

Latest Assessment: 1 Oct 2020

| Risk Theme | Ref | Title | Date Raised | Category | Owner | Risk Description | Inherent Probability | Inherent Impact | Inherent Rank | Original Control Actions | Review Update/Control Actions | Revised Probability | Revised Impact | Revised Rank | Reported Change | Review Date |
|----------------|---------|---|-------------|------------|----------------------------|---|----------------------|-----------------|---------------|--|---|---------------------|----------------|--------------|-----------------|-------------|
| Development | SBCD001 | Competing priorities of partners | Mar-18 | C6 C14 | JC | There is a risk of competing priorities of partners causing City Deal issues not to be considered a priority and therefore sufficient resources are not dedicated resulting in potential otherwise unnecessary delays in delivery or achievement of outcomes. | 4 | 3 | 12 | Ensure partners are engaged fully from the outset and that the benefits and potential opportunities of the City Deal partnership, and their involvement are clearly articulated. Ensure opportunities for open and honest dialogue regarding competing pressures. Establish support mechanisms to assist partners with competing priorities to allow them to be as involved as possible. Set up annual meeting schedule to enable effective time management for all partners. Provide regular electronic updates and briefings inbetween meetings on progress / key issues | 14/05/20 Programme Business Case is under development with a June target. PMO also being established. Covid-19 risk assessment being undertaken with report for Programme Board and JC in June 01/10/20 Portfolio Business Case underwent WG Accounting Officer Review Sept 20 PMO staff recruited. Covid-19 risk assessment undertaken and reported to for Programme Board and JC in June. | 3 | 3 | 9 | ↑ (2,3) | Jan-21 |
| Development | SBCD002 | Stakeholders misunderstand the objectives / benefits / purpose of the City Deal | Mar-18 | C13 C6 | RO | Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the offset. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives | 3 | 3 | 9 | Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes. | 31/01/20 Significant media coverage on the release of the first £18 million of SBCD funding, the submission of the PDM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going. 14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community 01/10/20 Funding Agreements now better reflect the three categories of deliverables: Project Outputs, Outcomes and impact. Portfolio business case has been updated to reflect objectives and benefits of SBCD. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community. | 2 | 2 | 4 | ↔ | Jan-21 |
| Implementation | SBCD003 | Slippage in delivery of portfolio | Mar-18 | C6 C14 | JC | Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and recouperation does not accurately reflect spend resulting in slippage in delivery of the portfolio. | 4 | 4 | 16 | Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery. | 31/01/20 Implementation of all Actica and internal reviews making significant progress. New Programme Director appointed, who will start in post on March 2, 2020. Specialist advisers to ESB appointed 14/05/20 Implementation of all Actica and internal reviews making significant progress. This includes the development of an Integrated Assurance and Approval Plan (IAAP) and a planned Gateway review for the City Deal programme. Potential Covid-19 impact is being assessed with project leads and stakeholders. 01/10/20 Implementation of all Actica, internal and external reviews to be reviewed by UKG & WG 7th Oct 2020. Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG. Gateway review for the City Deal portfolio and HAPS/SILCG / Pentre Awel undertaken. Covid-19 impact is being assessed with project leads and stakeholders. | 5 | 3 | 15 | ↑ (3,3) | Jan-21 |
| Implementation | SBCD004 | Delay in development of business plans | Mar-18 | C11 C14 | RPAL / Delivery Lead | Risk of delay in development of business plans causing delay in project start dates. Depending on critical timescale could impact projects ability to deliver proposed outcomes resulting in a potential knock on affect for other projects ability to deliver and achieve outcome | 5 | 3 | 15 | Iterative review of draft business cases. Open and frequent dialogue between delivery lead and regional project lead authority (RPAL). | 31/01/20 First £18 million of City Deal funding released, based on the approval of two projects - Yr Egin and the Swansea City and Waterfront Digital District. Pembroke Dock Marine project submitted to both governments for final approval, as well as the Supporting Innovation and Low Carbon Growth project. Further project business case submissions anticipated in coming months, along with the release of further City Deal funds 14/05/20 Development of business plans on-going. HAPS due for consideration at JC in June. New digital infrastructure project manager in place. 01/10/20 All BC's being actively worked on to be completed by end Dec 2020. See below. External consultants being used to align BC's to BBC guidance and Green Book PMO supporting PL's to develop Cases within the BBC structure. Projects using external consultants to develop BCs and strengthen economic and financial appraisals. HAPS regionally approved at June JC. PDM approved by Govts in June. Digital infrastructure and Pentre Awel BC's undergoing regional approval process | 2 | 2 | 4 | ↔ | Jan-21 |
| Implementation | SBCD005 | Delay in approval of business plans | Mar-18 | C11 | PAL / RO / JC / Govs | Risk of delay in approval of Business plans which depending on critical timescale could impact projects ability to deliver proposed outcomes, resulting in potential knock on affect for other projects ability to deliver and achieve outcomes. | 3 | 4 | 12 | Ensure JCA is completed and agreed. Identify robust regional review process / structure. Ensure project authority leads have early sight of relevant business cases. Iterative process with governments to enable them to review early drafts to minimise the amount of review required for final version. Develop and agreed process and timescale for final business case review with Governments. | 31/01/20 Discussions around NNDR/Pembroke Dock Marine on-going and making progress, PDM business case submitted to both Governments for final approval. Revised programme of NPT projects (Supporting Innovation and Low Carbon Growth) approved by Joint Committee on January 28th, 2020, with formal submission imminent to both Governments for formal approval. 14/05/20 Liaison with WG Integrated Assurance Hub (IAH) on-going. IAAP being developed. PAR reviews for all projects to be undertaken. Programme Business Case being developed for June target. 01/10/20 Liaison with WG Integrated Assurance Hub (IAH) on-going. IAAP being developed. HAPS / SICG/ Pentre Awel and Portfolio Business Cases have undergone Gateway reviews SBCD have submitted updates to the funding award conditions. The updates will be considered as part of the Portfolio AOR process 7th October 2020. | 3 | 3 | 9 | ↑ (2,3) | Jan-21 |
| Implementation | SBCD006 | Business case is not approved | Mar-18 | C3 C11 | RPAL / Delivery Lead | Risk of Business Case not being approved due to lack of engagement / direction from authorities resulting in project failure | 3 | 5 | 15 | Ensure regional project authority lead is fully involved in the development of the business case and has early sight of relevant business cases. Provide Councils with project briefings where appropriate. | 31/01/20 Discussions around NNDR/Pembroke Dock Marine on-going and making progress, PDM business case submitted to both Governments for final approval. Revised programme of NPT projects (Supporting Innovation and Low Carbon Growth) approved by Joint Committee on January 28th, 2020, with formal submission imminent to both Governments for formal approval. 14/05/20 HAPS being considered by JC in June. PMO making significant progress on realising terms and conditions that will enable further projects to be considered by both governments. IAAP under development to provide further assurance 01/10/20 SBCD governance and assurance processes are maturing to better support the development of robust BC's. Project Leads engage with Govt officials and stakeholders to ensure BC alignment to policy, strategy and priorities. | 3 | 3 | 9 | ↔ | Jan-21 |

| | | | | | | | | | | | | | | | | |
|----------------|---------|--|--------|------------------|-----------------------------------|--|---|---|----|---|---|---|---|------------|------------|--------|
| Implementation | SBCD007 | Companies of required calibre are not based within the region | Mar-18 | C13 C6 | JC / Delivery Leads | Risk that companies of required calibre are not based within the region causing City Deal to not achieve the anticipated long term change / outcomes and projects do not secure long term sustainability. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives | 3 | 4 | 12 | Employ dedicated business engagement officer to work with projects and industry. Host several industry targeted events / engagement opportunities to ensure business community are clear of the opportunities to engage in the City Deal and its legacy. Ensure clear and consistent communications with industry / business forums about City Deal opportunities and potential for industry. This should include phonecalls, e-marketing, face-to-face meetings, newsletters and social media. Engage with organisations that are representative of the business community and have extensive contact networks that can be used to raise awareness. Tailored communications targeted at specialist business/property media | 31/01/20 Regular City Deal attendance of business events throughout the City Region and beyond to raise awareness of the City Deal. Tailored e-newsletter, giving City Deal updates to the regional business community, City Deal articles in specialist media. Growing City Deal social media platforms, attracting the interest of the business community. City Deal attendance at MIPIM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline MIPIM 2020 promotional materials. 14/05/20 E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remotely, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MIPIM 2020 and other business engagement events postponed due to Covid-19. 01/10/20 See previous | 2 | 2 | 4 | ↔ | Jan-21 |
| Implementation | SBCD008 | Change in project scope pre-business case approval | Mar-18 | C11 C6 | Delivery lead | Risk of change in project scope due to no longer requiring same amount of funding causing the project to no longer achieve the necessary outcomes required for City Deal funding resulting in Project not being approved and therefore unable to proceed as planned.. | 4 | 4 | 16 | Continuous dialogue with delivery leads and RO during business case development to ensure consistency with original scope in terms of alignment to overarching aims and objectives of the deal. Iterative process of business case review by governments enabling early identification of concerns to be raised and rectified. Where changes in scope are identified close working with RO, regional project authority lead and delivery lead to ensure that changes do not compromise the proposed outcomes / outputs of the original project and that revised project scope still achieves overall programme aims and objectives | 31/01/20 Pembroke Dock Marine project approved by Joint Committee and submitted to both Governments for approval. NPT's Supporting Innovation and Low Carbon Growth programme also approved by JC and submitted to both governments for final approval. Carmarthenshire Council working on a revised Life Science and Well-being development business case, which will be submitted to Joint Committee for approval in Q1 2020. Further business case submissions expected in coming months. 14/05/20 Programme Business Case under development for June target. Projects being assessed to gauge impact of Covid-19.. 01/10/20 Portfolio Business Case under development following AOR. Projects being assessed to gauge impact of Covid-19. HAPS & SILC BC's being updated following PARs | 3 | 3 | 9 | ↔ | Jan-21 |
| Implementation | SBCD010 | Cancellation of meetings (added April 2019) | Apr-19 | C14 C11 C6 | JC / PB / ESB / PAL / RO | Risk of Board meetings being cancelled causing implications in signing off documentation including business cases, implementation of review recommendations and key underpinning tasks resulting in delays in delivery. | 3 | 3 | 9 | 31/01/20 Monthly meetings of ESB and Joint Committee now taking place at the same venue and on the same day. Programme Board meetings precede these meetings by a fortnight. Meetings of Joint Scrutiny Committee take place throughout the City Region every two month 14/05/20 City Deal governance meetings currently being arranged digitally. 01/10/20 COVID-19 affecting personnel availability. City Deal governance meetings currently being arranged digitally | 3 | 3 | 9 | ↑ (1,1) | Jan-21 | |
| Operational | SBCD011 | Withdrawal of Local Authority Partner | Mar-18 | C3 C6 C11 | JC | Risk of withdrawal of Local Authority partner. Potential for projects to fall as lack of funding / borrowing available from the project lead authority. Loss of funding for regional projects and regional support structures. Potential need to reduce scale of regional projects and / or withdraw scheme from local authority area. Resulting in not achieving outcomes of City Deal. | 3 | 5 | 15 | Ensure JCA is agreed by all local authority partners and includes provisions for such a scenario. | 31/01/20 NPTC revised programme of projects approved by Joint Committee and will be imminently submitted to both governments for final approval. NPTC anticipating JC consideration of HAPS project by the end of February, 2020. 14/05/20 HAPS being considered by JC in June. PMO making significant progress on realising terms and conditions that will enable governments to consider all project submissions.. PAR reviews planned for projects. 01/10/20 Subject to approval of business cases by Govts, Local Authorities support the SBCD | 2 | 4 | 8 | ↑ (2,2) | Jan-21 |
| Operational | SBCD012 | Withdrawal of other partner | Mar-18 | C3 C6 C11 | JC | Risk of withdrawal of other partner due to reduction in funding for regional support structures, potential impact on ability to achieve broader outcomes of City Deal re: improving public service delivery and other strategic regional functions | 3 | 4 | 12 | Develop arrangements with other partners who are not subject to the JCA to reflect provisions for withdrawal | 31/01/20 Swansea University also working on detailed business case for the Campuses projec 14/05/20 Campuses project meetings continuing digitally. Representation of all City Deal partners anticipated at digital governance meetings. 01/10/20 All Partners currently supportive of SBCD. Formal agreements should be signed with partners who have not signed up as part of the Joint Collaborative Agreement (i.e. universities and health boards).PoMO to review role of co-opt partners | 2 | 3 | 6 | ↑ (2,2) | Jan-21 |
| Operational | SBCD013 | Slippage in delivery of programme against key milestones | Mar-18 | | JC | Risk that City Deal doesn't achieve the outcomes intended within the timescales agree due to slippage in delivery of programme against key milestones resulting in borrowing and recuperation not accurately reflecting spend | 3 | 4 | 12 | Establish robust monitoring and evaluation framework to ensure programme and project delivery remains within agreed timescales and to ensure that all targeted project outputs and outcomes will be achieved. Regional Team in place to undertake monitoring role. Accountable Body/Section 151 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery. | 31/01/20 Significant progress in implementing all recommendations arising from City Deal reviews. Programme Plan, Monitoring & Evaluation Plan, and an Integrated Assurance and Approval Plan all being developed. 14/05/20 Assessment of COVID-19 impact currently underway. Programme Director in dialogue with Governments and stakeholders. 01/10/20 Assessment of COVID-19 impact currently underway to assess potential impact on development and delivery of projects. Programme Director in dialogue with Governments and stakeholders. HAPS approved by JC in June. Other BC's going through regional approval process. PMO making significant progress on realising terms and conditions that will enable governments to consider all project submissions.. Gateway reviews planned for all projects. HAPS / SILCG / Pentre Awel and Portfolio BCs have completed Reviews | 5 | 3 | 15 | ↑ (3,3) | Jan-21 |
| Operational | SBCD014 | Engaging with stakeholders | Mar-18 | C13 C6 | RO / Delivery Leads | Failure to engage relevant stakeholders including industry and private sector causing lack of support / engagement with City Deal and related projects resulting in City deal not achieving the anticipated long term change / outcomes. . | 3 | 4 | 12 | Employed dedicated communication and marketing officer. Establish dedicated communication group of key partners and project leads. Utilise different mediums and methods of communication to reach a range of audiences / stakeholders. Hold a variety of events appealing to a range of audiences. Work with project leads to identify targeted stakeholders and develop specific marketing tools for engagement with identified groups. Targeting of specific stakeholders on social media. Promotion and regular update of a cutting-edge City Deal website. Number of key partners already engaged. Ensure early and ongoing involvement through public events, procurement and supply events for example. | 31/01/20 City Deal representation at business events throughout the City Region, City Deal coverage in the local, national and specialist media. Regular City Deal engagement with businesses via dedicated social media platforms. City Deal to be represented at MIPIM 2020. E-newsletters specially targeted at the regional business community. Promotion of supply chain benefits linked to City Deal projects. 14/05/20 COVID-19 restrictions have caused many planned engagement events including MIPIM to be postponed. On-going digital engagement with business representative groups being maintained. Programme Director establishing contact with key stakeholders. 01/10/20 COVID-19 restrictions have caused many planned engagement events including MIPIM to be postponed. PoMo now prioritising financial affordability which includes the level of commitment from industry and private sector. Business Eng Mgr to actively work with PLs and ESB Chair and members to engage industry and private sector. On-going digital engagement with business representative groups being maintained. Programme Director has established contact with key stakeholders. Engagement with Interested parties being maintained digitally | 4 | 4 | 16 | ↑ (1,1) | Jan-21 |
| Operational | SBCD015 | Initial Procurement exercises fail to benefit the local supply chain. Projects fail to implement Programme Procurement Principles. | Mar-18 | C6 C7 C13 | All | Risk of programmes/projects failing to implement programme management principles causing initial procurement exercises failing to benefit the local supply chain resulting in City Deal not achieving the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects. Potential for negative publicity and loss of credibility. | 3 | 5 | 15 | Procurement Action Plan developed. Programme Procurement Principles drafted. Procurement Principles aligned to the WbFG Act. Industry engagement has identified key concerns/issues to be addressed in the Principles. Project Lead meetings planned with speakers on key topics of concern. Industry B2B events to be held. ESB/JC to endorse principles. | 31/01/20 City Deal procurement principles considered by ESB and due for submission to Joint Committee for approval in March, 2020. Regional supply chain opportunities linked to the arena project promoted via media, social media and e-newsletter, Tender opportunities to be featured on City Deal website and other online platforms. 14/05/20 City Deal procurement principles reconsidered by ESB and due for submission to Programme Board for approval in May 2020. Effectiveness of SCC meet the buyer events and appointment of regionally based sub-contractors being monitored. 01/10/20 City Deal procurement principles reconsidered by ESB and approved at September Programme Board. Principles. To be approved by JC In November 2020. PP's have been shared with Project Leads. Business Case text and checklist template being developed. Effectiveness of Swansea Digital District procurements being monitored. | 3 | 4 | 12 | ↑ (2,3) | Jan-21 |

| | | | | | | | | | | | | | | | | |
|-------------|---------|--|--------|------------------------|---------------------|---|---|---|----|---|--|---|---|----|------------|--------|
| Operational | SBCD016 | Negative media coverage | Mar-18 | C13 | RO | Risk of City Deal image being portrayed negatively to all stakeholders and consequently the opportunities afforded by the City Deal are not realised at all levels. Resulting in disengagement of industry, business and social stakeholders alike. Potential for further negative coverage from other media, given damage to City Deal reputation and the opportunity for follow-up questions / diary markers to scrutinise City Deal progress / previous statements. | 3 | 4 | 12 | Dedicated communications officer in place to manage media enquiries, monitor all press releases, posts etc relating to City Deal and develop appropriate response where necessary. Ensure regular press releases on positive news and progress. Further develop relationships with key journalists across the region Develop contacts with specialist publications and websites Regular, pro-active comms (press releases and social media) on City Deal milestones/updates/facts and good news stories. Inclusion of video and audio content to accompany press releases and social media posts, when appropriate Regular proactive comms updates to key identified stakeholders across the region Approved statements to be sent in response to media queries on deadline, accompanied by discussions with the reporter asking the question(s) Discussions with news editors/editors to try to influence the tone of coverage Approved press releases and statements to be sent to identified stakeholders in advance of online or offline publication City Deal news/updates to be regularly added to the City Deal website | 31/01/20 Comms and marketing officer responding to media queries. Relationship building with key media on-going. Very positive recent media coverage linked to the release of the first City Deal funding, the appointment of the Programme Director, Joint Committee's approval for the PDM project and revised NPT programme, and the start of work on site for Swansea's indoor arena. Regular on-going, impactful City Deal promotion via the City Deal's social media platforms. Comms sub-groups in place for several City Deal projects. Regular, pro-active engagement between the City Deal's communications and marketing officer, and key communications representatives from all partner organisations. City Deal branding to feature on all live sites. 14/05/20 Continued positive City Deal media coverage on projects including HAPS and the arena element of the Swansea project. Comms plan key messaging being revised to reflect the City Deal's importance as an accelerator of economic recovery, post Covid-19. Content on City Deal social media accounts being maintained. Communications & marketing officer in regular contact with project leads and other stakeholders. Pipeline of media stories being developed. E-newsletter sent to the regional business community at the start of March. Follow-up planned for coming months. 01/10/20 Continued positive City Deal media coverage on projects including the Swansea City & Waterfront Digital District. External review into the City Deal programme positively commented on communications planning, key messaging and the City Deal's strong virtual presence. The City Deal website is due for an imminent refresh to ensure continued accuracy and the comms & marketing officer is working closely with all SBCD projects to support communications in coming months. Direct communications with the regional business community will be enhanced when further projects are approved, further government funding draw-down is secured and procurement opportunities become available. Comms continues to partly focus on the City Deal being recognised as a key accelerator of economic recovery throughout the City Region, post Covid-19. | 2 | 2 | 4 | ↔ | Jan-21 |
| Operational | SBCD017 | Silo mentality / working | Mar-18 | C13 C6 | All | Risk of silo working due to programmes/ projects not making the cross connections and the whole system opportunity for change is not realised. Ambitions of the City Deal are not embedded into organisational aims and the transformational potential of the deal is therefore not realised. Resulting in City Deal being viewed and delivered via status quo rather than challenging and positively transforming the delivery of industry and public services in the region | 4 | 3 | 12 | Regular project leads meetings to identify opportunities for cross project working. Digital Infrastructure and Skills and Talent projects to meet with other project leads on a 121 basis to ensure the cross cutting themes of skills and digital are incorporated into all project plans. | 31/01/20 As per previous update. Digital Infrastructure project manager also now in place, who will be closely liaising with all project leads. Key City Deal updates/press releases circulated to all members of Joint Committee for cascading down to project leads. Key partners included in all City Deal communications, including social media. 14/05/20 Programme Business Case under development, with June target. Enhanced collaboration and communication between PMO and project managers 01/10/20 Portfolio Business Case continues to be developed following AOR. Enhanced collaboration and communication between PoMO and project managers. Synergies across projects are being identified and activity to support joined-working eg Skills workshop with PL's, Digital Infrastructure with regional stakeholders and links between Pentre Awel & Campuses. | 3 | 3 | 9 | ↑ (2,3) | Jan-21 |
| Operational | SBCD018 | Lack of alignment of communications between partners | Mar-18 | C13 C6 | RO | Risk of confused / inconsistent / unclear messages given out due to lack of alignment of communication between partners resulting potential negative media and social media coverage, undermining the City Deal brand and objectives | 4 | 5 | 20 | Employed dedicated communication and engagement officer to act as central point of contact for all City Deal related communications. Establish a communications group of key comms officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners or programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure, where appropriate, a response is issued promptly. Develop and maintain a protocol which requires partners to send press releases and statements to the City Deal Communications officer for consistency and awareness. Develop online portal for partners to access shared logos, statements, quotations etc for us in all City Deal comms. | 31/01/20 City Deal news/updates circulated to all members of Joint Committee for cascading down to relevant staff, including project leads. Key City Deal announcements featured on internal channels at all partner organisations. City Deal comms protocol in place, with the City Deal's communications and marketing officer working closely alongside communication leads at all partner organisations, including both governments. Social media activity from SBCD accounts tagging partner organisations for sharing/amplification. 14/05/20 Regular engagement between digital project and all other projects. Discussions between campuses project and life science & well-being development project on-going to establish synergy. Internal comms plan to be developed to enable better communication of key messaging between SBCD partners 01/10/20 Regular (fortnightly) PoMO and Project Leads meetings have been established. A new template for project highlight reports has been developed, which is shared with all Project Leads and SBCD governance groups. SBCD comms & marketing officer exploring innovative ways to further improve internal communications between partners and other stakeholders. | 1 | 3 | 3 | ↔ | Jan-21 |
| Operational | SBCD019 | Change in project scope post-business case approval | Mar-18 | C11 C6 | Delivery lead | Risk that project no longer requires same amount of fundin due to change in project scope post business case approval. Project no longer achieves the necessary outcomes required for City Deal funding resulting in project not being approved and therefore unable to proceed / proceed as planned. | 4 | 4 | 16 | Establish robust project monitoring and evaluation to ensure project remains on track to deliver scope outlined in approved business case and overarching aims of the City Deal in terms of growth and jobs. | 31/01/20 High-level monitoring and evaluation plan being developed, along with a Programme Plan and an Integrated Assurance and Approval Plan. Terms and conditions attached to the release of the first £18 million of City Deal funding have been met. 14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development for June target. Covid-19 impact assessment being completed 01/10/20 Programme Business Case and Monitoring & Evaluation Plan continue to be developed following AOR. Discussions with PDM being monitored Project level Covid-19 impact assessments being updated. PoMO will introduce change control between Projects and Portfolio and define risk appetite and tolerance within the risk management strategy | 4 | 3 | 12 | ↑ (2,2) | Jan-21 |
| Operational | SBCD020 | Failure to establish a robust baseline | Mar-18 | C6 | Delivery leads / RO | Risk of failing to establish a robust baseline resulting in inaccurate measuring of impacts of city deal. | 3 | 4 | 12 | Initial impact assessment undertaken to identify headline impacts of the city deal. Need to further develop this to capture the full range baseline indicators that will demonstrate the impact of the city deal | 31/01/20 Business Engagement Manager in post to gauge impact of City Deal projects. Detailed monitoring and evaluation plan being developed. 14/05/20 Programme Business Case being developed, along with monitoring and evaluation plan. Gateway review for programme also planned. 01/10/20 AOR process has identified this as a priority. The PoMO work with WG to identify baseline targets and timescales and will cascade these to projects. Pomo will procure consultants to help with the identification of baselines and periodic valuations. Programme monitoring and evaluation plan being developed. | 3 | 2 | 6 | ↓ (3,3) | Jan-21 |
| Operational | SBCD021 | Government policies and legislation | Sep-20 | C6 | | Lack of robust measures to governance policies and legislation can lead to failure to protect the stakeholders, staff and public funds associated with the City Deal and result in legal challenge, reputational damage and threat to SBCD portfolio delivery | 3 | 3 | 9 | Governance arrangements need to be strengthened further in terms of documenting the risk management methodology and risk appetite, an information sharing protocol, counter fraud procedures, due diligence and anti-money laundering arrangements, and recording of declarations of interest/gifts and hospitality for all Senior Officers and Members | 30/09/20 Risk appetite and management detailed within programme business case. Counter fraud and moneylaundering policy in development. Central database for declarations of interest implemented but requires updating 01/10/20 Risk appetite and management detailed within portfolio business case. Counter fraud and moneylaundering policy in development. Central database for declarations of interest implemented but requires updating. | 3 | 2 | 6 | ↓ (3,3) | Jan-21 |
| Financial | SBCD022 | Failure to achieve full funding package | Mar-18 | C3 | All | Risk of failing to achieve the full funding package resulting in project potentially unable to deliver or to deliver full scale of anticipated project outcomes | 3 | 5 | 15 | Early engagement with all funders to develop strong relationships. Robust financial planning and clear outline of interdependencies of funding in the business case, ensuring that fundamental aspects of the project are funded through most secure funding sources. Timely review and approval of five case business plan. Effective and timely procurement activity. Establishment of robust contracts. Ongoing dialogue to resolve issues relating to revenue funding. | 14/05/20 Programme Business Case being developed for June target. Discussions on-going with Welsh Government and other key stakeholders. 01/10/20 Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met. Progress will be monitored quarterly via the reporting, monitoring and evaluation process. Financial affordability plans detailing the funding streams and the level of commitment will be detailed at project level. Funding agreement being developed, ongoing discussions between Accountable Body and Project Authority Leads to agree funding conditions. | 3 | 4 | 12 | ↔ | Jan-21 |
| Financial | SBCD023 | Failure to identify / secure revenue funding | Mar-18 | C3 C6 C11 C14 | Accountable Body | Risk of failing to identify / secure revenue funding resulting in four projects, including one regional project, unable to proceed. | 5 | 5 | 25 | Ongoing dialogue with governments to identify potential solutions including discussions on Capitalisation Direction. Projects with revenue element encouraged to explore alternative funding streams to support revenue elements. | 14/05/20 WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going 01/10/20 WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going. Progress will be monitored quarterly via the financial reporting, monitoring and evaluation process | 3 | 5 | 15 | ↔ | Jan-21 |

| | | | | | | | | | | | | | | | | |
|-----------|---------|--|--------|----------|------------------|---|---|---|----|--|--|---|---|----|------------|--------|
| Financial | SBCD024 | Failure to agree NNDR (rates retention) flexibility | Mar-18 | C3 | Accountable Body | Risk of failing to agree NNDR (Rates Retention) flexibility resulting in Local authorities unable to borrow required amount for projects | 4 | 5 | 20 | Ongoing dialogue with government to explore opportunities for rate retention | 31/01/20 Discussions on-going with WG 14/05/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought. 01/10/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body | 3 | 3 | 9 | ↓ (2,5) | Jan-21 |
| Financial | SBCD025 | Private sector funding contribution/s not in line with initial business case projections | Mar-18 | C3 | Delivery Lead | Risk that Private sector funding / contributions is not in line with initial business case projects resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable | 5 | 5 | 25 | Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income. | 31/01/20 Private sector contributions need to be evidenced in all project business cases, which need approval from UKG and WG before release of funds 14/05/20 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. 01/10/20 Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met | 3 | 4 | 12 | ↔ | Jan-21 |
| Financial | SBCD026 | EU match funding contributions not in line with initial business case projections | Mar-18 | C3 | Delivery Lead | Risk that EU match funding contributions not in line with initial business case projects resulting in overall impact of the City Deal not being realised. Project cannot deliver full scheme. Project is unsustainable | 5 | 5 | 25 | Projects required to complete full five case business model including robust financial detail and commercial case identifying and confirming sources of income. | 31/01/20 Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission. 14/05/20 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 01/10/20 Ongoing discussions between partners and WEFO to agree commitment of EU match funding due to imminent deadlines. Progress will be monitored quarterly via the reporting, monitoring and evaluation process. | 3 | 4 | 12 | ↔ | Jan-21 |
| Financial | SBCD027 | Timeframe for end of current EU funding programmes | Mar-18 | C3 | All | Risk of not being able to deliver full funding package at both project and programme level due to time constraints. | 3 | 3 | 9 | Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development | 31/01/20 Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission. 14/05/20 PDM business case formally submitted to both Governments. NPT revised programme (SILCG) also submitted 01/10/20 Ongoing discussions between partners and WEFO to agree commitment of EU match funding due to imminent deadlines. Progress will be monitored quarterly via the reporting, monitoring and evaluation process | 4 | 4 | 16 | ↔ | Jan-21 |
| Financial | SBCD028 | Project authority lead unable to borrow amount required to frontload project | Mar-18 | C3 C6 | LA's | Risk that Project authority lead unable to borrow amount required to frontload project projects unable to go ahead | 3 | 5 | 15 | Project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform project lead authority of any changes to financial profile. Section 151 officer group to look at schedule of repayment of City Deal funding for consideration and agreement by Joint Committee. | 14/05/20 Agreement in place, enabling LAs to borrow from the SBCD programme 01/10/20 Agreement in place, enabling LAs to borrow from the SBCD programme. Borrowing will be managed locally by Local Authorities | 2 | 3 | 6 | ↔ | Jan-21 |
| Financial | SBCD029 | Regional project authority lead unable to borrow amount required to frontload regional project funding | Mar-18 | C3 C6 | LA's | Risk that Regional project authority lead unable to borrow amount required to frontload regional project funding resulting in project potentially unable to deliver or unable to deliver across the whole region. | 3 | 5 | 15 | Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority area. | 14/05/20 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases 01/10/20 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases. Ongoing discussions with projects on how funding will be raised | 2 | 2 | 4 | ↔ | Jan-21 |

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) | | | | | |

| Status | Management action required |
|--------------|---|
| Comfortable | The Joint Committee and Programme Board accepts the level of risk presented as within its' comfort zone |
| Manageable | The Joint Committee and Programme Board accepts the level of risk presented, subject to suitable and effective risk controls being in place, working and evidenced |
| Unacceptable | Risks at this level <u>may</u> be accepted, subject to approval of Joint Committee and Programme Board, based on rigorous control measures and regular evidenced reporting of control effectiveness by SBCD teams |

| | | 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. |