

Risk Theme	Risk / Opportunity	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Original Control Actions	Review Update/Control Actions	Residual Probability	Residual Impact	Residual Rank	Reported Change	Next Review Date
Development	Risk	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	08/04/21 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. 01/07/21 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	2	3	6	↔	Mar-22
Implementation	Risk	SBCD005	Delay in approval of Programme / Project business cases	Mar-18	C11	PoMo JC / Gov	Risk of delay in approval of Business cases 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	08/04/21 Turnaround time for Governments to approve SBCD Business Cases has reduced from 6 months to 3-4 months. UK & WG have recently introduced a new process for approval. There have been teething issues with this, process in coordinating government official feedback in a timely manner and in seeking ministerial approval at UKG level. The PoMo is working closely with both governments to reduce the approval time even further by providing earlier briefing sessions and information relating to the final Business Case. 01/07/21 Low Carbon and HAPS currently awaiting Ministerial approval. Skills & Talent and Campuses current progressing through regional approval process prior to submission to UKG/WG for Ministerial approval. Skills & Talent have received DCA rating of Green in the Stage Gate 0 Review. Campuses are scheduled for a PAR 11th August. Ministerial briefings and Policy Workshops have taken place for HAPS, Low Carbon, Campuses and Skills & Talent. PoMo currently responding to Ministerial questions and individual Government departments. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	2	3	6	↓ (3,3)	Mar-22
Implementation	Risk	SBCD006	Portfolio / Programme / Project Business cases not approved	Mar-18	C3 C11	PoMo JC / W/LK Government	Risk of Business Cases not being approved due to lack of engagement / direction from authorities resulting in programme project failure	3	5	16	08/04/21 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. 01/07/21 Consultants engaged to support sign off of the Economic appraisals for the outstanding Business Cases. Dedicated sessions held with the Minister to discuss Business Cases prior to approvals. PoMo guidance and support with Project Leads to align to Green Book and Better Business Case guidance. Robust regional approval process Gateway Reviews in place. 08/12/21 Low Carbon, HAPS and Skills and Talent Business Cases have all received Ministerial approval. Campuses has received a delivery confidence assessment rating of Amber / Green in the recent Gateway Review and the Business Case is awaiting Ministerial approval.	1	3	6	↔	Mar-22
Implementation	Risk	SBCD008	Changes to approved Business Cases and what they will deliver	Mar-18	C11 C6	Deliver Lead	Risk of changes to approved Business Cases due to no longer requiring same amount of funding or change of timescale, cost, quality, programme / project benefits and portfolio level benefits causing the programme / 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	08/04/21 Continuous dialogue with delivery leads and PoMo post 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 PoMo, 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. 01/07/21 Change Control process approved by Governance Boards and implemented. 08/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has been through the Change Control process via Governance Boards and approved. Lack of engagement from stakeholders with this process. PoMo to emphasise to Programme (Portfolio) Board and Joint Committee the importance of going through the Change Control process that all members have signed up to. This will form part of the Quarterly Monitoring Reports. PoMo is also progressing with putting an Assurance Framework in place.	4	3	6	↔	Mar-22
Implementation	Risk	SBCD010	Cancellation of meetings	Apr-19	C14 C11 C6	JC / PS ESB PoMo	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	08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor. 01/07/21 To note, Joint Scrutiny Committee has not been quorate on 2 occasions during 2021 resulting in cancellation of meetings. All other SBCD Governance Committees have taken place when required / scheduled. One Project Lead / PoMo Team meeting was cancelled due to lack of attendance, all other meetings pre and post have taken place. 08/12/21 During 2021 8 Joint Committee meetings have taken place where TOR sets out they are to take place quarterly so have more than adequately satisfied expectations. Programme (Portfolio) Board have met 9 times during 2021, Joint Scrutiny ... and ESB ... TOR for Joint Scrutiny currently with the Monitoring Officer to change quorate from 8 to 6 members.	2	2	4	↔	Nov-21
Operational	Risk	SBCD012	Withdrawal of Partners	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Partners due to reduction in funding for regional support structures, potential impact on ability to achieve the anticipated long term change / outcomes. Lack of service delivery and other strategic regional functions	3	4	12	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. 08/04/21 No issues to report. Continue to monitor. 01/07/21 As previous updates, no issues to report. 08/12/21 Commitment letters have been signed by all 4 partners as per Audit recommendation.	2	3	6	↔	Mar-22
Delivery	Risk	SBCD013	Slippage in delivery of programmes / projects against key milestones	Mar-18	JC	JC	Risk that City Deal doesn't achieve the outcomes intended within the timescales agreed due to slippage in delivery of programme against key milestones resulting in borrowing and reoperation not accurately reflecting spend	3	4	12	08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Penre Awel and Digital Infrastructure were longer than anticipated. Development of Campuses and Skills have been delayed from original timescales but are now on track for refresh timescales. 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. 01/07/21 Working to get all Programmes / Projects Roadmaps and Plans, we have indication of when key milestones need to be delivered. Working towards having visibility of potential delays and their impact. PoMo and Project Leads currently assessing PPM Tooling to accommodate plans. Quarterly Monitoring templates in place for Leads to identify and report on slippage / change to time frames. 08/12/21 Due to numerous factors, there has been some slippage in the original forecast investment, there will likely be some delays in delivery across the Portfolio for various reasons, including COVID restrictions, postponements in business case submissions and approvals and other factors such as resource and material availability may need to be monitored and mitigated as infrastructure elements move further into delivery. The portfolio level benefits have now been forecast for the remaining duration of the portfolio, however regular review will be required in order to ensure risks do not become issues and appropriate mitigation measures are adopted by the programmes and projects to meet the delivery commitments of the wider portfolio. PoMo are now monitoring the Procurement Pipeline	3	5	16	↔	Mar-22
Operational	Risk	SBCD015	Failing to adopt the SBCD Procurement Principles including Community Benefits	Mar-18	C6 C7 C13	All	Risk of programmes / projects failing to adopt 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	16	08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting 01/07/21 Procedure in place to record Community Benefits, which is monitored via quarterly reports. Revised Benefits Realisation templates and reporting mechanisms are on going, which will support the implementation of the Procurement Principles. No issues have been identified. Business Engagement Manager is working with Programme / Project Leads to support. Exploratory conversations regarding the application of the Welsh TOMS. 13/12/21 PoMo to engage with Programme / Project Leads to ensure all are adhering to regulations set out in SBCD procurement principles. Quarterly monitoring of Community Benefits continues.	2	4	8	↔	Mar-22
Operational	Risk	SBCD016	Negative media coverage	Mar-18	C13	PoMo	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 matters to scrutinise City Deal progress / previous statements.	3	4	12	08/04/21 There has been very little negative media coverage in 2021 to date, apart from some coverage of the Pembroke Dock Infrastructure planning application, given heritage concerns. The SBCD Communications & Marketing Officer has been working with MHPA to raise awareness of the PDM Programme as a whole on social media and in the Pembrokeshire media. Media coverage for the Penre Awel project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further E36m draw down of City Deal funds. 01/07/21 Media coverage continues to be positive. Recruitment of the Communications & Marketing Officer underway which will allow us to manage the content of releases based on specific occurrences as the Portfolio develops. Coverage for the Digital Infrastructure Programme in the media has been extremely positive. 13/12/21 Due to the local elections soon to be held, probability of the risk happening slightly increased due to resulting actions being outside of the control of the PoMo. Impact slightly raised as there are several SBCD Projects moving into delivery which will attract media coverage.	3	3	9	↑ (1,2)	Mar-22
Operational	Risk	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	08/04/21 Team meetings are now being held monthly. PoMo representative now attends Programme / Project Boards. Regular presentations and meetings with key stakeholders on Portfolio status and progress updates. 01/07/21 PoMo continue to engage with regional stakeholders and offer support for City Deal and wider initiatives. 13/12/21 As we move into a period of delivery, there is potential for missed opportunities for the programmes / projects to work together. Since Skills & Talent Programme receiving ministerial approval, a Skills solution working group has been set up to reduce silo working involving the other programmes and projects within the City Deal.	2	2	4	↔	Nov-21
Operational	Risk	SBCD018	Lack of alignment of communications between partners	Mar-18	C13 C6	PoMo	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	08/04/21 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. 01/07/21 Portfolio Gateway Review scheduled for July 2021 that will engage key stakeholders across the region. Continue to report through Governance groups on opportunities / progress updates. PoMo to scheduled bi-annual working meetings with lead delivery organisations and a bi-annual stakeholder event with Governance groups. 13/12/21 Regular reports continue to be provided to the Governance Boards such as Highlight Report, Quarterly monitoring, financial management. SBCD Monitoring Officer currently looking into how we can develop a portal for partners to access to share reports, decisions and communications. PoMo are in the process of procuring Project Management Software to be used across the SBCD Portfolio which will also strengthen communications. Communications Plan to be updated in the next quarter in line with the recommendation resulting from the last Portfolio Gateway Review. Risk rising due to turnover of senior stakeholders, lack of representation from organisations at 2 consecutive Governance Boards and covid related work pressures on organisations. Work is being done to shape Corporate Joint Committees (CJC's).	3	3	9	↑ (1,3)	Mar-22
Operational	Risk	SBCD019	Change in project scope post Outline Business Case approval	Mar-18	C11 C6	Deliver Lead	Risk that project no longer requires same amount of funding due to change in project scope post Outline 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	08/04/21 The Change control process has been approved by JC and will be utilised once a programme / project bring forward a proposed change. There are currently no proposed changes that affect heads of terms deliverables that the SBCD are held to. All lead authorities and lead deliverers are held to the delivery of outputs and outcomes that are documented in funding agreements. 01/07/21 Change Control process approved by Governance Boards and implemented. 13/12/21 Swansea City Waterfront & Digital District - Innovation Matrix has gone through the Change Control process and approved by Governance Boards and UK & WG. PoMo continue to manage the process by engaging with Programme / Project Leads and report change to Governance Boards and scrutiny.	4	3	12	↔	Mar-22
Operational	Risk	SBCD021	Governance policies and legislation	Sep-20	C6		Lack of robust measures to monitor 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 challenges, reputational damage and threat to SBCD portfolio delivery	3	3	9	09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy. 01/07/21 PoMo and Programme / Project Leads working closely with both Governments to ensure alignment with policy. 13/12/21 Since last reported several Policies and Guidelines have been approved by Governance Boards namely: Anti-Fraud and Anti-Corruption Strategy, Anti-theft Bribery and Corruption Policy, SBCD Meeting Protocol, SBCD Welsh Language Guidelines, Role of a Programme / Project SRO. Declarations of Interest (DOI) now implemented. Financial statements have been visually amended to ensure DOI compliant in terms of accessibility.	1	2	2	↓ (2,2)	Mar-22

Operational	Risk	SBCD022	Political Changes	Oct-20	C9	All	Changes in Local, Regional or National Government may impact the approach, development and delivery of the SBCD resulting in new ways of working which may impair the current portfolio	3	3	9	Periodic elections across both Governments and locally. SBCD stakeholders frequently engage with with and provide updates to political leaders and monitor election periods.	08/04/21 On going. 01/07/21 Vaughan Gathin is now responsible for City & Growth Deals across Wales. The establishment of coporate Joint Committees is underway for SBCR which could impact on the governance arrangements for the SBCD. 08/12/21 Acknowledgement that there potentially could be a change in political stakeholder across the Governance Boards. PoMO to consider putting training programmes in place for new members. Risk to be reviewed in June post elections.	3	3	9	↔	Mar-22
Financial	Risk	SBCD023	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.	07/04/2021 This is being monitored on a quarterly basis with a forecast position estimated over the lifecycle of the programmes/projects. A business engagement strategy is being developed to support and engage private sector investment. 01/07/21 Awaiting approval of sign off of final Business Cases. Once achieved risk to be revisited and potentially closed 13/12/21 Awaiting approval of the Campuses Business Case. Despite all other SBCD Business Cases having been approved, there is a continued risk which is being mitigated through financial monitoring.	3	3	9	↔	Mar-22
Financial	Risk	SBCD024	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.	07/04/2021 Revenue funding requirements has been identified and will be actively managed going forward. Local Authorities will use the capital receipts directive where applicable to apply to City Deal and Public Sector investment components as agreed by the regional Section 151 Officers. Revenue investment from private sector will be managed at programme / project level as per their requirements. 01/07/21 Revenue funding requirements has been identified and will be actively managed going forward. Where constraints are identified, SEC 151 Officers will work closely to identify/mitigating actions where appropriate. 13/12/21 Ongoing. Section 151 Officers are due to have discussions with Government.	3	4	12	↔	Mar-22
Financial	Risk	SBCD025	Failure to agree NDR (rates retention) flexibility	Mar-18	C3	Accountable Body	Risk of failing to agree NDR (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	07/04/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Report on apportionment methodology being submitted to May/June governance boards. 01/07/21 Report drafted. Intention to submit to Programme Board July / August. 13/12/21 NDR Report drafted. Due to be submitted to Programme Board in January 2022.	3	3	9	↔	Mar-22
Financial	Risk	SBCD026	Private sector funding contributions not realised in line with business case projections	Mar-18	C3	Delivery Lead	Risk that private sector funding is not realised as per portfolio business case projections that will impact on the deliverability of outputs and outcomes of the SBCD	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.	07/04/2021 A business engagement framework is being developed to support and engage private sector. At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly 01/07/21 At present limited private sector funding has been committed, however as the portfolio develops further investment will be stimulated as programmes / projects and supply chains mature. This will be monitored quarterly. 13/12/21	2	2	4	↓	Mar-22
Financial	Risk	SBCD028	Timeframe for end of current EU funding programmes EU funding is still committed in line with BC profiles	Mar-18	C3	All	Spend profile and delivery of programmes / projects needs to ensure it meets requirements for final date for EU funding, resulting in funding lost if it doesn't meet requirements	3	3	9	Early dialogue with all funders including Governments and WEFO. Project lead to accelerate business case development	07/04/2021 Programmes/projects will manage european funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk. 01/07/21 As per financial monitoring £2m of European funding has currently been committed. Programmes/projects will manage european funding inline with business case approved budgets. Two projects are in receipt of EU funding, PDM has been approved and SILCG has been incurring spend at risk 13/12/21 Deadline set for end of December. Funding agreements for PDM signed and Programme Board now in place. Programme now in development and expected to spend European funding by the imposed deadline. Discussions being held with WEFO on the flexibility of the funding profiles in 2023.	3	3	9	↓ (4,4)	Mar-22
Financial	Risk	SBCD029	Project authority lead unable to borrow amount required to frontload all programmes / projects	Mar-18	C3 C6	LA's	Risk that Project authority lead unable to borrow amount required to frontload all programmes / 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.	07/04/2021 Regional S151 officers have agreed borrowing principles, UK government has indicated a reduction in the term of the grant award and as such ongoing work to review the impact of this is being undertaken. 01/07/21 Borrowing principles have been provisionally agreed. Will look to formalise July / August. Cashflow forecast monitoring has been undertaken, no indication that locally delivered prog / proj will fall short of any borrowing requirement. Principles around regional borrowing have been agreed provisionally, and will be formalised Q2. 13/12/21	2	3	6	↔	Mar-22
Financial	Risk	SBCD031	Increase in cost of construction	01/07/21	C2 C6	All	Risk that cost of construction may increase impacting on budgets set out in Programme / Project Businesses resulting in an overspend	5	3	15	The PoMO will work closely with programme / project leads to identify potential impact and determine whether it is managed locally or whether intervention at Portfolio level is required.	13/12/21 Construction Impact Assessment currently with Programme / Project Leads and SRO's for completion in readiness for the January Governance Boards.	5	3	15	↔	Mar-22
Financial	Opportunity	SBCD032	Advancement of SBCD grant from UK Government	01/07/21	C3	All	Advancement of SBCD grant from UK Government from 15-10 years. This will reduce the borrowing requirement for the Portfolio.				Awaiting SBCD grant profile to be formalised.	13/12/21 Discussions to be held with WG. Awaiting formal decision on their approach for advancement of grant.					Mar-22
Operational	Risk	SBCD033	Welsh Government 2021 update of Technical Advice Note (TAN) 15 development risk of flooding and coastal erosion and associated flood planning maps.	11/10/21	C2 C6	Accountable Body	Proposed updates to the TAN and maps have categorised the vulnerability of certain developments, increased the extent of the flood maps and the ability of land owners and local authorities to potentially achieve planning permission and ultimately develop land affected by the 2021 updates.	4	4	16	Welsh Government are monitoring effectiveness of Planning Policy Wales (PPW) and Technical Advice Note (TAN) 15 through a notification direction and sustainable development indicators. Coordinated challenge (Lead by WLGA) to Welsh Government to ensure the updating of TAN 15 does not have a negative impact on regeneration activity. Carry out additional Environmental Impact Assessments (EIA) Consultation with Lead Local Flood Authority and planning authorities Flood Map for planning embedded Strategic Flood Consequences Assessment (SFCA) to be undertaken to provide the evidence to inform policies and site selection processes for all strategic and local development plans. Flood consequences Assessment (FCA) to be carried out to assess the risk of development in a flood risk area. Progress as planned across the portfolio, being cautious that future planning applications might be affected and raise any concerns as early as possible Programmes and Projects to review the potential impact of the updated TAN and provide a statement indicating whether or not they believe their schemes could be affected and any other measures they are taking on top of those listed here.	25/01/22 NRW have issued a letter to local authorities stating their flood maps are still to be considered when contemplating planning applications between now and June 2023.	4	4	16		Mar-22
Operational	Risk	SBCD034	GVA Calculation / Measurement	08/12/21	C3 C6	PoMO Leads	There is a risk that the expectations of what GVA would be measured, monitored and reported on might not be achievable as originally anticipated.	3	3	9	GVA has been listed in the Heads of Terms and as a Portfolio Investment Objective as a measure which will provide a positive impact across SBCR, whilst this will be true, the SBCD PoMO have been unable to achieve a conclusive answer from numerous sources as to how this measurement can be achieved at a Portfolio level. Advice and guidance of what is expected in relation to the measurement of GVA is currently being sought from Colleagues in Welsh and UK government					Mar-22	
Operational	Risk	SBCD035	Ineffective engagement with and involvement of important stakeholders	08/12/21	C6 C13	PoMO Leads	Failure to effectively engage important stakeholders including industry, third and private sector across the portfolio resulting in missed opportunities or potential outputs and outcomes not being fully achieved. Programmes and Projects (P&Ps) will have their individual approach to stakeholder engagement throughout the lifetime of the projects. In some cases opportunities may exist for collaborative working across the portfolio to generate maximum regional benefit from stakeholder involvement. P&Ps should work together to ensure effective use of stakeholders. Note: A stakeholder is deemed to be important if a lack of effective engagement at any stage of planning or delivery could be detrimental to the Portfolio, Programme or Projects achieving their objectives or could lead to that stakeholder being reputationally disruptive.	3	3	9	P&Ps will report on engagement progress via the Portfolio governance and reporting system. The Economic Strategy Board is keen to assist P&Ps with engagement at all levels. Portfolio Business Engagement Manager will support P&Ps in this activity including being a point of contact for SBCD enquiries, supporting meet the buyer events during construction period, arranging and attending events and meetings etc. A Portfolio Engagement and Investment Framework has been drafted to aid the process (currently deferred until SQW Regional Plan is adopted by LAs)	3	3	9		Mar-22	
Operational	Risk	SBCD036	Turn over of Staff	08/12/21	C7	All	Risk of losing key strategic business partners due to high turn over of staff in the business sector resulting in possible change in priorities, having to rebuild working relationships and knowledge sharing.	3	3	9	PoMO to work with stakeholder to build relationships and support with delivery of projects.		3	3	9	Mar-22	
Operational	Risk	SBCD037	Assurance Framework	08/12/21	C6	JC	Risk of non acceptance and approval of the Assurance Framework causing the PoMO additional by having to carry out an unmanageable number of reviews per annum.	3	4	12	PoMO working with Welsh Government to draft the Framework along with gaining input / comments from key stakeholders.		3	4	12	Mar-22	
Financial	Opportunity	SBCD038	Unallocated £5.3m underspend	08/12/21	C2 C6	Accountable Body	Confirm £5.3m allocation of remaining £5.3m funding to be allocated.	3	3	9	Review on completion of quarter 3 financial monitoring.		3	3	9	Mar-22	
Operational	Risk	SBCD039	Ability to update the JCA	08/12/21	C6 C12	Legal	There is a risk that due to outside factors further delays in the updating of the JCA will prevent the audit recommendations being completely closed and may cause some functional restrictions in the requirements of the various boards and committees and the Portfolio Management Office in discharging their governance requirements for the City Deal	3	4	12	The JCA requires updating following audit recommendations. In order to ensure the agreement is fit for purpose following the bedding in period of the Portfolio Management team, coupled with the progress made across the Portfolio with Programmes and Projects moving past approval and into delivery.		3	4	12	Mar-22	
Financial	Risk	SBCD040	Operations of the SBCD PoMO	08/12/21	C3 C6	Accountable Body	Risk of having no funding available for the continuation of the SBCD PoMO post 7 years, resulting in no PoMO in place to continue with Governance arrangements and monitoring / reporting of the Portfolio	3	4	12	Options and requirement to be discussed at next S151 working group.		3	4	12	Mar-22	
Financial	Risk	SBCD041	In Year Underspend	08/12/21	C2 C6	Accountable Body	Having undertaken a reprofiling and baselining exercise across the Portfolio, there is a risk of an in year underspend of circa 10% of the portfolio value, however this has no effect on the overall investment of the Portfolio or the wider benefits and deliverables.	4	3	12	Review of investment components and timelines has been completed in conjunction with the Programme / Project Leads. These reviews have resulted in a more realistic investment forecast which will allow for Quarterly and Annual review and scrutiny to ensure continued progress towards this profile. This is the first reprofiling exercise that's been undertaken following the approval of all project/programme business cases and will be actively managed going forward to business case updates and the change management strategy.		4	3	12	Mar-22	

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)