

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Residual Probability	Residual Impact	Residual Rank
Development	SBCD000	31/01/20	Delay in establishment of ESB	C14	JC / UKG & WC	Formal governance structure incomplete. Unable to begin formal review of business cases. Last opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCD Region.	4	5	9	Recruitment process agreed with UK & Welsh Government. Early and frequent communication re: regional decisions / recommendations.	3	5	
Development	SBCD001	14/05/20	Delay in approval of JCA	C3 C14	All	Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign-off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5	6	Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Governments for review.	2	5	
Development	SBCD002	31/01/20	Delay in approval of Implementation Plan	C3 C14	RO	Delay in overall mobilisation and delivery of City Deal programme and agreement of formal Joint Committee work programme.	3	3	6	IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3	
Implementation	SBCD009	21/06/20	Swansea University withdrawal from programme (added January 2019)	C3, C10, C11, C14	Project Leads	Risk of Swansea University withdrawing from the programme. Projects unable to deliver at all or to full scope as detailed in heads of terms resulting in not being able to achieve intended programme outputs and outcomes	3	5	10	FINANCIAL Confirmed senior Swansea University representation at joint Committee. Swansea University working on a business case for the Campus project. Working on the Deal and Media Swansea Institute at Swansea University, the National and Innovation Centre forms part of NPI's wider programme of projects (Supporting Innovation and Low Carbon Growth) H4500 Campaigns project meetings continuing remotely. D11500 Swansea University in agreement with Dores Asset and Co.	2	2	4
Implementation	SBCD003	11/12/20	Slippage in delivery of portfolio	C3 C14	JC	Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and re-occupation does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	10	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 153 officers will undertake programme level financial profiling to ensure borrowing and distribution of City Deal funding is reflective of programme delivery.	3	3	9
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C3	POMO	Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the effort. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	1	3	3	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 contact officers within all City Deal partner and project lead organisations to ensure consistency and up to date information. Provide regular updates to all partners programme and project progress. Monitor tweets, press releases, articles etc relating to City Deal and ensure where appropriate, a response is issued promptly. Regular practice centres and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4
Implementation	SBCD007	04/01/21	Programme / Project infrastructure fails to meet to objectives	C13 C3 C11	JC / Delivery Leads	Risk of programme / projects infrastructure fails to meet to objectives causing City Deal to not achieve the anticipated long term change / outcomes and programmes / 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 targeted business engagement officer to work on 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 to legacy. (Link to deal 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/industry events.	2	2	2
Financial	SBCD003	Jul-21	Regional project authority lead unable to borrow amount required to frontload regional project funding	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.	2	2	4
Implementation/OP	SBCD004	08/12/21	Delay in development of Programme / Project business cases	C11 C14	POMO / Delivery Lead	Risk of delay in development of business cases causing delay in programme / project start dates. Depending on critical timescale could impact programme / 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 (RPA).	2	2	4
Operational	SBCD011	08/12/21	Withdrawal of Local Authority Partner	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.	2	3	6
Operational	SBCD014	08/12/21	Engagement and buy in of critical stakeholders	C13 C6	POMO / 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.	3	3	9
Operational	SBCD020	13/12/21	Failure to establish a robust baseline	C6	Delivery Leads / POMO	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	2	2	4
Financial	SBCD027	13/12/21	EU match funding contributions not in line with initial business case projections	C3	Delivery Leads	Risk that EU match funding contributions not in line with initial business case projections 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.	2	3	6

Review Update/Control Actions	Reviewed Rank	Review Date	Review Update	Reviewed Probability	Reviewed Impact	Reviewed Rank	Review Date	Review Update/Control Actions	Reviewed Probability	Reviewed Impact	Reviewed Rank	Review Date
ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (see more frequently) as anticipated to establish momentum in anticipation of a number of business cases coming forward.	Green						01 Jan 19	As previous update	1	1	Green	15 Apr 19
JCA formally approved by each of the four local authorities at meetings of the full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018	Green						01 Jan 19	As previous update	1	1	Green	15 Apr 19
IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	Green						01 Jan 19	IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	5	4	Red	15 Apr 19

<p>11/01/20 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</p> <p>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.</p> <p>21/10/20 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/SLCG / Penrre level undertaken. Covid-19 impact is being assessed with project leads and stakeholders.</p> <p>04/01/21 Monitoring & Evaluation Plan in place, quarterly monitoring report established and presented to J / PB quarterly updating on key achievements, prog / prog risk and outputs / outcomes, IAAP developed and now a live document for Portfolio and Prog / Proj level.</p> <p>Risk moved to closed, further updates to be picked up in Risk ID 013 for delivery phase.</p> <p>31/01/20 Significant media coverage on the release of the first £18 million of SBOD funding, the submission of the POM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBOD Programme Director. Regular, impactful social media activity on-going, and a newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going.</p> <p>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.</p> <p>21/10/20 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 SBOD. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community.</p> <p>17/12/20 All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under Risk.</p> <p>07/07/20 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 presence, attracting the interest of the business community. City Deal attendance at MPM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline events and promotional materials.</p> <p>14/05/20 E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remains, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MPM 2020 and other business engagement events postponed due to Covid-19.</p> <p>01/10/20 See previous</p> <p>04/01/21 JCA signed by all four regional LAs, outlining commitment to regional projects. Details of regional LA obligations outlined in regional full business cases.</p> <p>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 raised</p> <p>11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p> <p>04/01/21 Changes to the HAPS Business Case implemented and being presented to JC / PB January. Changes to Low Carbon Business Case due to be presented to PB March. Skills and Talent Economic Case has been reviewed by the PoMO with all sections of the Business Case due to be in draft by end of February. All other BCs progressing with the support of the PoMO.</p> <p>08/04/21 HAPS is with Governments for Ministerial approval but has to adapt its economic methodology to account for all monitored benefits. Low Carbon is currently with NPT CSC and being finalised to incorporate PoMO feedback prior to submission to Governments in April. Campuses and Skills are on track to be developed and submitted for regional approval by May. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance. Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.</p> <p>01/07/21 Low Carbon currently awaiting Ministerial approval with UKWG. Skills & Talent & Campuses have been developed to draft CBC stage.</p> <p>08/12/21 Low Carbon and Skills and Talent Business Cases now approved. Campuses is awaiting approval, no longer a requirement to monitor the risk.</p> <p>04/01/21 Funding agreements are in the process of being developed with partners including Local Authorities and Lead deliverers and all form part of the JCA.</p> <p>08/04/21 On going no issues to report. Continue monitoring.</p> <p>01/07/21 As per previous updates. No issues to report.</p> <p>08/12/21 Covered in the JCA. Risk closed.</p> <p>04/01/21 Communications, Marketing and Engagement Plan presented at Programme Board and now a live document. Focus for next 3 months will be to extend SBOD engagement to further raise awareness of SBOD among immediate stakeholders for cascade within their organisations, as well as among regional businesses and residents. A website update is also imminent, along with continued communications to continue to raise the profile of the SBOD in the regional media and beyond, as well as in the specialist media. The SBOD social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community.</p> <p>08/04/21 The website update is now live reflecting Portfolio / Programme / Project accuracy. Internal and external communications have taken place for announcements including the Penrre Awel project approval and a City Deal Procurement Event. The City Deal LinkedIn account has been strengthened with a link available from the City Deal website.</p> <p>Stakeholders continue to attend SBOD Governance meetings, the PoMO continue to engage with UKWGWS, SBOD Procurement Pipeline Event held March 2021. JC forward work plan includes holding a bi-annual seminar with Governance Board members. SBOD PoMO are looking to schedule this for June 2021.</p> <p>01/07/21 Based on identification of Risk above plus Private Investment Risk, this risk no longer needs to be separately monitored and can be closed.</p> <p>04/01/21 PoMO continue to work with Welsh Government. Good progress being made on AOR recommendations. Risk to remain open until next iteration of Business Case is due 31st March 2021.</p> <p>08/04/21 Portfolio Business Case updated and approved by JC and forwarded to Governments for consideration. Investment objectives and baselines are now clearly articulated in the Portfolio BC. Will be reviewed once feedback received from Governments.</p> <p>01/07/21 Portfolio Benefits Profiles developed, cascading to all Programmes / Projects to establish baseline and monitoring process.</p> <p>13/12/21 Portfolio Business Case fully established. Benefits established, baselined and reported quarterly. Risk closed.</p> <p>11/01/2021 WFO deadlines and amounts are principally agreed for the two SBOD programmes in receipt of funding. WFO funding requires to be expended by Supporting Innovation and Low Carbon Growth - June 2023. Penrre Dock Marine - December 2023</p> <p>07/04/2021 Programmes/projects will manage European funding inline with business case approved budgets. Two projects are in receipt of EU funding. POM has been approved and SBOD has been incurring spend at risk.</p> <p>01/07/21 European funding has been secured between 2 city deal programmes and committed until end 2023. See reference to Risk ID27. Risk closed.</p> <p>13/12/21 Risk closed.</p>	
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Review Update/Control Actions	Revised probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions
This risk is no longer live and will be removed from future updates.	-	-		21 Oct 19	This risk is no longer live and will be removed from future updates.	-	-		31 Jan 20	Two new specialist advisers have been appointed to assist the Economic Strategy Board, representing the sectors of micro business and skills & talent	1	1		14 May 20	ESB and specialist advisors in place. Risk can be removed.					
Further to the findings and recommendations of the two SBOD reviews changes to the JCA will be required. A draft of the revised JCA will be considered by Programme Board and recommendations made to the Joint Committee in July 2019. The approved revised JCA will then need to be approved by the UK and Welsh Government. This may delay approvals of <u>subsequent plans</u> .	3	2		21 Oct 19	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1		31 Jan 20	As per previous update -ASSAX09	1	1		14 May 20	No longer a Risk can be removed, given the updated JCA's approval.	1	1			Risk identified. JCA is in place and will continue to monitor. Review for update.
Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JCA will need to formally review and approve the <u>subsequent plans</u> .	2	2		21 Oct 19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	2	2		31 Jan 20	Implementation Plan approved at Joint Committee on January 29th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time	1	1		14 May 20	This is a live document that will continue to be updated, with annual report to JCA.	1	1			Approved by JCA in July 20. Now approved.