

Risk Register

Reference No	Risk Description	Raised by	Without Mitigations		RAG status	Status	Proposed Mitigation	With Mitigations		RAG status	Responsible	Status (Open, Closed)	Actions	
			Probability (1-5)	Impact (1-5)				Probability (1-5)	Impact (1-5)					
R001	Member engagement: Waiting until summer/autumn 2025 for formal decisions from Councils is an added risk, with considerable work (and associated costs) being undertaken prior to that date.	PM	3	4	7		Clarity on local decision making and interim arrangements. Note timing of evaluation of Stat Consult - needs to feed into decisions. It will also be important that appropriate non-JC Members are engaged as much as possible in both process and in the development of the thematic work of the Devo Programme.	2	4	6	SR/MJ	Open	Proposed dates agreed for Full Council meetings in September. Member support group operational. Cross party, cross council meetings planned. Bespoke devo meetings in member forward plans.	
R002	Failure to deliver consistent comms and engagement across whole programme. Disengaged Members, business and stakeholders in development of thematic work will lead to lack of ownership and 'buy-in' as well as poor narrative.	PM	2	4	6		Embed comms plan across Programme and build in engagement time to content development.	2	2	4	EL/KM	Open	Comms plan agreed. Additional support for delivery now in place. Regular newsletter developed.	
R003	Development of Agreement: Truncating the development work phase (through a fast-track approach to analysis and appraisal) increases the risk of not fully understanding all operational implications – leading to confusion and potential failure of delivery.	PM	4	3	7		The work to achieve this phase would need to be condensed into a short timeframe, probably requiring additional support (and cost). Devo content workstream tasked with this - additional PM resourced to move at pace. Whitehall engagement commenced. More templated approach than expected which will support work required.	3	3	6	SR	Open	Initial timeline now shared from MHCLG. Information expected to flow post stat consult decision. Additional PM support in place.	
R004	Content: Fast-tracking the work to fully develop content – and specifically how the CA will undertake its operations – increases the risk that either the C&W devolution proposal will not pass Government due diligence or that the CA will not be able to function effectively in its first years.	PM	3	4	7		Due diligence will be conducted by relevant Whitehall Departments who are devolving programmes (e.g. DfE, MHCLG and DfT). It should be noted that there is also likely to be a significant performance management requirement, at least in the early years of the CA. Latest timetable front ends basic governance with detail on content to follow late 2025 and into 2026 whilst EDB goes through parliament. This will give additional time for set-up. Proposal to extend election gives additional time for set-up and assurance.	2	3	5	SR/PJ/VW	Open	Work in progress - note Assurance Framework requirement.	
R005	Finance: Development costs will not be forthcoming from MHCLG until Council consent in place (autumn 2025). Cash flow will be needed. A truncated timeline may increase (at risk) costs. Spending Review not complete until Summer 2025.	PM	4	4	8		Full budget plan in place (agreed by JC on 30/05/25). Utilise EZ surplus and LGA grant. Letter of confirmation for development costs now received from MHCLG. Financial modelling to commence as part of TOM work. Confirmation received that Mayoral Election costs borne by CA.	4	3	7	PJ/SW	Open	Finance workstream managing all budget and spend principles.	
R007	C&W capacity/resource: Given the limited time for transition to the CA, there could be impacts on recruitment and the potential for challenge during any HR process from impacted staff (which may also add delay to 'go live').	PM	2	3	5		Workforce workstream leading. Staff FAQs agreed and circulated. Capacity review now taking place. Likely focus on statutory posts only in first instance - subject to completion of TOM. Ensuring engagement of unions.	2	2	4	GH	Open	Workforce Engagement Board established and meeting regularly.	
R008	MHCLG capacity/Resource: MHCLG have a challenging timeline to meet requirements across supporting all 6 DPP areas. Timelines have slipped.	PM	4	4	8		We continue to be concerned by lack of pace. Anticipating this will improve now that the statutory test process is complete. We are still awaiting detailed information - but expect this to arrive before Summer recess.	3	4	7	SR/DC	Open	Escalated concerns of delay to officials and Minister.	

[illegible]