Original Risk Current Ri													Current Risk			
	Name	Date Raised	Risk Description	Impact	Risk Owner	Type (e.g. Project, ITPG, SMT, CMT)	Probability 5 - Very Likely 4 - Highly Likely 3- Possible 2 - Unlikely 1 - Rare	Impact 5 - Fundamental 4 - Major 3 - Moderate 2 - Minor 1 - Not significant	Risk Score >16 Red 1116 Amber 7-10 Yellow <7 Green	Mitigating Actions	Action Progress	Date of Last Review	Probability 5 - Very Likely 4 - Highly Likely 3- Possible 2 - Unlikely 1 - Rare	Impact 5 - Fundamental 4 - Major 3 - Moderate 2 - Minor 1 - Not significant	Risk Score >16 Red 1116 Amber 7-10 Yellow <7 Green	Status
1	Programme Resources	15/02/22	Programme has inadequate resources	Unable to deliver concrete outcomes to meet stakeholder expectations. Unable to capture benefits	DaO	Programme	4	5	20	Plan resources from the start. Monitor workloads carefully. Avoid optimism bias in respect of leadimes and resoruce levels required. Request	Consultancy procured and contracted.	30/04/23	3	4	12	Open
2	Other Programmes - Project Gigabit	15/02/22	Projects overtaken by projects of other bodies	Unnecessary expenditure delays to projects that would have been completed	DaO	Programme	3	4	12	Engage closely with e.g. DCMS and WG. Move projects forward quicky. Assess risk of each project being overtaken by events	Engaged with WG in respect of GIS, well connected with other growth deals	15/02/22	3	4	12	Open
3	Market Response	15/02/22	Mid Wales unattractive to market	Limited competition in interventions	DaO	Programme	4	4	16	Engage with market to understand attractiveness. Model financial gap carefully. Build a market engagement strategy		15/02/22	4	4	16	Open
4	Wrong metrics	15/02/22	Measures of success do not reflected underlying limitations for Digital Infrastructure	t Apparent success not reflected in al economic growth	DaO	Programme	3	4	12	Ensure careful focus on KPIs that reflect direct enablers - e.g. actual coverage preferred to take up or "planned" delivery		15/02/22	3	4	12	Open
5	Data Accuracy	15/02/22	Inaccurate data about scale and location of DI issues	Investments not targeted well. Investment does not achieve expected results. Advers publicity for "unnecessary" spend	DaO	Programme	3	4	12	Develop detailed mapping model. Use all possible sources of data. Correlate data with feedback from citizens and crowdsourced info		15/02/22	3	4	12	Open
6	Funding	15/02/22	Level of Funding for programme insufficient for ambition of DI projects	Unable to deliver to expectations	DaO	Programme	4	5	20	Target additional sources of funding aggressively, leverage GMW funding. Plan carefully to assess funding required accurately		15/02/22	4	5	20	Open
7	Public Funds spent unnecessarily	15/02/22	Providers may have several procurements to run at the same time				4	3	12	Aim to co-ordinate with other Wave 3 projects, possibly through DCMS, to stagger procurements. Make a plan and stick to timings so providers can plan their own time. Be flexible with timetable. Customer coordination element should make Pembrukeshire attractive.		15/02/22	4	3	12	Open
8	Outcomes not obtained for fund	15/02/22	Funding spent but projects do not deliver planned outcomes	Poor publicity, opportunity cost, confidence adversely impacted for further projects	DaO	Programme	3	5	15	Plan projects carefully. Use right level of resoruces. Use experienced specialist resources. Learn lessons from other projects. Ensure robust governance.		15/02/22	3	5	15	Open
9	Investment too small	15/02/22	Level of investment too small	Benefits limited	DaO	Programme	4	3	12	Ensure scale of projects is sufficient to drive genuine change. Assess potential impacts carefully in project business cases.		15/02/22	4	3	12	Open
10	Altnet future pricing	15/02/22	Altnets may win vouchers or delivery projects but later increase service prices and customers will have no alternative		DaO	Programme	3	3	9	Ensure clear understanding of Altnet motivations. Understand business models. Careful contracting.		15/02/22	3	3	9	Open
11	Lack of community interest	15/02/22	Community are not interested in FTTP and do not want the disruption of switching suppliers	Projects unable to leverage public spend. Reduced benefits. Enabled benefits not captured. Market withdrawal	DaO	Programme	3	4	12	Promote benefits of broadband specificially around interventions. Focus engagement. Leverage community groups for engagement		15/02/22	3	4	12	Open
	Opportunities too small		Some suppliers consider oportunity too small	Limited competition in interventions	DaO	Programme	3	5	15	Work with market to understand drivers for change. Structure procurement carefully to avoid problem		15/02/22	3	5	15	Open
	Opportunities too large Procurement Dependencies	15/02/22	Some suppliers consider oportunity too large Projects not run in right order for	Limited competition in interventions False starts, delays. Benefits	DaO	Programme Programme	3	5	15	Work with market to understand drivers for change. Structure procurement carefully to avoid problem Model relationship between all projects in the		15/02/22	3	5	15	Open
14	Procurement Dependencies	15/02/22	Projects not run in right order for best effect	lower than expected	DaO	riogramme	3	3	g	Model relationship between all projects in the programme. Engage with market and stakeholders to understand possible dependencies and optimal timings		15/02/22	3	3	9	Open

15	No Market	15/02/22	Market for some services non existent	Unable to generate progress with interventions	DaO	Programme	2	5	10	Develop commercial models to create markets. Consider innovative joint risk models to engage with market. Consider deeper interventions in difficult areas.	15/02/22	2	5	10	Open
16	Labour and Materials Shortag	15/02/22	Shortages of key inputs for suppliers	Delay, other areas prioritised first. Lower benefits, low momentum	DaO	Programme	4	4	16	Plan projects long in advance. Move quickly. Resource well to develop a reputation for delivery. Remove barriers	15/02/22	4	4	16	Open
17	Other areas more attractive	15/02/22	Suppliers have more lucrative locations	GMW delayed. Lower benefits, low momentum. Hard to differentiate MW	DaO	Programme	4	4	16	Plan projects long in advance. Move quickly. Resource well to develop a reputation for delivery. Remove barriers. Publicise work at national level. Look for quick wins. Engage well with market	16/02/22	4	4	16	Open
18	Project Gigabit	28/08/22	Possible GMW projects duplicating the work set out within Project Gigabit in Wales	Unnecessary expenditure and delays to projects that would have been completed	DaO	Programme	3	4	12	Engage closely with e.g. DCMS and WG. Fngaged with DCMS, Fully assess the precurement areas set out in possible ISP well configuration of the project Gigabit and enusre that properties included aren't included within FTTP projects		3	4	16	Open
19	Project Gigabit	15/03/23	Project Gigabit Procurement type will affect the interventions that GMW carry out and the development of the business cases.	Unnecessary expenditure and delays to projects that would have been completed	DaO	Programme	3	4	12	Engage closely with e.g. DCMS and WG. Fully assess the precurement areas set out in Project Gigaht and enurse that properties included aren't included within FTTP projects		3	4	12	Open
20	Welsh Government Inteventio	12/03/23	WG possible future project will affect the development of GMW interventions - such as VHTRP. This will mean amendments to the project design and amending business case.		DaO	Programme	4	4	16	Engage closely with WG. Enusre that properties included aren't included within GMW projects Engaged with WG and deals	d other growth 12/03/23	4	4	16	Open
21	Sustainability of 'alt nets'	14/06/23	A number of alt nets have seen job cuts and having to reduce operations. Some also filing for administration.T	his will affect market and procurement oppertunities for projects	DaO	Programme	3	3	9	Main contact with Alt Nets and ensure due diligence completed on any future tendering					