the arena/digital square elements of the Swansea City and Waterfront Digital District on November 19, 2019.. In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought.	2	5	
Private sector funding contribution/s not in line with initial business case projections	C3	Delivery lead	Overall impact of the City Deal not realised. Projects cannot deliver full schemes. Projects are unsustainable	3	4		14 May 20	Quarterly financial monitoring now in place with report to Programme Board and JC in June. Private sector contributions evidenced in project business cases. Covid-19 impact assessment with project leads for completion.	3	4	
Failure to identify / secure revenue funding	C3	Acc Body	Four projects, including one regional project, unable to proceed.	3	5		14 May 20	WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going.	3	5	
Failure to achieve full funding package	C3	All	Project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	4		14 May 20	Programme Business Case being developed for June target. Discussions on-going with Welsh Government and other key stakeholders.	3	4	
EU match funding contributions not in line with initial business case projections	C3	Delivery lead	Unable to deliver full funding package at both project and programme level.	3	4		14 May 20	PDM business case formally submitted to both Governments. NPT revised programme also submitted. Awaiting update from WEFO on EU funding timescales as a result of Covid -19.	3	4	
Timeframe for end of current EU funding programmes	C3	All	Unable to deliver funding package at both project and programme level	3	4		14 May 20	First £18 million of City Deal funding secured, based on the approval of two projects - Yr Egin, and the Swansea City and Waterfront Digital District. Further releases of City Deal funding anticipated in coming months. PDM business case formally submitted to both Governments. NPT revised programme also submitted. Awaiting update from WEFO on EU funding timescales as a result of Covid -19.	3	4	

Swansea Bay City Deal Programme Risk Register - Categories

The Swansea Bay City Deal programme risk register captures and monitors key programme level risks to the delivery of the City Deal and achievement of its aims and objectives. It will be monitored by Joint Committee and Programme Board via circulation prior to each meeting and issues tabled for discussion as necessary.

Category	Ref. No	Description
Contractual	C1	Ineffective use or management of contacts leads to increased costs
Environmental	C2	Environmental incidents
Financial	C3	Financial risks facing the Councils
Health & Safety	C4	Harm to employees / public
IT	C5	Failure of systems / cyber attack
Objectives	C6	Threat to achieving programme objectives
People / Social	C7	Threat to / from society / groups / public
Physical / Assets	C8	Damage to organisational property
Political	C9	Adverse actions caused by changes in local, regional or national governments
Professional	C10	Lack or loss of qualified employees
Projects	C11	Threat to / from individual projects
Regulatory / Legal	C12	Changes to regulations / law
Reputation	C13	Negative publicity
Schedule / Timescales	C14	Threats to timelines / critical path(s)

Swansea Bay City Deal Programme Risk Register - Scoring

Risk Assessment Matrix		Impact				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Fundamental (5)
Probability	Almost Certain (5)					
	Likely (4)					
	Possible (3)					
	Unlikely (2)					
	Extremely Unlikely (1)					

		Percentage	Description
Probability	Almost Certain (5)	> 80%	Will occur in most circumstances
	Likely (4)	51 - 80%	Strong possibility
	Possible (3)	26 - 50%	Reasonable chance of occurring - has occurred before on occasion
	Unlikely (2)	10 - 25%	Unlikely to occur but potential definitely exists
	Extremely Unlikely (1)	<10%	Will only occur in exceptional circumstances

Impact	Insignificant (1)	No impact on programme success - minimal delay or interruption. No adverse interest from the media / stakeholder groups
	Minor (2)	Little impact on ability to deliver. Adverse comments confined to local media / stakeholder groups
	Moderate (3)	Moderate impact on the success of programme.
	Major (4)	Potential to damage success of programme and prevent achievement of key outputs / outcomes. Significant delays or changes to programme occur as a result of risk being realised. Adverse comments
	Fundamental (5)	Potential to prevent programme from delivering at all. Prevent outputs / outcomes from being achieved. Adverse comments from national press / stakeholder groups.