

NORTH WALES GROWTH DEAL PORTFOLIO RISK REGISTER

Risk ID	Date Raised	Risk Category	Risk Name	Risk Owner	Description of the Risk	Current Gross Risk Rating			Trend	Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Trend	Status (Open / Closed)	Commentary	Date of last update
						P	I	Score					P	I	Score				
R001	21/10/2020	Programme and Project Delivery	Capacity	Portfolio Director	If sufficient staff resources are not in place at portfolio, programme and project level, there is a risk that this could impact on the successful delivery of the deal	4	4	16	▲	Recruitment to PMO vacancies for all but two of the posts, which are currently being recruited PMO have secured additional technical capacity to support procurement activity PMO to utilise external technical support when necessary PMO supporting partners to ensure capacity for delivery	Oct 2021 In place Reviewed monthly Reviewed monthly	PMO PMO PMO, Project Sponsors	3	4	12	▲	Open	Risk reviewed. Current and residual risk score increased due to recruitment difficulties experienced by PMO and partners. Mitigating actions have been updated. Capacity within the wider NWEAB partnership is an area of concern which is being kept under review.	01.10.21
R002	21/10/2020	Programme and Project Delivery	Delay	Portfolio Management Office	If there are delays to project delivery, there is a risk this could have an impact on the realisation of benefits or could result in projects not progressing.	4	4	16	↔	Monthly highlight reports to Programme Board with escalation routes to NWEAB Programme and project RAID logs in place to record risks and manage issues Project business cases and implementation plans to clearly set out risks to project delivery and mitigations Quarterly reports to the NWEAB and Portfolio Board Project timetables reviewed as part of Portfolio business Case Update	Monthly Monthly N/A Quarterly Oct 2021	PMO PMO, Project Sponsor Project Sponsor Project Sponsor PMO	3	4	12	↔	Open	Risk reviewed. Business case timetables reviewed and presented to Government for approval. At this stage, the risk to overall benefits realisation or project delivery is minor. No changes to gross or residual risk scores.	01.10.21
R003	21/10/2020	Financial	Affordability	Portfolio Management Office	If projects increase in cost, there is a risk they may not go ahead or project scope may need to be scaled down	5	4	20	↔	Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage costs Robust performance, risk and financial reporting arrangements will be established for all projects Once Project Business Cases are approved, any additional costs incurred will be the responsibility of the Project Sponsor.	N/A Monthly N/A	PMO, Project Sponsor PMO PMO	4	4	16	↔	Open	Risk reviewed. Gross and residual risk scores remain high as construction costs have increased significantly during 2021. This risk is being kept under review as current mitigation measures may not be sufficient. This is an issue impacting on all City and Growth Deals and we are engaging with colleagues in other City and Growth Deals on potential mitigation strategies. The risk has been raised with Government on behalf of all City and Growth Deals.	01.10.21
R004	21/10/2020	Programme and Project Delivery	COVID-19 and Economic Recovery	Portfolio Director	As the Covid-19 pandemic continues to impact the economy and/or the economic recovery is delayed, there could be a risk to the delivery of the Growth Deal portfolio and the viability of certain projects.	4	4	16	↔	Programme Director is the regional lead for economic recovery alongside the Welsh Government's Chief Regional Officer. Both sit on the Regional Recovery Coordination Group, representing Economy Recovery Project Business Cases will consider the implications of COVID-19 Where COVID-19 could have a clear impact upon the viability / need for a project, the project will be subject to full review ahead of business case development. A draft recovery prospectus for North Wales sets out key asks from Government to address areas of economic need in the immediate and short term. This includes revenue support for skills and employment activity	N/A N/A N/A Oct 2021	PMO, SROs PMO, SROs, NWEAB Portfolio Director	4	4	16	↔	Open	Risk reviewed. No changes to gross or residual risk scores. It is clear from economic evidence gathered throughout the pandemic that attention is required on skills, employment and training to ensure that North Wales are prepared to respond to the new jobs created by the Growth Deal but also and more immediately the changing labour market conditions driven by Covid. There is a requirement to access revenue funding to support the mitigation, as addressed in the recovery prospectus.	01.10.21
R005	21/10/2020	Programme and Project Delivery	EU-UK Trade and Cooperation Agreement	Portfolio Director	If the new UK-EU trading relationship impacts on certain sectors of the economy there is a risk that the viability of certain Growth Deal projects may change.	3	3	9	↔	Project Business Cases will consider the implications of the new UK-EU trading relationship. Where the new UK-EU trading relationship could have a clear impact upon the viability / need for a project, the project will be subject to full review ahead of business case development	N/A N/A	PMO, Project SROs PMO, Project SROs	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	01.10.21
R006	21/10/2020	Environmental	Climate Change and Biodiversity	Portfolio Director	If projects do not take account of carbon emissions or biodiversity loss within project level assessments, there is a risk the portfolio could contribute towards the issues of climate change and biodiversity loss	3	3	9	↔	Position statement on Climate Change and Biodiversity adopted by the NWEAB. Project business cases to demonstrate delivery against the adopted NWEAB position. Arup procured and developing advice on how to take account of carbon emissions and biodiversity loss within project business cases.	N/A N/A Nov 2021	NWEAB PMO, Project SROs PMO	2	3	6	↔	Open	Risk reviewed. Mitigating actions have been updated. No changes to gross or residual risk scores.	01.10.21
R007	21/10/2020	Financial	Private Sector Investment	Portfolio Management Office	If the private sector investment is not secured, there is a risk that projects will not be delivered or delivered at reduced scale impacting on the benefits to the region.	4	5	20	↔	Continued engagement with Project Sponsors and private sector partners Development of robust project business cases and contractual agreements for Growth Deal funding Agreed process for consideration of new projects if required Following PAR recommendation, private sector investment strategy being developed for Portfolio	N/A N/A N/A Nov 21	PMO, Project SROs PMO, Project SROs NWEAB, PMO PMO	4	4	16	↔	Open	Risk reviewed. Mitigating actions have been updated. No changes to gross or residual risk scores.	01.10.21

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R008	21/10/2020	Financial	Public Sector Investment	Portfolio Management Office	If the public sector investment is not secured, there is a risk that projects will not be delivered or delivered at reduced scale impacting on the benefits to the region.	4	4	16	▲	All NWEAB partners have signed up to the Growth Deal and Governance Agreement 2. Development of robust project business cases and contractual agreements for Growth Deal funding Agreed process for consideration of new projects or changes to public sector investment projections	Complete N/A N/A	NWEAB PMO, Project SROs NWEAB, PMO	3	4	12	▲	Open	Risk reviewed. Current and residual risk increased due to project level funding issues (Morlais) and project change requests proposing amendments to capital investment projections	01.10.21
R009	21/10/2020	Regulatory	Planning and Statutory Consents	Portfolio Management Office	If projects do not receive the necessary statutory consents and planning approval, there is a risk that projects will not be delivered and the benefits would not be realised.	4	5	20	↔	Project business cases will set out the consenting requirements for each project and the risks to project delivery Continued engagement with project sponsors to understand consenting process and risks with support provided where appropriate	N/A N/A	PMO, Project SROs PMO	3	5	15	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Welsh Government planning policy on coastal erosion and flood risk updated (TAN 15)	01.10.21
R010	21/10/2020	Reputational and Social Impact	Spending Objectives	Portfolio Director	If projects fail to deliver against the portfolio spending objectives, there is a risk that the Growth Deal may not meet its targets in relation to job creation, GVA and investment.	4	4	16	▲	Robust business cases will be developed for each programme and project in line with 5 Case Business Model and will need to set out contribution to portfolio spending objective targets	N/A	PMO, Project SROs	3	3	9	▲	Open	Risk reviewed. Current and residual risk increased due to possible reductions in public sector investment projections	01.10.21
R013	21/10/2020	Reputational and Social Impact	Political Change	Portfolio Director	If stakeholders are not managed effectively, there is a risk that political change could impact support for the portfolio, programme and projects.	4	4	16	↔	Frequent engagement with UK, Welsh Government and local government politicians and officials. GA2 and Final Deal agreement to confirm commitments of all parties.	N/A Complete	NWEAB, PMO NWEAB	4	2	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	01.10.21
R014	22/10/2020	Financial	Fraud	Portfolio Director	If appropriate processes are not put in place and managed, there is a risk that the portfolio could be subject to fraudulent claims resulting in misuse of public funds	4	4	16	↔	Projects to have robust financial monitoring processes in place PMO to review claims submitted before passing them onto accountable body for payment Code of conduct and conflicts of interest policy incorporated as part of Governance Agreement 2 Conflict of Interest Register maintained for all programmes, projects and advisory groups.	N/A N/A Complete N/A	PMO PMO Monitoring Officer PMO	2	4	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	01.10.21
R015	22/10/2020	Reputational and Social Impact	Benefits Realisation	Portfolio Management Office	If project benefits are not realised, there is a risk that the overall Growth Deal could fail to deliver the benefits set out within business case.	4	4	16	↔	Each programme and project will be responsible for benefits management through a Benefits Realisation Plan. Monthly highlight reports to Programme Board to monitor benefits realisation Procurement Principles to be adopted with focus on community benefits and social value Benefits Realisation guidance developed and being disseminated to project sponsors for use in project business cases	N/A Monthly Complete N/A	PMO, Programme and Project SROs PMO PMO PMO	3	3	9	↔	Open	Risk reviewed. No changes to gross or residual risk scores. Mitigating actions have been updated	01.10.21
R016	22/10/2020	Programme and Project Delivery	Assurance	Operations Manager	If agreed assurance processes are not followed, there is a risk that project approval could be impacted and could result in suspension/postponement of government grant payments.	3	5	15	↔	Integrated Assurance and Approval Plan (IAAP) agreed with Welsh and UK Government as part of Final Deal. Continued engagement with Welsh Government Assurance Hub to refine and update the Integrated Assurance and Approval Plan (IAAP) PMO assurance lead to coordinate delivery of assurance in accordance with the IAAP	Complete Quarterly N/A	PMO PMO PMO	2	4	8	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	01.10.21
R017	22/10/2020	Financial	Financial Management	s151 Officer	If appropriate financial arrangements are not put in place, there could be a risk to the delivery of the deal, draw-down of the funding grant and allocation of funds.	3	4	12	↔	NWEAB will utilise existing financial processes of Gwynedd Council as Host Authority Project Business Cases will set out detailed project level financial, commercial and risk management measures to manage finances Robust monthly performance, risk and financial reporting arrangements will be established for all projects Robust financial claims process established for the drawdown of funding	N/A N/A Monthly N/A	PMO PMO, Project SRO PMO, Project SRO PMO	2	3	6	↔	Open	Risk reviewed. No changes to gross or residual risk scores.	01.10.21
R018	01/10/2020	Financial	Revenue Funding	Portfolio Management Office and Project Sponsors	If sufficient revenue funding is not in place to support the activities of the NWEAB and delivery of the Growth Deal, then project delivery and achievement of spending objectives and benefits may be impacted	3	4	12	↔	PMO working to identify funding opportunities once WEFO funding ceases in 2023 Partners and project sponsors responsible for sourcing revenue funding to support non-NWEAB led projects PMO working to identify additional funding opportunities for NWEAB led projects Recovery prospectus includes proposals to support regional skills and employment activity PMO exploring the potential capitalisation of project salary costs	N/A N/A N/A Oct 21 Oct 21	PMO PMO, Project SRO PMO, Project SRO PMO PMO	2	4	8	↔	Open	New risk added to register (01/10/21). PAR included a recommendation to review the risks associated with the lack of revenue funding and consider how the impacts can be mitigated.	01.10.21

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R019	01/10/2020	Programme and Project Delivery	Supply Chain & Skills Capacity	Portfolio Management Office	If the regional supply chain does not have the capacity to deliver projects, then projects delivery could be impacted and regional benefits could be lower.	4	4	16	↔	<p>Project business cases and implementation plans to clearly set out risks to project delivery and mitigations, including supply chain risks.</p> <p>RSP working with PMO to identify regional supply chain / skills challenges and identify mitigations</p> <p>Recovery prospectus includes proposals to support regional skills and employment activity</p>	<p>N/A</p> <p>N/A</p> <p>Oct 21</p>	<p>PMO</p> <p>PMO</p> <p>PMO</p>	<p>3</p> <p>4</p> <p>12</p>	↔	Open	New risk added to register (01/10/21) in light of UK-wide supply chain challenges	01.10.21		