

REF	Name	Date Raised	Risk Description	Impact	Risk Owner	Type (e.g. Project, ITPG, SMT, CMT)	Original Risk			Mitigating Actions	Action Progress	Date of Last Review	Current Risk			Status
							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 11-16 Amber 7-10 Yellow <7 Green				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 11-16 Amber 7-10 Yellow <7 Green	
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 leadtimes and resource 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 quickly. 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 reflect real underlying limitations for Digital Infrastructure	Apparent success not reflected in 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 Pembrokeshire attractive.		15/02/22	4	3	12	Open
8	Outcomes not obtained for funding	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 resources. 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	Unhappy customers. Profiteering from public investment. Confidence impact	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 specifically around interventions. Focus engagement. Leverage community groups for engagement		15/02/22	3	4	12	Open
12	Opportunities too small	15/02/22	Some suppliers consider opportunity 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
13	Opportunities too large	15/02/22	Some suppliers consider opportunity too large	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
14	Procurement Dependencies	15/02/22	Projects not run in right order for best effect	False starts, delays. Benefits lower than expected	DaO	Programme	3	3	9	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

