



Llywodraeth Cymru  
Welsh Government

**Welsh Government**

**EXTERNAL ASSURANCE REVIEW  
PROCESS**

**RISK POTENTIAL ASSESSMENT  
STAGE 1**

**(RPA1 – FORM)**

## INTRODUCTION

It is **mandatory** for all Senior Responsible Owners (SRO) to complete an (RPA1) at the beginning of a programme/project and at key decision points in their lifecycles (if you need additional guidance on completion of the RPA1 please contact the Integrated Assurance Hub via the Programmes and Projects mailbox [Programmes&Projects@wales.gsi.gov.uk](mailto:Programmes&Projects@wales.gsi.gov.uk))

The WG Risk Potential Assessment form part 1, (RPA1) is designed to provide a standard set of high-level criteria for assessing the initial risk potential of a programme/project in a strategic context.

The RPA1 has two purposes: (a) for identifying potential risk of all programmes/projects across WG for use by the Integrated Assurance Hub, and (b) for determining the most applicable assurance method for a programme/project.

The RPA enables a conversation to be had about the risks and responsibilities that the SRO has for delivery. The RPA can also help the programme/project to identify areas where specific skills sets may be required.

## HOW TO COMPLETE THIS FORM

The RPA1 is the first step in the external assurance process, and requires the Senior Responsible Owner (SRO) supported by the programme/project manager, to consider the programme/project through a strategic assessment of the potential consequential impact, should the programme/project fail to deliver its objectives or outcomes.

These assessments are made using the knowledge and judgement of the SRO and programme/project team and should be considered in the light of a programme/project's strategic context. The majority of answers require the appropriate box to be checked, however, a short explanatory note of the reasoning for each mark is also required to provide further detail for the Integrated Assurance Hub and an audit trail of the considerations.

The completed RPA1 will be assessed by the Integrated Assurance Hub and where programmes/projects have been primarily assessed as medium risk or higher then completion of a further Complexity Assessment (**RPA2**) is required. Where programmes/projects have been primarily assessed as low risk, the Integrated Assurance Hub will advise the SRO of the outcome and offer further support if required.

## PART 1: For completion by the SRO

SECTION A: PROGRAMME / PROJECT DETAILS	
Programme/Project Name	Shaping Our Future Wellbeing: Future Hospitals Programme
SRO Name	Abigail Harris
SRO Contact Details	<a href="mailto:Abigail.Harris@wales.nhs.uk">Abigail.Harris@wales.nhs.uk</a> 02920 743884
Department/Division	Executive Director of Strategy and Planning – Cardiff and Vale UHB
Programme/Project Type	<input type="checkbox"/> Policy <input type="checkbox"/> Legislation <input type="checkbox"/> ICT enabled (have you completed a ICT Project Approval Form (IPAF)) <input type="checkbox"/> Business change <input checked="" type="checkbox"/> Infrastructure <input checked="" type="checkbox"/> Construction <input checked="" type="checkbox"/> Capital <input type="checkbox"/> Other (Please specify below:) <div style="border: 1px solid black; height: 40px; width: 100%; margin-top: 5px;"></div>
<p>Please provide a brief overview of the programme/project:</p> <p>This programme is focused on transformational change in the way Cardiff and Vale University Health Board delivers its clinical services to the local and national population, and the associated infrastructure and service changes that need to take place to support the implementation of the clinical strategy and vision.</p> <p>Our vision for this programme is focused on three key themes:</p> <ul style="list-style-type: none"> <li>• Delivering better clinical services – radically changing the way in which clinical services are delivered</li> <li>• Delivering a stronger health economy by accelerating the health and life sciences sector in Wales</li> <li>• Delivering empowerment and co-ordination by harnessing the talent and commitment of CVUHBs people and using data to drive improvement</li> </ul> <p>The proposed programme is comprised of the following constituent projects:</p> <ol style="list-style-type: none"> <li>1. <b>Clinical service transformation</b> in line with the new clinical model and vision, which underpin the physical elements of the programme. It will deliver world-class services, while investing in creating much more co-ordinated and effective population health management</li> <li>2. <b>Redevelopment of hospital infrastructure</b> at University Hospital Wales and University Hospital Llandough sites, including associated improvements to IT and digital infrastructure and medical equipment.</li> <li>3. <b>Development of a Life Sciences Quarter</b> to act as a space for CVUHB, Cardiff University and industry players to collaborate and support innovation, research and development.</li> </ol>	

<b>SECTION B: ORGANISATIONAL COMMITMENTS</b>	
Does the programme/project satisfy a ministerial commitment?	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
If YES, please state who is the responsible minister(s)	
Does the programme/project cut across ministerial portfolios?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
If YES, please state which portfolios	Health / Economy
Does the programme/project satisfy a major policy commitment?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
If YES, which policy? Eg Programme for Government	<ul style="list-style-type: none"> <li>• A healthier Wales: long term plan for health and social care (2019)</li> <li>• Taking Wales Forward (2016-2021)</li> <li>• Prosperity for all (2017)</li> <li>• Parliamentary Review of Health and Social Care in Wales (2018)</li> </ul>
Does the programme/project satisfy a legislative requirement?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
If YES, please clarify:	<p>Explanatory Note:</p> <div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <li>• Wellbeing of Future Generations (Wales) Act (2015) – the programme is aligned to all seven goals of the Act</li> <li>• Social Services and Well-being (Wales) Act (2014)</li> </ul> </div>


<b>SECTION C: PROGRAMME / PROJECT BUDGET</b>					
How much is the projected budget for the programme/project?					
N.B. when completing this part of the form, please take into account the <u>whole-life costs</u> of the programme/project (as defined by HM Treasury Green Book)					
Up to £50k	£50k - £250K	£250K - £1m	£1m - £5m	£5m and above	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
How long is the programme/project expected to run?					
Up to 1 yr	Up to 2yrs	Up to 3yrs	Up to 4yrs	Up to 5yrs	Unknown
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7 years +
Is funding secured and in place for the entire lifecycle of the programme/project?			<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO Each constituent project requiring funding will be developed through a SOC-OBC-FBC process, with each business case requesting Government funding for specific activities. The programme business case will be updated as the programme develops.		
If NO, what is the deficit?			Explanatory Note: Currently unknown, as the costings are still in development and will be refined through development of each project business case.		
Does the programme/project receive external funding? Eg Wales Infrastructure Investment Plan Funding			No		

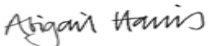
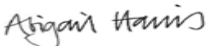
<b>SECTION D: STAFF IMPACT</b>					
Is the programme/project concerned with business, operational or ICT-enabled change?		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO			
If YES please provide additional information:		Explanatory Note: <ul style="list-style-type: none"> <li>• Redesigned clinical service delivery model aligned to the principle of 'home first'</li> <li>• Implementation of IT and digital that will enable the Board to become a Learning Health System, using data to inform patient treatments</li> </ul>			
How many staff within the organisation will be affected by the programme/project?					
1-100	100-250	250-500	500-1,000	1,000 +	All staff
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does the programme/project involve the physical movement of staff?  If yes, how many approximately		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO  The hospital redevelopment is based on achieving 'colder'/'hotter' site separation, which may result in physical movement of staff, dependent on the site option selected at OBC stages. As the programme is in the early stage of development, it is not yet clear how many staff this would be.			
Will there be any training requirements involved in the final delivery of the programme/project output(s)?		<input checked="" type="checkbox"/> YES  <input type="checkbox"/> NO			
If YES please provide more detail:		Explanatory Note: <ul style="list-style-type: none"> <li>• Development of workforce skills to adapt to the new clinical model and the new ways of working</li> <li>• Training to enable use of more advanced IT and digital technology</li> </ul>			

<b>SECTION E: PROGRAMME/PROJECT DEPENDENCIES</b>	
Is the programme/project dependant upon the delivery of another programme/project to meet its objectives?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
If YES please clarify:	<p>Explanatory Note:</p> <ul style="list-style-type: none"> <li>• Dependent on delivery of Shaping Our Future Wellbeing: In Our Community Programme, which will enable shift of activity out of hospital and into the community.</li> <li>• It is also dependent on the overall delivery of Shaping Our Future Wellbeing strategy for improving health and wellbeing of the population.</li> </ul>
Is there another programme/project within the organisation that is dependant on this programme/project delivering to time and cost?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
If YES please clarify:	<p>Explanatory Note:</p> <p>The ability to implement new clinical pathways and clinical delivery models will be dependent on the availability of appropriate hospital, community and IT and digital infrastructure across all care settings.</p>
Has a scoping exercise been undertaken to ensure that there is no duplication of work in any other part of the organisation?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Does the programme/project have external stakeholders?	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
Have all key stakeholders been identified and engaged?	<input checked="" type="checkbox"/> YES – all key stakeholders identified and engaged <input type="checkbox"/> Most stakeholders identified and engaged <input type="checkbox"/> Some stakeholders identified but

	no engagement to date <input type="checkbox"/> Stakeholders not yet identified
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<b>SECTION F: SECURITY</b>	
Has Privacy Impact Assessment (PIA) screening been undertaken?	N/A
If NO please complete the PIA screening tool:	
 gateway hub - template - pia f...	
Does screening indicate that a formal PIA assessment is required?	<input type="checkbox"/> YES <input type="checkbox"/> NO
If YES, has the PIA been undertaken?	<input type="checkbox"/> YES <input type="checkbox"/> NO
<b>Please supply the following documentary evidence:</b> <ul style="list-style-type: none"> <li>• Copy of completed PIA screening tool</li> <li>• Copy of PIA report (where formal PIA undertaken)</li> </ul>	

<b>Section G: SRO ENDORSEMENT</b>	
I am satisfied that the initial Risk Potential Assessment provides an accurate reflection of the programme/project at this stage of development.	
Signed  (Senior Responsible Owner)	Date 01.03.21
I will re-asses the programme/project if there is a significant change to the programme/project scope or budget or if significant changes emerge that may threaten successful delivery.	
Signed  (Senior Responsible Owner)	Date 01.03.21

<b>SECTION H: ASSESSMENT BY INTEGRATED ASSURANCE HUB</b>	
I am satisfied that the SRO's assessment of the programme/project, as recorded above, is an accurate reflection of the programme/project's risk potential at this stage of development.	
Signed  (Integrated Assurance Hub)	Date
Based on the information provided, the risk potential of this programme/project is assessed as:	<input type="checkbox"/> Very High Risk <input type="checkbox"/> High Risk <input type="checkbox"/> Medium Risk

	<input type="checkbox"/> Low Risk
Does the programme/project require external assurance?	<input type="checkbox"/> YES - RPA2 required for validation <input type="checkbox"/> NO

**SECTION I : FILING / RECORDING ARRANGEMENTS BY THE PROGRAMME/PROJECT**

Retain a copy of this completed and signed form with the official record for the programme or project.

If this assessment relates to a grant-funded project, a copy of this form must be sent to the Grants team.

sent      date:

If this assessment relates to a Wales Infrastructure Investment Plan funded project, a copy of this form must be sent to the WIIP team.

sent      date:

If this assessment relates to a Programme and Project Management-funded project, a copy of this form must be sent to the Programme and Project Management Division.

sent      date: