

Risk Theme	Ref	Title	Date Raised	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Original Control Actions	Review Update/Control Actions	Residual Probability	Residual Impact	Residual 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>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> <p>08/04/21 Portfolio Business Case now updated with review recommendations implemented and has been presented to all Board members (JC / PB). Governance arrangements continue to be implemented and PoMO representation at Programme / Project Boards is now underway. Review of JCA will include a review of current TOR for Governance Boards. Regular briefings and updates with key stakeholders and dialogue relating to SBCD commitments, risks and issues.</p>	2	3	6	↓ (3,3)	Jul-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>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> <p>08/04/21 HAPS is with Governments for Ministerial approval but has to adapt its economic methodology to account for all monitored benefits. Low Carbon is currently with NPT CBC and being finalised to incorporate PoMO feedback prior to submission to Governments in April. Campuses and Skills are on track to be developed and submitted for regional approval by May. PoMO is working with Programme / Project Leads at early intervention to ensure aligned to Green Book and Better Business Case guidance, Swansea University have sought internal support to support the SRO to finalise development of the Business Case. Skills have appointed a consultant to help support the strategic and economic cases.</p>	4	2	8	↔	Jul-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>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> <p>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</p>	3	3	9	↔	Jul-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>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> <p>08/04/21 PoMO continue to engage with UK/WG</p>	2	3	6	↓	Jul-21
Implementation	SBCD008	Change in project scope on 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>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> <p>08/04/21 Pentre Awel and Digital Infrastructure BC now gained Ministerial approval. HAPS and Low Carbon economic methodology is being changed but does not change the deliverables and approach to delivery. Scope creep is not an issue for the planned deliverables on the remaining projects in Business Case development stage.</p>	2	3	6	↓	Jul-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>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> <p>08/04/21 Forward planning for meeting schedule in place. No issues to report. Continue to monitor.</p>	2	2	4	↓	Jul-21

Operational	SBCD011	Withdrawal of Local Authority Partner	Mar-18	C3 C6 C11	JC	Risk of withdrawal of Local Authority partner. Potential for projects to fall as lack of funding / borrowing available from the project lead authority. Loss of funding for regional projects and regional support structures. Potential need to reduce scale of regional projects and / or withdraw scheme from local authority area. Resulting in not achieving outcomes of City Deal.	3	5	15	Ensure JCA is agreed by all local authority partners and includes provisions for such a scenario.	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 08/04/21 On going no issues to report. Continue monitoring.	2	3	6	↔	Jul-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	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. 08/04/21 No issues to report. Continue to monitor.	2	3	6	↔	Jul-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.	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. 08/04/21 Continuing to monitor timescales with programme / project leads. Government approval for Pentre 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.	3	3	9	↔	Jul-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.	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 members to engage industry and private sector. On-going digital engagement with business representative groups being maintained. Programme Director has established contact with key stakeholders. Engagemet 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. 08/04/21 The website update is now live reflecting Portfolio / Programme / Project accuracy. Internal and external communications have taken place for announcements including the Pentre Awel project approval and a City Deal Procurement Event. The City Deal LinkedIn account has been strenghtened with a link available from the City Deal website. Stakeholders continue to attend SBCD Governance meetings, the PoMO continue to engge with UKG/WG. SBCD Procurement Pipeline Event held March	3	3	9	↔	Jul-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.	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. 08/04/21 SBCD Procurement Pipeline Event held March 2021. Continue to develop programme / project benefits reporting	3	4	12	↔	Jul-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	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 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 Pentre Awel's project approval has been overwhelmingly positive. Also positive media coverage on the Procurement Pipeline Event and further £36m draw down of City Deal funds.	1	2	2	↔	Jul-21
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 potentia 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.	01/10/20 Portfolio Business Case continues to be developed following AOR. Enhanced collaboration and communication between PoMO and project managers. 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. 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. 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.	2	2	4	↔	Jul-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 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 us in all City Deal comms.	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. 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. 08/04/21 PoMO are now producing Ministerial reports that are produced monthly in line with Joint Committee meetings. Following departure of Comms & Marketing Officer, PoMO are in the process of recruiting a replacement. Contingency plans in place and handover provided, key work areas are being covered by PoMO and close working with Marketing & Comms Officers in key organisations. Continuing reporting arrangements on going such as Highlight Report, Quarterly Monitoring and Annual Report.	1	3	3	↔	Jul-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 fundin 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.	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 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. 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 effect 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.	4	3	12	↔	Jul-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	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. 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. 08/04/21 Portfolio Business Case updated and approved by JC and forwarded to Governments for consideration. Investment objectives and baselines are now clearly articulated in the Portfolio BC. Will be reviewed once feedback received from Governments.	2	2	4	↔	Jul-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	01/10/20 Risk appetite and management detailed within portfolio business case. Counter fraud and money laundering policy in development. Central database for declarations of interest implemented but requires updating. 04/01/21 Portfolio Business Case currently being revised, next iteration due March 2021 which will align with policy and legislation. 09/03/21 Declarations of Interest process and template now completed and now embedded. Awaiting feedback to finalise counterfraud and money laundering policy.	2	2	4	↔	Jul-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		10/12/2020 Acknowledgement that the next Senedd election is due to be held 6th May 2021 08/04/21 On going.	3	3	9	↔	Jul-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.	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. 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 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.	3	4	12	↔	Jul-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.	14/05/20 WG confirmation that LAs can be flexible with capital receipts. Discussions with partners on-going 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 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.	3	4	12	↓	Jul-21
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	31/01/20 Discussions on-going with WG 14/05/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought. 01/10/20 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body 11/01/2021 In-principle agreement with WG but further discussions delayed due to Covid-19. Final confirmation to be sought by accountable body. 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.	3	3	9	↔	Jul-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 projects 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> <p>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.</p>	4	4	16	↑	Jul-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> <p>07/04/2021 Programmes/projects will manage European funding in line 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.</p>	2	3	6	↓	Jul-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 Pembroke Dock Marine - December 2023</p> <p>07/04/2021 Programmes/projects will manage European funding in line 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.</p>	4	4	16	↔	Jul-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> <p>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</p>	2	3	6	↔	Jul-21

Risk Group	Risk Ref	Date Closed	Risk Title	Category	Owner	Risk Description	Inherent Probability	Inherent Impact	Inherent Rank	Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date
Development	SBCD030	31/01/20	Delay in establishment of ESB	C14	JC / UKG & WG	Formal governance structure incomplete. Unable to begin formal review of business cases. Lost opportunity of private sector direct involvement to inform and assist in the wider economic development of the SBCD Region.	4	5	9	Recruitment process agreed with UK & Welsh Government. Early and frequent communication re: regional decisions / recommendations	3	5	9	ESB Chair and membership approved at first formal Joint Committee meeting on 31st August 2018. Introductory session held on 19th September to assist members in their new role. Future meeting dates for the next 12 months set in advance, with scheduled frequency of ESB meetings increased to a monthly basis (or more frequently as required) to establish momentum in anticipation of a number of business cases coming forward.	1	1		
Development	SBCD031	14/05/20	Delay in approval of JCA	C8 C14	All	Unable to formally establish governance structures. Unable to draw down city deal funding. Unable to sign off project business cases. Risk of withdrawal of local authority / other partner from City Deal (see risks below)	3	5	8	Local authority legal and financial working group established and meeting regularly with contractors to ensure agreement reflects requirements of all parties. Regular updates to Joint Committee and drafts regularly submitted to Joint Committee and Governments for review.	2	5	8	JCA formally approved by each of the four local authorities at meetings of the full Councils in June and July. JCA endorsed by JC at first formal meeting on 31st August 2018	1	1		
Development	SBCD032	31/01/20	Delay in approval of Implementation Plan	C8 C14	RO	Delay in overall mobilisation and delivery of City Deal programme and agreement of formal Joint Committee work programme.	3	3	6	IP drafted by RO. Review of draft versions IP by both Govs and speedy iterative process have enabled final version. IP on agenda for sign-off at first formal JC meeting anticipated end of Summer 18.	2	3	6	IP signed off in principle at the first JC on 31st August 2018. Final IP to be reviewed and endorsed by JC at next meeting following approval by UK and Welsh Government	1	1		
Implementation	SBCD009	21/10/20	Swansea University withdraw from programme (added January 2019)	C6, C10, C11, C14	Project leads	Risk of Swansea University withdrawing from the programme. Projects unable to deliver at all or to full scope as detailed in heads of terms resulting in not being able to achieve intended programme outputs and outcomes	3	5	15	31/01/20 Continued senior Swansea University representation at Joint Committee. Swansea University working on a business case for the Campuses project. Building on the Steel and Metals Science Institute at Swansea University, the National and Steel and Innovation Centre forms part of NPT's revised programme of projects (Supporting Innovation and Low Carbon Growth) 14/05/20 Campuses project meetings continuing remotely. 01/10/20 Swansea University is engaged with Pentre Awel and is leading the development of the Campuses project.	2	2	4					
Implementation	SBCD003		Slippage in delivery of portfolio	C6 C14	JC	Risk of City Deal not achieving the outcomes intended within the timescales agreed. Borrowing and recuperation does not accurately reflect spend resulting in slippage in delivery of the portfolio	4	4	16	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 Teams in place to undertake monitoring roles. 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.	3	3	9	31/01/20 Implementation of all Actica and internal reviews making significant progress. New Programme Director appointed, who will start in post on March 2, 2020. Specialist advisers to ESB appointed 14/05/20 Implementation of all Actica and internal reviews making significant progress. This includes the development of an Integrated Assurance and Approval Plan (IAAP) and a planned Gateway review for the City Deal programme. Potential Covid-19 impact is being assessed with project leads and stakeholders. 03/10/20 Implementation of all Actica, internal and external reviews to be reviewed by UKG & WG 7th Oct 2020. Integrated Assurance and Approval Plan (IAAP) has been developed and approved by WG . Gateway review for the City Deal portfolio and HAPS/SILCG / Pentre Awel undertaken. Covid-19 impact is being assessed with project leads and stakeholders. 04/01/21 Monitoring & Evaluation Plan in place, quarterly monitoring report established and presented to JC / PB quarterly updating on key achievements, prog / prog risk and outputs / outcomes. IAAP developed and now a live document for Portfolio and Prog / Proj level. Risk moved to closed, further updates to be picked up in Risk ID 013 dor delivery phase.				
Development	SBCD002	18/12/20	Stakeholders misunderstand the objectives / benefits / purpose of the City Deal	C13 C8	PoMo	Risk that Stakeholders misunderstand the objectives / benefits / purpose of the City Deal showing lack of support and disengagement caused by inaccurate understanding from the office. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	3	9	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 contacts 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. Regular proactive comms and marketing of the City Deal keeping stakeholders up to date with activities, coverage and outcomes.	2	2	4	31/01/20 Significant media coverage on the release of the first £18 million of SBCD funding, the submission of the POM project to both governments for approval, the submission of the revised NPT programme to both governments for approval, and the appointment of the new SBCD Programme Director. Regular, impactful social media activity on-going, and e-newsletter for the regional business community due for imminent distribution. Comms, marketing and business engagement on-going. 14/05/20 Programme Business Case and Monitoring & Evaluation Plan under development. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community 01/10/20 Funding Agreements now better reflect the three categories of deliverables: Project Outputs, Outcomes and impact. Portfolio business case has been updated to reflect objectives and benefits of SBCD. Continued City Deal digital communications and engagement with the media and other stakeholders, including the business community. 17/12/20 All primary stakeholders now fully engaged. Risk closed. Any risk associated with the wider stakeholder group to be picked up under Risk				
Implementation	SBCD007		Programme / Project infrastructure fails to meet its objectives	C13 C8	JC / Delivery Leads	Risk of programmes / projects infrastructure fails to meet its objectives causing City Deal to not achieve the anticipated long term changes / outcomes and programmes / projects do not secure long term sustainability. Resulting in potential for negative media and social media coverage, undermining the City Deal brand and objectives	3	4	12	Employ dedicated business engagement officer to work with projects and industry. Host several industry targeted events / engagement opportunities to ensure business community are clear of the opportunities to engage in the City Deal and its legacy. Ensure clear and consistent communications with industry / business forums about City Deal opportunities and potential for industry. This should include phonecalls, e-marketing, face-to-face meetings, newsletters and social media. Engage with organisations that are representative of the business community and have extensive contact networks that can be used to raise awareness. Tailored communications targeted at specialist business/property media	2	2	2	31/01/20 Regular City Deal attendance of business events throughout the City Region and beyond to raise awareness of the City Deal. Tailored e-newsletter, giving City Deal updates to the regional business community, City Deal articles in specialist media. Growing City Deal social media platforms, attracting the interest of the business community. City Deal attendance at MIPIM 2020 to raise the profile of City Deal projects and further investment opportunities in SW Wales. City Deal represented in online and offline MIPIM 2020 promotional materials. 14/05/20 E-newsletter distributed to the regional business community at the start of March. Communications and business engagement on-going remotely, despite Covid-19. This has included discussions with groups including Swansea Bay Business Club, CBI and the South Wales Chamber of Commerce. MIPIM 2020 and other business engagement events postponed due to Covid-19. 01/10/20 See previous 04/01/21 Mitigation is covered within other risks in the register.				
Financial	SBCD030	04/01/21	Regional project authority lead unable to borrow amount required to frontload regional project funding	C3 C6	LA's	Risk that Regional project authority lead unable to borrow amount required to frontload regional project funding resulting in project potentially unable to deliver or unable to deliver across the whole region.	3	5	15	Regional project lead authority's to factor anticipated CD borrowing and repayment costs into financial profiling. Regular dialogue between delivery lead and regional project lead authority to develop expenditure forecast as accurately as possible. Delivery lead to inform regional project delivery lead of any changes in financial profile. Section 151 officer group to look at proportional borrowing, repayment and benefit / impact of regional projects for each local authority area.	14/05/20 JCA signed by all four regional LAs, outlining commitment to regional	2	2	2		←→	Apr-21	

Review update	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank					
				01.Jan.19	As previous update	1	1		15.Apr.19	This risk is no longer live and will be removed from future updates.	-	-		01.Jul.19	This risk is no longer live and will be removed from future updates.	-	-		21.Oct.19	This risk is no longer live and will be removed from future updates.	-	-		31.Jan.20	Two new specialist advisers have been appointed to assist the Economic Strategy Board representing the sectors of micro business and skills & talent	1	1	
				01.Jan.19	As previous update	1	1		15.Apr.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. The full scale and requirements of the changes are currently being assessed but will require approval by the Joint Committee, UK and Welsh Government and could require re-submission to the four Councils. This may delay approvals of forthcoming projects.	3	2		01.Jul.19	Further to the findings and recommendations of the two SBCD reviews changes to the JCA will be required. A draft of the revised JCA will be considered by Programme Board and recommendations made to the Joint Committee in July 2019. The approved revised JCA will then need to be approved by the UK and Welsh Government. This may delay approvals of forthcoming projects.	3	2		21.Oct.19	Revised JCA has been approved by Joint Committee and all four regional LAs. The revised JCA has also been sent to both Governments for information.	1	1		31.Jan.20	As per previous update +ASSAX9	1	1	
				01.Jan.19	IP signed off in principle at the first JC on 31st August 2018. IP will need to be reviewed in light of following programme review due to be completed in Jan 2019.	5	4		15.Apr.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		01.Jul.19	Implementation Plan is due to be recommended to Ministers for approval. It has been agreed with UK and Welsh Government that the document will be a "live" document going forward and updated as project approvals are granted to reflect final business cases. Following Ministerial approval the JC will need to formally review and approve the Implementation Plan.	2	2		21.Oct.19	Regional Office is working on a revised Implementation Plan for submission to Joint Committee for decision.	2	2		31.Jan.20	Implementation Plan approved at Joint Committee on January 28th, 2020. The Implementation Plan, however, is a live document that will continue to evolve with time.	1	1	

Review Date	Review Update/Control Actions	Revised Probability	Revised Impact	Revised Rank	Review Date	Review Update/Control Actions
14 May 20	ESB and specialist advisors in place. Risk can be removed.					
14 May 20	No longer a Risk can be removed, given the updated JCA's approval.	1	1			Risk eliminated, JC is in place and will continue to monitor fitness for purpose.
14 May 20	This is a live document that will continue to be updated, with annual report to JC.	1	1			Plan approved by JC in July 20 Now superseded by

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)

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 /
	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.
	Fundamental (5)	Potential to prevent programme from delivering at all. Prevent outputs / outcomes from being