

Risk Potential Assessment (RPA)

What is the RPA for?

This Risk Potential Assessment (RPA) is **Mandated** for completion by the **Senior Responsible Owner (SRO)** via Section N of the Welsh Government Scheme of Delegation and is used to:

1. Provide a holistic view of the Welsh Governments **Portfolio** of change initiatives.
2. Inform the structure of the Welsh Governments **Major Projects Portfolio (MPP)**.
3. Initiate an **Assurance Review**.

The RPA is designed to provide a standard set of high-level criteria for assessing the strategic risk potential of portfolio, programmes, projects, and of emerging policies and change initiatives. This assessment is an indicator of risk potential and is not an exhaustive risk analysis model. The RPA helps identify the risks and responsibilities for delivery of change, and its visibility, reporting and assurance in a wider portfolio management context. It can also help to identify areas where specific skill sets, commensurate with the level of **complexity** of the initiative, may be required.

When to complete the RPA

The RPA should be completed as early in the life of a change initiative as possible, e.g., when policy is being formulated and to support the development of an Integrated Assurance and Approval Plan (IAAP) for use throughout the policy-delivery-operations lifecycle. The RPA will be reviewed prior to each assurance review to ensure there have been no material changes since it was originally completed.

How to complete this RPA

The RPA is to be completed by the **SRO**. The cover sheet **must** be completed to capture all key information regarding the initiative prior to a more detailed assessment from two perspectives:

1. **Consequential Impact Assessment -Table A**
2. **Complexity Assessment - Table B**

Each table is made up of a series of assessments, with the result indicated by marking X in the appropriate box between VERY LOW (VL) and VERY HIGH (VH). These assessments are made using the knowledge and judgement of the SRO and policy/portfolio/programme/project team and should be considered in the light of the strategic context for the initiative. Example terms have been provided as a guide to what might be considered as VL or VH assessments. For each assessment a short explanatory note of the reasoning for each mark should/must where appropriate.

Consequential Impact Assessment - Table A.

Table A is used to assess the Consequential Impact Assessment. An overall assessment **must** be recorded in the final section of **Table A** together with an explanatory note. If the Consequential Impact Assessment (Table A) is assessed as **greater than VERY LOW**, completion of the Complexity Assessment (Table B) is **required**.

Complexity Assessments - Table B. (1 to 4).

Project Complexity is influenced by a range of factors. In general, the more complex a project is, the greater level of expertise and experience is needed to manage the project. Projects with a **LOW** level of complexity are generally characterised by having a high degree of certainty, are smaller in size, have clear stakeholders and can be managed using standard procedures and methodologies. Projects with a **HIGH** level of complexity are generally characterised as having a high degree of uncertainty, are large in size, politically sensitive, technically complex, have a large number of stakeholders and often need procedures and methodologies to be adapted to suit unique situations.

Complexity is assessed via 4 key Areas – **Strategic Profile, Delivery Challenge, Capacity & Capability, and Scale** with associated summary assessments at the end of each area together with an **Overall Complexity Assessment**.

Risk Potential Assessment – Table C.

Having completed the Consequential Impact Assessment (Table A) and the Complexity Assessment (Table B), the overall **Risk Potential Assessment** for the initiative is determined by plotting the respective assessments on **Table C**. This will then indicate what level of review may be required, as suitable for the Low, Medium or High-Risk level of the initiative. The overall level of review (L/M/H) should then be noted in Box 15 on the cover sheet of the RPA.

Submission of the RPA

Please update the security classification and send the completed RPA to: OfficeForProjectDelivery@gov.wales
Please note the standard **12-week lead time** from the **date of the Assessment meeting** to the start of the review.

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RPA Policy, Portfolio, Programme, Project Overview

RPA Cover Page	For all entries marked * please delete as appropriate
1. Policy, Portfolio, Programme or Project name <i>(Also note previous name if it has changed since last assurance review)</i>	Name: Development of a Second Computed Tomography Simulator (CT-Sim) and Artificial Intelligence (AI) at Singleton Hospital, Swansea BIRT Ref: WIIS: (No)* Wales infrastructure investment strategy: project pipeline December 2022 GOV.WALES
2. Change driver <i>(Primary reason for change – short explanation including relevant Minister if applicable)</i>	Operational Business Change: Provide the South West Wales population with access to two modern CT-Sims and AI software, which capable of supporting complex treatments; Provide access to CT Sim assisted AI software, which will reduce essential clinical resources and provide essential resilience within South West Wales Cancer Centre.
3. Policy, Portfolio, Programme/Project type	3. Infrastructure & Construction
4. Scope - Objectives and expected benefits <i>(Insert a short narrative summary description of the objectives of the initiative and financial and non-financial benefits envisaged.)</i>	This Investment will: <ul style="list-style-type: none"> • Reduce the patient pathway; • Improve the Time to Radiotherapy performance (reduced from 21 days to 14 days); • Provide access to CT Sim assisted AI software, which will reduce Clinical Oncologist and non-medical staff (Radiotherapy Physics) time spent undertaking Outlining targets and Organs at risk. • Provide essential resilience within South West Wales Cancer Centre's (SWWCC's) service. • Provide the South West Wales population with access to two modern CT-Sims capable of supporting complex treatments.
5. Lead Group / Department / Division name	Cross Government: No Group: Department: Division:
6. Senior Responsible Owner (SRO)	Name: Ms Ceri Gimblett, Interim Service Director, Singleton & Neath Port Talbot Hospitals Service Delivery Group, SBUHB Telephone No. 01792 205666 ext 35263 Email: Ceri.Gimblett@wales.nhs.uk SRO Appointment Letter
7. Programme / Project - Manager	Name: TBC Telephone No. Email:
8. Contact point for administration of assurance reviews	Name: Ms Ceri Gimblett, Interim Service Director, Singleton & Neath Port Talbot Hospitals Service Delivery Group, SBUHB

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	Telephone No. 01792 205666 ext 35263 Email: Ceri.Gimblett@wales.nhs.uk
9. If a portfolio or programme, please list names of the constituent programme/projects. If a project, please give the name of the overarching programme. If a policy, please list any identified cross cutting policy areas.	
10. Business Case Type and Status	BJC
11. Time. Expected duration (yrs.) of major contract or service (if known & appropriate)	1 year
12. Costs. (<i>Business case data / Estimate. Note: WLC= Capital + Revenue over the life of the asset/service</i>)	Capital: ESIMATED - £2.665m (incl of recoverable VAT and Optimism Bias). Operational (Running costs): Approx. £3.8m p.a. Whole Life Cost (WLC): tbc
13. Next planned review	Project: Gate 3 (investment decision) - tbc if required and date
14. Requested start date for next review <i>(This should be approximately 12 weeks after the Assessment meeting)</i>	Date: tbc
15. Overall Risk Potential Assessment (MPP as indicated on Table C noting that MPP criteria and funding threshold is under evaluation)	Table A: L Table B: L Table C: L MPP: n/a
16. Type, Date, and IAH ID No. of previous assurance review.	Type of Review: n/a Date: IAH ID No.
17. RPA approved by SRO	Name: Ms Ceri Gimblett, Interim Service Director, Singleton & Neath Port Talbot Hospitals Service Delivery Group, SBUHB Date: May 2024
<p><u>The General Data Protection Regulation and Data Protection Act 2018</u> It is intended that the data collected via this form will be used by the Welsh Government for its own purposes and also to inform other areas of Government business. The data may also be used to make you aware of services, advice and guidance. Issues related to the use of personal data within this form should be addressed to: Office for Project Delivery / Swyddfa Cyflawni Prosiectau OfficeForProjectDelivery@gov.wales</p>	

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<p style="text-align: center;">Table A Consequential Impact Assessment</p> <p style="text-align: center;">A strategic assessment of the consequential impact should the initiative fail to deliver its objectives to time, cost or quality.</p>							
A:1. Political	None, or unlikely to have any political interest.	VL	L	M	H	VH	As a prerequisite for major policy initiative or manifesto commitment, a high level of on-going Ministerial or political interest. Likelihood of PAC, or equivalent strategic body, interest.
			X				
Explanatory Notes (Completion mandatory)							
A:2. Public	No public service impacts. No information security or environmental implications. No interest from external pressure groups likely.	VL	L	M	H	VH	Significant public or business interest, e.g., related to information security, or to environmental issues. High degree of interest from pressure groups or media. Involves contentious change.
			X				
Explanatory Notes (Completion mandatory)							
A:3. Financial	Little or no exposure of public funds or additional financial burden. No financial impact from the environment or social costs. Limited or no savings to be delivered.	VL	L	M	H	VH	Very significant financial exposure of public funds, or additional financial burden. Significant financial impact from environmental or social change. Will, or likely to, require Treasury financial approval. Very significant savings expected to be delivered.
				X			
Explanatory Notes (Completion mandatory)							
A:4. Operational business and commercial change	Low priority, limited impact on the organisation's administration, operations, or staff. No impact on third party organisations. No changes to regulatory requirements.	VL	L	M	H	VH	Departmental priority, addressing high profile business issue. Essential to fulfil legislative/legal requirements. Significant impact or additional burden on business or staff, on external commercial markets, regulations, or trade. The change is novel or contentious.
			X				
Explanatory Notes (Completion mandatory)							

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A:5. Dependencies	Stand-alone, no dependency either way on other initiatives, policies, portfolios, programmes, or projects.	VL	L	M	H	VH	Highly dependent on other legislation, portfolios, programmes, projects or change initiatives for its successful delivery, and/or vice versa.
			X				
Explanatory Notes (Completion mandatory)							
Overall Strategic Consequential Impact Assessment							
[Note: If the Overall score is Very Low (VL) completion of Table B is optional. If Table B is not completed, enter this score in Box 15 on the overview sheet. Alternatively, continue to Table B and enter this score in Box 15 and Table C .							
Consequential Impact Summary Assessment	Little or no impact on the public, political stakeholders, public finances, operational business, or dependent policies, portfolios, programmes/projects	VL	L	M	H	VH	Very high impact on the public, political stakeholders, public finances, operational business or dependent policies, portfolios, programmes/projects.
			4	1			
Explanatory Notes (Completion Mandatory)							
This project involves a significant WGov capital investment to provide dedicated vascular surgery facilities, which will enable optimal treatment for vascular patients per best practice. It will provide regional patients with access to modern and fully equipped hybrid operating theatre with full imaging technologies.							

Table B:1							
Complexity Assessment: Strategic Profile							
B:1.1. Political	No political involvement or does not require any special handling or additional engagement.	VL	L	M	H	VH	Multiple political interests requiring handling. Political agenda changing, unclear direction or increasing opposition. External political interests involved.
			X				
Explanatory Notes							
B:1.2. Public	No or very low public profile. No change in public interest or service provision. No interest from external pressure groups.	VL	L	M	H	VH	Very high public profile, significant interest from public and/or from active pressure groups/media. Complex external communications.
				X			

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Explanatory Notes							
B:1.3. Business performance	No significant change to the organisation's business. No change to the operation of external bodies.	VL	L	M	H	VH	Very high business performance profile. Changing demands or expectations of performance or staff or behaviours. Significant changes to consumer or business operations.
			X				
Explanatory Notes							
B:1.4. Organisational objectives	No links to strategic targets or published performance indicators. Strategic status (portfolio position), mandate and objectives clear, stable, and unlikely to change.	VL	L	M	H	VH	Critical link to delivery of key strategic objectives and/or published targets. Strategic status, mandate, or objectives likely to change.
				X			
Explanatory Notes							
B:1 Strategic Profile: summary assessment	Strategic profile low, changes unlikely to threaten objectives	VL	L	M	H	VH	Strategic profile very high and changes highly likely to threaten achievement of objectives
			2	2			
Explanatory Notes (Completion Mandatory) [Note: Record summary assessment mark to Complexity Assessment Summary Table]							

<p align="center">Table B:2 Complexity Assessment: Delivery Challenge</p>							
B:2.1. Policy/Legal	No legal matters or legislation involved. Policy and legal implications fully understood, aligned and stable. Policy development assurance review (e.g., PVR or equivalent) undertaken.	VL	L	M	H	VH	Affects complex, multiple, or cross-border jurisdictions. Legal, legislative, or cross organisational policy unclear or changes and challenges highly likely. No policy development reviews undertaken.
		X					
Explanatory Notes							

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B:2.2. Security	No security or public data handling implications.	VL	L	M	H	VH	Significant national security or public data handling issues or requirements.
		X					
Explanatory Notes							
B:2.3. Requirements for business change	Stable business, no significant changes envisaged to requirements. Implications established of wider strategic changes, e.g., green agendas, sustainability. Clearly defined, agreed measurable outcomes. Limited change to business operations.	VL	L	M	H	VH	Multiple, interdependent and complex requirements that are dependent on wider emerging or change initiatives e.g. sustainability. Extensive change to business operations or additional information reporting requirements. Significant unplanned changes to business requirements or outcomes likely to be imposed or required.
				X			
Explanatory Notes							
B:2.4. Technology development, production and/or techniques	Involves no new or novel technology development, implementation, production, products, tools, or techniques. Extensive previous use of development and/or production techniques.	VL	L	M	H	VH	First or extensive use of leading edge, novel or innovative technology. High degree of design, build or implementation complexity or uncertainty. Technology or methodology likely to be subject to major changes.
				X			
Explanatory Notes							
B:2.5. Commercial and supplier delivery	Established contracts or existing frameworks to be used. Commercial environment stable. Experienced sector suppliers. Single supplier or short supply chain.	VL	L	M	H	VH	Complex or innovative commercial arrangements. Supplier market limited and/or very specialist. Multiple suppliers or complex/volatile supply or logistical chain.
			X				
Explanatory Notes							
B:2.6. Financial provision	Funding from within organisation budgets, no influence from economic climate. Supplier's funding all in place.	VL	L	M	H	VH	Complex cross-organisational funding arrangements. Funding not agreed or in place. Third party or supplier funding not in place. Economic conditions likely to affect funding options or availability.
			X				
Explanatory Notes							

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B:2.7. Governance and portfolio/programme/project management	Straightforward and stable governance structure. Recognised formal PPM methodologies in use. Key post holders in place.	VL	L	M	H	VH	Complex or multi-faceted governance or management structures. Governance, management structures or key post holders are likely to change.
Explanatory Notes							
B:2.8. Stakeholders	Single stakeholder community, fully bought in. No expected change in stakeholder environment or from agreed requirements and outcomes.	VL	L	M	H	VH	Complex stakeholder community. Stakeholder environment volatile or with significant external change factors.
Explanatory Notes							
B:2.9 Dependencies	Stand alone, no or few dependencies on or for other programmes or projects. All statutory approvals or authorisations in place.	VL	L	M	H	VH	Complex dependency relationships with other initiatives or organisations. Significant external statutory authorisations or approvals (e.g. legislation, financial approvals, planning consent etc) remain outstanding or require explicit management. Dependencies changing or conflicting and/or coordination increasingly challenging.
Explanatory Notes							
B:2.10. Change and implementation	Single or co-located portfolio/programme/ project and supplier teams; single site delivery. No conflicting internal business change issues to affect change. Simple acceptance and cut-over issues. No “big bang” delivery. Change and benefits management fully embedded.	VL	L	M	H	VH	Complex national or international delivery environment. Changing or uncertain implementation, cultural or physical challenges to changes likely or expected. Big bang implementation. Complex testing and cut-over issues.
Explanatory Notes							

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B:2 Delivery Challenge: summary assessment	Challenges to deliver are very low and change is unlikely to threaten objectives	VL	L	M	H	VH	Very high degree of challenge and changes are highly likely to threaten achievement of objectives
		1	6	2			
Explanatory Notes (Completion Mandatory) [Note: Record summary assessment mark to Complexity Assessment Summary Table]							

Table B:3
Complexity Assessment: Capacity and Capability

B:3.1. Programme or project team	Fully resourced and skilled team. Stable team, no recruitment issues. Specialist support (e.g., commercial, legal) in place or available when required. Experienced with similar change or technology projects.	VL	L	M	H	VH	Personnel resources or funding not available when required. Significant resource changes likely leading to skill gaps or disruption to key posts. No previous experience with similar change or technology.
			X				
Explanatory Notes							
B:3.2 Stakeholders and organisation	Fully resourced and skilled, available when required. Open to and comply with change. Common and accepted priority across an engaged stakeholder community.	VL	L	M	H	VH	Key resources or skills lacking or unavailable when required. Changing environment. Business priority is low, inconsistent or changing. Significantly differing priorities between stakeholder groups.
			X				
Explanatory Notes							
B:3.3. Suppliers (Internal or external)	Experienced, strong, and stable market or suppliers. Supplier resources skilled and available, with ongoing support and commitment.	VL	L	M	H	VH	No, weak or overstretched market - unlikely to meet demand. Suppliers unable to sustain support, withdraw, or cannot meet requirements.
			X				
Explanatory Notes							

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B:3.4. Strategic leadership and business culture	Good capacity, continuity, and experience in leadership roles. No unforeseen organisational pressures. Open culture for change, no staff or trade union concerns.	VL	L	M	H	VH	Strategic leadership subject to change. No previous responsibility for or direct experience of change of similar magnitude or complexity. A challenging cultural, staff or workload environment.
			X				
Explanatory Notes							
B:3 Capacity & Capability summary assessment	Capacity and capability in place and change unlikely to threaten objectives	VL	L	M	H	VH	Significant capacity or capability issues. Changes highly likely to threaten achievement of objectives
			4				
Explanatory Notes (Completion Mandatory) [Note: Record summary assessment mark to Complexity Assessment Summary table]							

Table B:4 Complexity Assessment: Scale

B:4.1 Time	Timescales are not challenging, no external drivers. No imposed changes expected to the agreed schedules. Contingency available and tested business continuity plans.	VL	L	M	H	VH	Schedules are very challenging. Immovable deadlines. Major changes to deadlines or imposed deadlines are likely to occur. Very limited or no contingency or contingency options available.
			X				
Explanatory Notes							

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B:4.2 Budget	<p>Budgets within delegations and local control. Costs relatively small to overall organisational portfolio spend.</p> <p>Budgets agreed and stable. Appropriate financial management systems established. Change management system in place.</p>	VL	L	M	H	VH	<p>Budgets outside organisational spend delegations. Cost estimates subject to significant pressures from ongoing or expected change.</p> <p>Costs are significant, relative to the organisation's portfolio/programme/project spend.</p> <p>Financial management system not in place or audited. Cross organisational/ multi-faceted funding with complex financial control and reporting.</p>
Explanatory Notes							
B:4.3 Benefits	<p>Benefits are relatively small. Benefits easily and clearly defined, owned, measurable and achievable. No expected changes which might increase the scale of benefits.</p>	VL	L	M	H	VH	<p>Magnitude of benefits significant. Complex benefits realisation challenges. Changing benefits management environment or realisation responsibilities.</p> <p>Achievability of benefits in doubt. Difficult to measure.</p>
Explanatory Notes							
B:4.4. Quality	<p>Quality requirements are clear, easily achievable, and stable.</p>	VL	L	M	H	VH	<p>Quality targets are extremely challenging, likely to change significantly, or hard to achieve.</p>
Explanatory Notes							
B:4 Scale summary assessment	<p>Small scale, changes unlikely to threaten objectives</p>	VL	L	M	H	VH	<p>Very large scale, and changes highly likely to threaten achievement of objectives.</p>
			2	1	1		
<p>Explanatory Notes (Completion Mandatory) [Note: Record summary assessment mark to Complexity Assessment Summary table below]</p>							

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Table B - Complexity Assessment Summary (Insert the summary assessment for each of the four complexity elements)					
Complexity summary assessments	VL	L	M	H	VH
B:1 Strategic Profile		2	2		
B:2 Delivery Challenge	1	6	2		
B:3 Capacity and Capability		4			
B:4 Scale		2	1	1	
Overall Complexity Assessment	0	15	6	1	0
Explanatory Notes (Completion Mandatory) [Note: assessment above to be used on Table C]					

Table C - Risk Potential Assessment						
Plot overall summary assessments from Table A and Table B and mark with an X in grid below. Then transfer the Risk Potential Assessment score from Table C below to Box 15 on the cover sheet of this form.						
		Low Risk	Medium Risk	High Risk	MPP T2*	MPP T1*
Overall Consequential Impact Assessment (Table A summary)	VH					
	H					
	M					
	L		X			
	VL					
			VL	L	M	H
*Indicative MPP - Note that WG Major Projects Portfolio (MPP) is under development. The criteria will evolve in relation to the funding threshold, organisational context, capability, and extent of the WG Portfolio.		Overall Complexity Assessment (Table B summary)				