

Latest Assessment: January 2021

| 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 | Next 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 | <p>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</p> <p>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.</p> <p>04/01/21 Next iteration of the Portfolio Business Case due March 2021, good progress being made on review recommendations. Governance Boards receive a monthly Highlight Report covering programme / project progress and key risk, and a quarterly monitoring report that looks at key achievements the last 3 months, key activity the next 3 months, main risks and in addition is supplemented with the Portfolio Risk Register, Covid Impact Assessment, Integration, Assurance and Approval Plan, AOR Action Plan progress and financial analysis report.</p> | 2 | 3 | 6 | ↓ (3,3) | Apr-21 |
| Implementation | SBCD004 | Delay in development of Programme / Project business cases | Mar-18 | 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 (RPAL). | <p>14/05/20 Development of business plans on-going. HAPS due for consideration at JC in June. New digital infrastructure project manager in place..</p> <p>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</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 2nd. 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 BC's progressing with the support of the PoMO.</p> | 2 | 2 | 4 | ↔ | Apr-21 |
| Implementation | SBCD005 | Delay in approval of Programme / Project business cases | Mar-18 | C11 | PoMO / JC / Govs | 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 | 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. | <p>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.</p> <p>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.</p> <p>04/01/21 Pentre Awel and Digital Infrastructure Business Case presented and approved at SBCD Governance Boards. Submitted for Ministerial approval and awaiting feedback.</p> | 3 | 3 | 9 | ↔ | Apr-21 |
| Implementation | SBCD006 | Portfolio / Programme / Project Business cases not approved | Mar-18 | C3 C11 | PoMO / Delivery Lead / W/UK Government | Risk of Business Cases 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. | <p>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</p> <p>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.</p> <p>04/01/21 Change over of Government officials in the Welsh Office for UK Government. PoMO engaging with them. Workshops held with PoMO and Programme / Project Leads to run through BC when ministerial approval is sought and provide assurance on recommendations resulting from PAR reviews. Portfolio Business Case being revised, PoMO engaging with Welsh Government on the AOR process providing regular progress updates to recommendations.</p> | 3 | 3 | 9 | ↔ | Apr-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 | <p>14/05/20 Programme Business Case under development for June target. Projects being assessed to gauge impact of Covid-19..</p> <p>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</p> <p>04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB.</p> | 3 | 3 | 9 | ↔ | Apr-21 |
| Implementation | SBCD010 | Cancellation of meetings (added April 2019) | Apr-19 | C14 C11 C6 | JC / PB / 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 | | <p>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 months</p> <p>14/05/20 City Deal governance meetings currently being arranged digitally.</p> <p>01/10/20 COVID-19 affecting personnel availability. City Deal governance meetings currently being arranged digitally</p> <p>04/01/21 Meetings continue to go ahead digitally. Delegate list established to ensure members have a suitable representative to attend in their absence.</p> | 3 | 3 | 9 | ↔ | Apr-21 |

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|-------------|---------|--|--------|-----------------|-----------------------|--|---|---|----|---|--|---|---|----|------------|--------|
| Operational | SBCD011 | Withdrawal of Local Authority Partner | Mar-18 | C3 C6 C11 | JC | Risk of withdrawal of Local Authority partner. Potential for projects to fail 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 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 | 2 | 3 | 6 | ↓ (2,4) | Apr-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 | 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. Funding 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 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. | 2 | 3 | 6 | ↑ (2,2) | Apr-21 |
| Delivery | SBCD013 | Slippage in delivery of programmes / projects 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 recouperation 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. | 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 04/01/21 Covid-19 Impact Assessment is now a live document and updated quarterly to monitor programme / project development. Quarterly monitoring reports and monthly highlight reports in place and presented at JC / PB that looks at whether programmes / projects remain on target, and whether outcomes / outputs are achieved. | 3 | 3 | 9 | ↓ (5,3) | Apr-21 |
| Operational | SBCD014 | Engagement and buy in of critical stakeholders | Mar-18 | 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. | 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 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. Engagement with Interested parties being maintained digitally 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 SBCD engagement to further raise awareness of SBCD 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 SBCD in the regional media and beyond, as well as in the specialist media. The SBCD social media presence will be strengthened and expanded, and bi-monthly newsletters will be circulated to key stakeholders and the regional business community. | 3 | 3 | 9 | ↔ | Apr-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. | 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. 04/01/21 Procurement principles approved by JC in November 2020. Procurement and community benefits reporting template has been developed and due to be submitted to PB / JC January / February 21 along with procurement procedure document. | 3 | 4 | 12 | ↔ | Apr-21 |
| Operational | 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 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 | 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. 04/01/20 Considerable, widespread media coverage from Oct 1 to Dec 31, 2020. This comprised of 58 positive media articles in publications including Wales Online, the South Wales Evening Post, Business News Wales, Wales Business Insider, Wales 247 and regional media including the Llanelli Star, the Western Telegraph and the South Wales Guardian. Coverage was also secured in specialist energy and digital publications. Topics covered included the digital infrastructure programme, Pentre Awel, the indoor arena, the Swansea Bay Technology Centre, the expanded PoMO, the City Deal's procurement principles and a scheme in Swansea that could inform the detail of the Homes as Power Stations project. A City Deal/programmes and projects status interview took place in December 2020 between the Portfolio Director and Wales Online, leading to positive online and offline coverage. A City Deal newsletter was also circulated to hundreds of regional businesses and regional business representative organisations in December 2020. Social media reach throughout the three-month period included over 160 link clicks, 100 retweets, 250 likes and an average of 700 impressions a day on Twitter. On Facebook, there were over 2,000 video views, 551 post engagements and a reach of close to 7,000 users. The City Deal website will be updated in January 2020, along with the introduction of an Instagram account and the strengthening of a LinkedIn account. A downloadable e-brochure of portfolio projects and programmes is also planned | 1 | 2 | 2 | ↓ (2,2) | Apr-21 |

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|-------------|---------|--|--------|------------------------|-----------------------|---|---|---|----|--|---|---|---|----|------------|--------|
| 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. | <p>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.</p> <p>14/05/20 Programme Business Case under development, with June target. Enhanced collaboration and communication between PMO and project managers</p> <p>01/10/20 Portfolio Business Case continues to be developed following AOR. Enhanced collaboration and communication between PoMO and project managers.</p> <p>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.</p> <p>04/01/21 PoMO supporting Prog / proj leads in developing Business Cases. Regular Team meeting held fortnightly to share progress and latest developments. Meetings between PoMO and prog / proj leads to provide guidance and assurance on progress of PAR recommendations. Meetings held with prog / proj leads and PoMO to support implementation of standardised risk registers and issues logs. Procurement Workshops in process between PoMO and prog / proj leads to support in development and reporting.</p> | 2 | 2 | 4 | ↓ (3,3) | Apr-21 |
| Operational | 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 in 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 use in all City Deal comms. | <p>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</p> <p>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.</p> <p>04/01/21 Monthly Highlight Reports are now circulated to prog / proj leads. Minutes of Programme Boards circulated to prog / proj leads. PoMO representative now sits on the prog / proj boards.</p> | 1 | 3 | 3 | ↔ | Apr-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 funding 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. | <p>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.</p> <p>14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development for June target. Covid-19 impact assessment being completed</p> <p>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</p> <p>04/01/21 Portfolio review recommendations progressing, next iteration of the Business Case due 31st March 2021. Digital Infrastructure and Pentre Awel Business Cases awaiting Ministerial approval. Changes to HAPS BC due to be presented at January PB. Risk Strategy signed off at JC and rolled out to all prog / proj leads. Change Control process due to be submitted to PB January 21.</p> | 4 | 3 | 12 | ↔ | Apr-21 |
| Operational | SBCD020 | Failure to establish a robust baseline | Mar-18 | 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 | <p>14/05/20 Programme Business Case being developed, along with monitoring and evaluation plan. Gateway review for programme also planned.</p> <p>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.</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> | 2 | 2 | 4 | ↑ (2,2) | Apr-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 | <p>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</p> <p>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.</p> <p>04/01/21 Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation.</p> | 2 | 2 | 4 | ↓ (3,2) | Apr-21 |
| Operational | 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 | | <p>10/12/2020 Acknowledgement that the next Senedd election is due to be held 6th May 2021</p> | 3 | 3 | 9 | | Apr-21 |
| Financial | 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. | <p>14/05/20 Programme Business Case being developed for June target. Discussions on-going with Welsh Government and other key stakeholders.</p> <p>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.</p> <p>11/01/2021 A standard quarterly monitoring has been developed further on discussion with WG. This will be updated quarterly with the Portfolio Business Case being updated annually. Funding agreement has been formally updated and approved under the delegated authority by MO and S151. Funding agreements will be engaged over the coming months as project develop</p> | 3 | 4 | 12 | ↔ | Apr-21 |
| Financial | 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. | <p>14/05/20 WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going</p> <p>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</p> | 3 | 5 | 15 | ↔ | Apr-21 |

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| Financial | SBCD025 | 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 | <p>31/01/20 Discussions on-going with WG</p> <p>14/05/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought.</p> <p>01/10/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body</p> <p>11/01/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body.</p> | 3 | 3 | 9 | ↓ (2,5) | Apr-21 |
| Financial | SBCD026 | 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 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. | <p>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</p> <p>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.</p> <p>01/10/20 Failure to achieve full funding package could give rise to clawback should sufficient outputs and outcomes not be met</p> <p>11/01/2021 This is an inherent risk within the SBCD and will be monitored quarterly.</p> | 3 | 4 | 12 | ↔ | Apr-21 |
| Financial | SBCD027 | 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 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. | <p>31/01/20 Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission.</p> <p>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</p> <p>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.</p> <p>11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023 Pembroke Dock Marine - December 2023</p> | 3 | 4 | 12 | ↔ | Apr-21 |
| Financial | SBCD028 | 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 | <p>31/01/20 Awaiting Update. PDM business case formally submitted to both Governments. NPT revised programme also due for imminent submission.</p> <p>14/05/20 PDM business case formally submitted to both Governments. NPT revised programme (SILCG) also submitted</p> <p>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</p> <p>11/01/2021 WEFO deadlines and amounts are principally agreed for the two SBCD programmes in receipt of funding. WEFO funding requires to be expended by: Supporting Innovation and Low Carbon Growth - June 2023</p> | 4 | 4 | 16 | ↔ | Apr-21 |
| Financial | SBCD029 | 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. | <p>14/05/20 Agreement in place, enabling LAs to borrow from the SBCD programme</p> <p>01/10/20 Agreement in place, enabling LAs to borrow from the SBCD programme. Borrowing will be managed locally by Local Authorities</p> <p>11/01/2021 Regional S151 officers have agreed borrowing principles, further work is being undertaken to review detail and borrowing requirement.</p> | 2 | 3 | 6 | ↔ | Apr-21 |
| Financial | SBCD030 | 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 delivery 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. | <p>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</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 be 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> | 2 | 2 | 4 | ↔ | Apr-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 contracts 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) | | | | | |

| | | 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. |