

**Swansea Bay City Deal Programme Risk Register**  
**Summary: Immediate Risks**

**Original Assessment: March 2018**  
**Latest Review: October 2020**

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

Original Assessment								Latest Review				
Risk Group	Risk Description	Category	Owner	Potential Consequence	Inherent Probability	Inherent Impact	Inherent Rank	Latest Review Date	Latest Update/Control Actions	Current Probability	Current Impact	Current Rank
All	Potential impact of Covid-19 (May 2020)	C6 C14	JC	Overarching external risk to programme scope, costs management and programme deliverability	5	5		05 Oct 20	Covid-19 impact assessment was undertaken May 2020 and reported to Programme Board and Joint Committee in June. The potential impact of each risk has been assessed, along with the identification of corrective action and the level of intervention needed. Impact assessment criteria includes scope, targets, timescale and costs. The Covid risk assessment process has been repeated Oct 2020 and is currently being reassessed at portfolio level.	3	4	
Implementation	Slippage in delivery of programme	C6 C14	JC	City Deal doesn't achieve the outcomes intended within the timescales agreed. Borrowing and recuperation does not accurately reflect spend	4	4		05 Oct 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	
	Business case is not approved / project falls	C3 C11	RPAL / Delivery Lead	Project unable to proceed	3	5		05 Oct 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	
	Change in project scope pre-business case approval	C11 C6	Delivery lead	Project no longer requires same amount of funding. Project no longer achieves the necessary outcomes required for City Deal funding. Project is not approved and therefore unable to proceed / proceed as planned.	4	4		05 Oct 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	
	Delay in development of business plans	C11 C14	RPAL / Delivery Lead	Delay in project start. Depending on critical timescale, this could impact on the ability of projects to deliver proposed outcomes. Potential knock-on affect for the ability of other projects to deliver and achieve outcomes.	5	3		05 Oct 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	
	Delay in approval of business plans	C11	PAL / RO / JC / Govs	Delay in project start. Depending on critical timescale, this could impact the ability of projects to deliver proposed outcomes. Potential knock-on affect for the ability of other projects to deliver and achieve outcomes.	3	4		05 Oct 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 considered as part of the Portfolio AOR process 7th October 2020.	3	3	

Operational	Failure to engage relevant stakeholders including industry and private sector	C13 C6	RO / Delivery Leads	City deal does not achieve the anticipated long term change / outcomes. Lack of support / engagement with City Deal and related projects.	3	4		05 Oct 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 mebers to engage industry and private sector. On-going digital engagement with business representative groups being maintained. Programme Director has established contact with key stakeholders. Engegeement with Interested parties being maintained digitally	4	4	
Financial	Failure to agree NNDR (rates retention flexibility)	C3	LAs	Local authorities unable to borrow sums required for projects	2	5		05 Oct 20	In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body	3	3	
	Private sector funding contribution/s not in line with initial business case projections	C3	Delivery lead	Overall impact of the City Deal not realised. Projects cannot deliver full schemes. Projects are unsustainable	3	4		05 Oct 20	Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met.	3	4	
	Failure to identify / secure revenue funding	C3	Acc Body	Four projects, including one regional project, unable to proceed.	3	5		05 Oct 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	
	Failure to achieve full funding package	C3	All	Project potentially unable to deliver or to deliver full scale of anticipated project outcomes	3	4		05 Oct 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.	3	4	
	EU match funding contributions not in line with initial business case projections	C3	Delivery lead	Unable to deliver full funding package at both project and programme level.	3	4		05 Oct 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	
	Timeframe for end of current EU funding programmes	C3	All	Unable to deliver funding package at both project and programme level	3	4		05 Oct 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	