

Swansea Council  
**Project Risk Tracker**

Appendix C

Project Name: Levelling Up Fund, Swansea Council

Your Version Control: V1 June 2022

Period : June 2022

| Ref | Identification |               |  |                |                 | Evaluation         |            |            |                   |            |            | Response  | Monitor & Control |                   |                |
|-----|----------------|---------------|--|----------------|-----------------|--------------------|------------|------------|-------------------|------------|------------|---|-------------------|-------------------|----------------|
|     |                |               |  |                |                 | Initial Assessment |            |            | Latest Assessment |            |            |   |                   |                   |                |
| No. | Risk / Issue   | Workstream    | Risk Description - Event Threat  | Risk Raised by | Date Identified | Impact             | Likelihood | RAG Status | Impact            | Likelihood | RAG Status | Mitigation/Resolution to be put in place  | Risk Owner        | Date Last Updated | Current Status |
| 1   | Risk           | Grant Funding | Delay in obtaining remaining grant match funding, or delay in grant approval, could affect the delivery programme, putting pressure on the grant end dates, and agreed outputs.  | JB             | Apr-22          | 4 - High           | 3 - Medium |            |                   |            |            | Plan effectively and reprofile accordingly if needed with various funding bodies. As there is some match funding already secured and remaining timelines for other bids are known, it is envisaged that as long as bids are successful, the capital project will be able to be delivered in the appropriate timescale.  | TMC CIO           | 1-Jun-23          | Live           |
| 2   | Risk           | Grant Funding | Risk of cost escalation of profiled costs, as seen sometimes when dealing with heritage buildings undergoing capital works   | JB             | Apr-22          | 4 - High           | 4 - High   |            |                   |            |            | Use lessons learned on recent heritage schemes to make suitable allowances/contingencies; also projection of potential issues and costs associated. The project is being designed by a conservation architect, who is providing accurate costings in the first instance, to establish budget requirements and sources.  | TMC CIO           | 1-Jun-23          | Live           |
| 3   | Risk           | General       | Statutory permissions - Planning and Listed Building Consents, timeline and costs associated can significantly impact programme and project budgets  | JB             | Apr-22          | 4 - High           | 3 - Medium |            |                   |            |            | Careful planning of the project from the outset can manage this risk in good time. All consents have now been approved and received.  | TMC CIO           | 1-Jun-23          | Live           |
| 4   | Issue          | General       | The design and development works require commissioned expertise - conservation, architectural, civil, structural, mechanical and electrical  | JB             | Apr-22          | 4 - High           | 3 - Medium |            |                   |            |            | Allow for professional fee costs in grant profile and future grant applications   | TMC CIO           | 1-Jun-23          | Live           |
| 5   | Risk           | General       | Tender opportunities for main contractors to undertake the redevelopment works may return limited or zero tender returns, which will put pressure on the outputs and timeline of the grant   | JB             | Apr-22          | 4 - High           | 3 - Medium |            |                   |            |            | Make suitable contractors aware of opportunity. Use robust tender exercise with favourable contract to suit the current market  | TMC CIO           | 1-Jun-23          | Live           |
| 6   | Risk           | General       | Tender returns for main contractors may return over budget, particularly due to current market conditions, inflation and labour/material supply chain issues which may impact intended outputs   | JB             | Apr-22          | 4 - High           | 4 - High   |            |                   |            |            | Sufficient budget, allowing sufficient sum with additional contingencies applied, as advised by conservation architect. Suitable contract to be used to ensure protection of budget and avoid excessive risk being added to either party. Value engineering to be used as last resort, to ensure scheme delivered in budget and on time   | TMC CIO           | 1-Jun-23          | Live           |
| 7   | Risk           | Grant Funding | Swansea Council's Financial Management of the project on behalf of Tabernacle Morriston Congregation - Invoices for fees and construction works processed and paid for by Swansea Council, are unable to be reclaimed from Tabernacle Morriston Congregation, due to insufficient funds or Tabernacle's refusal to reimburse legitimate costs. | JB             | Apr-22          | 4 - High           | 2 - Low    |            |                   |            |            | The total budget sum has been arrived at with additional contingencies applied. The bids from the various funding sources pursued, will collectively cover these costs. All invoices received for fees/works will be certified by the Quantity Surveyor, with final certification from the Conservation Architect, to ensure they are legitimate. However to protect Swansea Council, in the event transactions are processed before funds are reclaimed from the Tabernacle Morriston Congregation, a signing off process will be implemented. All transactions to be processed will require sign off by the Tabernacle Morriston Congregation, to confirm the funds are secured from the relevant funding body and that these will be transferred to Swansea Council to cover transactions processed as soon as possible. | TMC CIO           | 1-Jun-23          | Live           |

## Impact Criteria

| Impact Description:   | Rating                       |
|---|------------------------------|
| <ul style="list-style-type: none"> <li>• Operational performance of the project/function/activity area would not be materially affected.</li> <li>• The Council would not encounter any significant accountability implications.</li> <li>• The interests of the community and employees would not be impacted on.</li> <li>• Public perception of the Council would remain intact.</li> </ul>  | <b>1</b><br><b>Very Low</b>  |
| <ul style="list-style-type: none"> <li>• Slight inconvenience/difficulty in operational performance of function/activity or project.</li> <li>• Some accountability implications for the function/activity or project, but would not affect the Council's ability to meet key reporting requirements.</li> <li>• Recovery from such consequences would be handled quickly without the need to divert resources from core activity areas.</li> <li>• Public perceptions of the Council would alter slightly, but no significant damage or disruption would occur.</li> </ul>   | <b>2</b><br><b>Low</b>       |
| <ul style="list-style-type: none"> <li>• Operational performance of the council would be compromised to the extent that revised planning would be required to overcome difficulties experienced by function/activity or project.</li> <li>• The Council would experience difficulty in complying with key performance requirements, which would the Council's interests.</li> <li>• Recovery would be more gradual and require detailed corporate planning with resources being diverted from core activity areas.</li> <li>• Considerable adverse public reaction would result in some damage and disruption to the Council</li> </ul> | <b>3</b><br><b>Medium</b>    |
| <ul style="list-style-type: none"> <li>• Operational performance of the functions/activity or project would be severely affected with the Council unable to meet a major portion of its obligations and liabilities. The organisation's asset/resource base may be significantly affected.</li> <li>• The Council would not be able to comply with the majority of its reporting requirements effectively.</li> <li>• Recovering from consequences would be highly complicated and time consuming.</li> <li>• Public reaction would result in major disruptions.</li> </ul>   | <b>4</b><br><b>High</b>      |
| <ul style="list-style-type: none"> <li>• Operational performance would be compromised to the extent that the Council is unable to meet obligations and liabilities in core activity areas.</li> <li>• Severe implications would result for the Council was unable to meet key reporting requirements.</li> <li>• The Council would incur significant financial losses.</li> <li>• The Council would be unable to recover from such consequences.</li> <li>• Major adverse repercussions would affect large sectors of the Council clients, inc. the general public.</li> </ul>  | <b>5</b><br><b>Very High</b> |

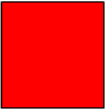
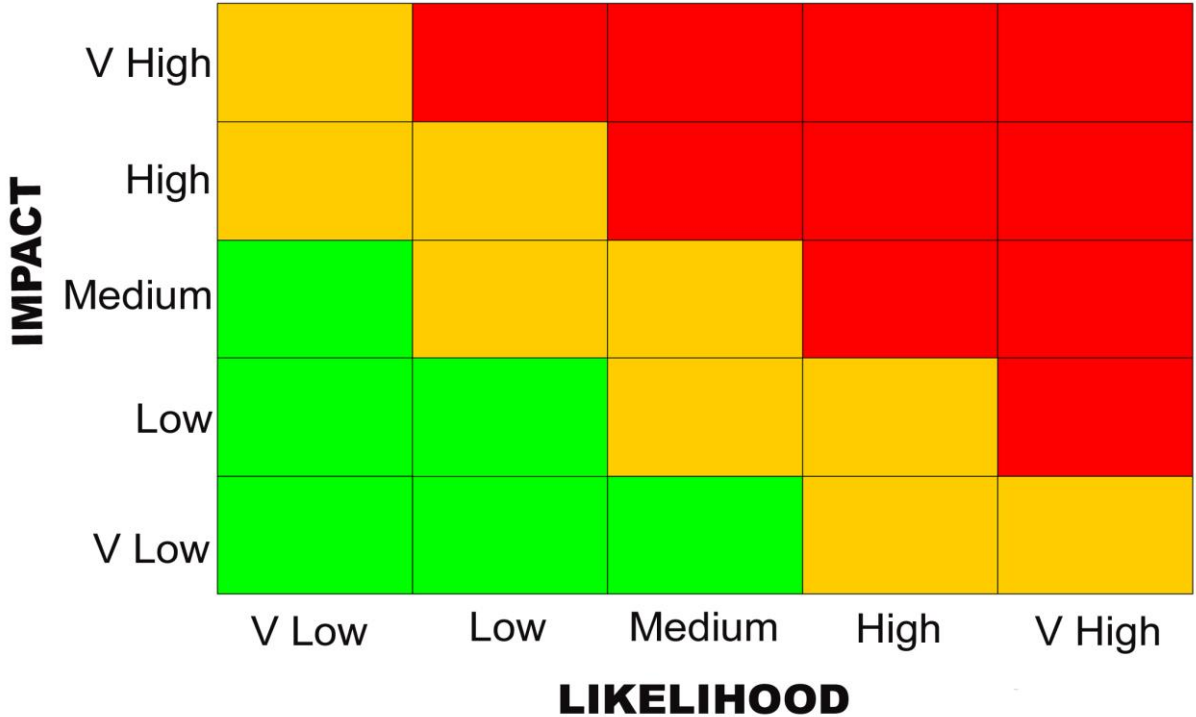
## Likelihood Criteria

| Likelihood Description   | Rating        |
|--|---------------|
| Unlikely to Occur  | 1 - Very Low  |
| Lower than average chance of occurrence in most circumstances  | 2 - Low       |
| Even Chance of occurrence                                      | 3 - Medium    |
| Higher than average change of occurrence in most circumstances | 4 - High      |
| Expected to occur in most circumstances                        | 5 - Very High |

## Risk Response

|                  |  |
|------------------|--|
| <b>Transfer</b>  | <i>Transferring some aspects of risk is a recognised method either by paying a third party to take it on or if available, an insurance policy. Important to note that business and reputational risk cannot be transferred.</i>  |
| <b>Tolerate</b>  | <i>Perhaps nothing can be done at a reasonable cost to mitigate it, although, ideally, the risk should be monitored by using the Risk Tracker and Risk Response form to ensure it remains acceptable.</i>  |
| <b>Treat</b>     | <i>Treating the risk – take action to control it in some way by applying containment of contingent actions. Within this categorisation:</i> <ul style="list-style-type: none"><li><i>• Containment actions are those which lessen the likelihood of the risk or the consequences, and are applied before the risk materialises.</i></li><li><i>• Contingent actions are those which are put into place after the outcome from the risk has happened. Here the focus is on reducing the impact of the risk. These actions can be pre-planned so that people know what to do in advance.</i></li></ul> |
| <b>Terminate</b> | <i>By doing things differently and thus removing the risk, where it is either feasible or practical to do so.</i>  |

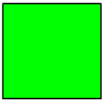
### Risk Matrix (RAG Status)



**Red** - There are significant problems which will impact the Project if it is not resolved.

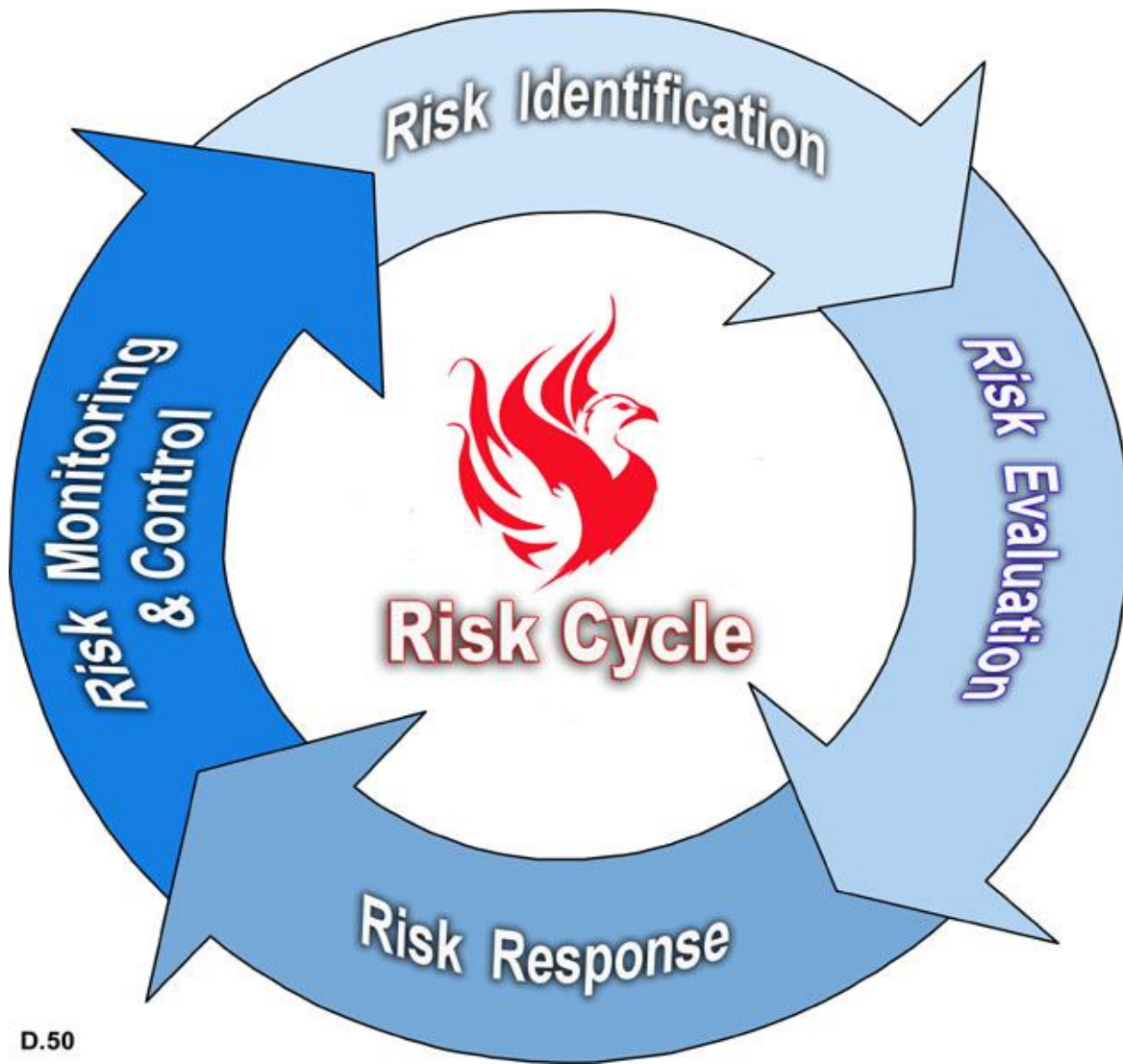


**Amber** - Could affect the Project if it is not properly monitored and controlled



**Green** - Going to plan but needs to be continually monitored

The management of risk process is split into four stages as shown in the following diagram



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