

Appendix A

The risks below largely existed at the outset of the Phase 1 Testbed and Trials project, these have been managed through this project, the risks will continue to be managed through the West Mercia 5G proposed project.

Risk	Mitigation
Impact of situation if funding is withdrawn / clawed back / deemed not State Aid compliant	<p>A dedicated programme resource and professional financial resource are secured to support the project.</p> <p>A Collaboration Agreement / Grant Agreement will be put in place</p> <p>At the outset of Phase 1, State Aid Guidance was sought from Department of BEIS, their view concurred with view of County Council legal, that the Grant Funding is compatible aid for a research and development project within the "experimental development" category of Article 25 of the General Block Exemption Regulation. The same Guidance is being followed for the proposed project.</p>
Ensuring Value for Money (VfM) across all partners in an innovative space with established supply chains	<p>Specific requirements will be set out in the 'Collaboration Agreement' to seek value for money. Private sector partners also contribute their own funding at either 60%, 50% or 40% ratio, therefore commercial practices lead to VfM being sought.</p> <p>In areas that only one supplier is suitable due to either 'latest technology' and "timescales" required the appropriate VfM assurances will be sought.</p>
Funding Competition rules require that partners should not build any risk contingency into their financial models	<p>All partners are aware of the restrictions of funding at each milestone, if costs are exceeded it is expected that partners will only claim up to their allocated amount. If required revised Cash profiles can be submitted, but these will only allow for relief within the total cap for each partner.</p> <p>For WCC, Finance resource is allocated against the programme to monitor spend.</p>
Not Managing Stakeholder Expectations / Reputational damage / 5G Technologies are new and inherently risky, should use cases not	<p>It is recognised the 5G project contains large commercial companies, educational providers, public sector and SMEs. All partners will have a seat on the project board and are expected to engage in regular coordination / agile meetings to minimise the risk of ongoing concerns / issues.</p>

Risk	Mitigation
deliver on expected benefits, how is this viewed	In Q&A sessions partners have shared fears and concerns and all are clear this is a 'Trial' and 'Testbed' and that not all applications will work as expected. It is recognised that 'failure' may be an acceptable outcome provided sufficient learning is provided, to avoid similar issues in future.
Reputational / concerns raised as to safety of radio frequencies used by 5G applications	Please see information in 'Public Health Impact Assessments in report. The proposed network will be built by Three and Airband, both of whom have substantial experience of deploying radio networks and complying with industry and governmental guidelines.
Partner withdraws from programme	Within the Collaboration Agreement there are provisions that require partners to meet their obligations. If a partner were to withdraw they would be expected to deliver to the point so that all other partners could still deliver their milestones. Regular Board meetings and support from the core team help to align partners and keep them focussed on task.
Breach of GDPR / Security Breach of network. Reputational and Financial Risk	Good practice and Guidance will be followed. An element of project delivery will be understanding 'security risks' related to new ways of working and networks; these assessments and lessons learnt will provide valuable feedback.
Risk that the Health Agenda outcomes are not realised due to the lack of suitable test cases.	A challenging area has been chosen to really stretch and test the project and identify suitable use cases in a challenging location. Learning can then be used to demonstrate the benefits in less challenging localities.
Programme slippage due to external factors e.g. being a trial of leading-edge technology / particular to Usecase	Due to the innovative nature of this programme, the emergence of latest 5G technologies and other factors, including the rural nature of the project there is a considerable risk around programme delivery. Programme partners created ambitious delivery timeline to pull forward key components of the network delivery. This approach and our agile approach to problem solving will allow for unforeseen circumstances, which in turn will be dealt with to minimise any considerable impact on project timelines.