

Appendix D

ASSESSMENT CRITERIA	SCORING				Impact score October									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HAPS	SI & LCG	LSWB	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	5	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	10	10	10	10	10	20	20	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	0	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	0	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	0	5	10	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	40	45	45	40	40	45	75	35
					C	C	C	C	C	C	C	B	C	

	Number of Red Risks Identified by Impact Criteria								total Red Risks
	Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	
Oct-20	7	10	4	11	10	4	2	3	51
Jan-21	7	10	5	11	10	4	2	2	51
Change	-	-	▲	-	-	-	-	▼	-

ASSESSMENT CRITERIA	Scoring guide				Impact score January									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HaPS	SILCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	20	20	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	0	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	45	45	40	40	40	45	75	35
					Intervention	C	C	C	C	C	C	B	C	
					Movement	-	▲	-	▼	-	-	-	-	

Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.3
Assessment date: 05/10/20
Completed by:

Project phase:
Review date(s):

The Covid-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact that the Covid-19 crisis has on each of nine projects and overarching City Deal programme. Recognising that the national and regional economic recovery will rely upon City Deal projects to support and stimulate national and regional economic growth and attract inward investment during these times of uncertainty.

The assessment will assure the viability and successful delivery of the City Deal projects during the crisis and recovery stages of the Covid-19 pandemic. This assessment will compliment existing City Deal governance procedures and documentation and any Covid-19 recovery plans for all primary stakeholders. It is envisaged that risks impacting the project and mitigations to overcome them will be dealt with at project level. Any risks deemed to place significant pressures on the project or overarching programme such as significantly changing the project scope, significant variance in the defined project outputs, significant stage gate delays or continued commitment from key stakeholders, will be assessed by the Regional Programme Office and escalated to Joint Committee for appropriate intervention and decision. In the event that a project is exposed to have significant risk and impact, a task and finish group will be established to gather evidence, identify mitigations and determine an appropriate course of action.

The process to gather the required information, assess its impact and determine appropriate mitigations and decisions is outlined below:

1. Define assessment scope and areas of focus
2. Identify key risks in the Risk Assessment worksheet and assess the level of risk associated with each
3. Analyse the potential impact of these risks in the Impact assessment worksheet
4. Identify corrective action and level of intervention
5. Report to Joint Committee, Programme Board and Economic Strategy Board
6. Disseminate findings regionally and to Welsh and UK Government

Identify project risks associated with the Covid-19 in the table below and determine to what extent they affect the impact criterion (blue shaded section):
 Note: Once the above is complete, move to the impact assessment matrix worksheet before completing the Corrective action section (red shaded section)

High
 Medium
 Low

Ref No.	Risk	Impact Criteria								Corrective action			
		Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	Risk mitigation(s)	Requirements for recovery	January Update	Review Date
Life Science & Well-being Campuses													
R001	There is a risk that project partners will be less engaged with the project development and governance due to competing priorities	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	A new Campuses project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times.	Restated statement of commitment from all partners	Regular quorate meetings continue virtually with individual discussions with key partners as necessary.	Jan-21
R002	There is a risk that wider stakeholders including private sector will be less engaged with the project	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	An engagement strategy is being developed with regards to private sector supported by Life Science Hub Wales. This remains a priority.	Development and implementation of engagement strategy	Initial teaser video developed, engagement strategy/plan to be defined.	Jan-21
R003	There is a risk of under demand of incubation space	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Modelling continues of required proportion of incubation space within developments	Review of demand	Ongoing review of demand in line with the above.	Jan-21
R004	There is a risk that there will be a delay in the preparation of the business case	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A new working group has been formed to bring together the efforts to support the ongoing work to develop a revised business case	Fully functioning working group supporting project	Working group continues to meet with maximum support, revised outline business case developed, meetings continue to support project developments.	Jan-21
R005	There is a risk that there will be a delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken.	Pathway mapping agreed and agenda confirmed	Pathway schedule being defined for 2021.	Jan-21
R006	There is a risk that there will be insufficient resourcing to progress the project including human resource	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan	Resourcing requirements of project to be defined	Engagement with PMO, for appropriate additional resource.	Jan-21
R007	There is a risk that there will be significant unmet requirements for digital connectivity of any development	Medium	Low	Low	Medium	Low	Medium	Medium	Low	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects.	Digital considerations for Campuses project to be drafted	Existing digitally led project drafted, pending consideration.	Jan-21
R008	There is a risk that cofinancing of later stages may be delayed/reduced due to weakened economy	Medium	Medium	Medium	Medium	Low	Low	Medium	Low	Continued engagement with key stakeholders and scope maximised to attract investment opportunities	Review longer-term plans	Review of longer-term plans continues.	Jan-21
Digital Infrastructure													
1	Project funding is reduced or removed as a result of Covid19 and it's economic impact.	High	High	High	High	High	High	High	High	Seek assurances from regional office, Welsh and UK Government regarding Project funding.	Assurances received regarding security of Project/Deal funding.	Assurances remain with no reason to believe otherwise at this point.	Jan-21
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.	Restated statement of commitment from all partners and stakeholders.	Clear regional commitment to investment in Digital Infrastructure remains.	Jan-21
3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium	Medium	Low	Medium	Medium	Low	Continue to engage with the Telecommunications industry, monitor the market and it's activity.	Consistent or increased activity and investment from Telecommunications sector.	Consistent or increased activity and investment from Telecommunications sector ongoing.	Jan-21
4	Delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.	Governance structure, pathways and timelines agreed and adhered to.	Ongoing adherence to Governance structure, pathways and timelines.	Jan-21
Homes As Power Stations													
1	Economic downturn - housing market decline	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector	Housing market recovery	Housing market recovery	Jan-21
2	Economic downturn - affects the supply chain	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Local supply chain development	Local supply chain development	Jan-21
3	economic downturn - building cost increases / less able to afford technologies due to viability issues	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Flexible technology package - ensure affordability	revised cost model / technology specification	revised cost model / technology specification	Jan-21
Supporting Innovation & Low Carbon Growth													
1	Economic downturn	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Low Carbon as C 19 recovery plan	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
2	Reduced demand for business premises	Medium	Medium	Low	Medium	Low	Low	Low	Low	Evidence of demand. Private Sector engagement plan in place and regular review	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
3	Availability of external funding	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Policy alignment to ensure funding is available	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
4	Rise in construction costs	Medium	Medium	Low	Medium	Low	Medium	Medium	Low	Ongoing engagement with contractors	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
5	Delays in project programme	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Project management	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
6	skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Low	Low	Medium	Project management	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
7	revised industry requirements	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
8	reduction in service needs and commercial opportunities	Medium	Medium	Low	Medium	Low	Low	Low	Low	stakeholder / private sector engagement plan	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
9	delay in obtaining relevant approvals	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	policy alignment / decision making process	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
10	technological advancements	Medium	Medium	Low	Low	Low	Low	Low	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Align to C 19 economic recovery plans,	Jan-21
Pentre Avel													

1	Higher Education sector becomes financially compromised	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	The courses under development for Pentre Awel are in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be included are amongst those targeted for growth. Subsequently, projected student numbers/throughput at the Village are likely to be maintained. We will engage with our academic partners to understand and manage any impact and to ensure that the project benefits from any linked growth in student numbers. Education, Skills and Training programmes can be apportioned across number of HE providers should the need arise.	Proactive dialogue and fast track any new subject areas identified as having potential for growth. Maintain links with Universities to inform current round of their Higher Education and Improvement Wales (HEIW) growth bids.	All MoUs confirming intent to delivery at Pentre Awel aligned with their strategic objectives and Business Case. Heads of Terms discussions underway.	Jan-21
2	Ability to secure institutional funding	Medium	Medium	Medium	High	Low	Low	Low	Low	Prior to covid positive feedback received from selected funders. One of which has re-engaged and is currently preparing funding bid. The understanding is that this type of investment is likely to be more attractive going forward than for example office/retail investment. Financial consultant maintained to ensure a proactive approach to securing institutional investment.	Proactive management of approach to investors to ensure that CCC can maintain flexibility to progress with optimal funding in the changing market.	Planning complete funding anticipated to be confirmed March/Apri.	Jan-21
3	Uncertainty in construction sector/costs	Low	Low	Medium	Low	Low	Medium	Medium	Low	The construction of phase one will be procured through the South West Wales Contractors Framework, Lot 1. The companies have been assessed ahead of inclusion on the framework and there is no indication that this situation has changed. Suggestions are that price competition will be keen in the timescale proposed. Consultants Arup will be able to undertake informal pre-market engagement with contractors to ascertain their recovery period and ability to mobilise within the current project programme.	Ongoing market monitoring. Advanced notification to contractors on the SWWRCF ahead of procurement exercise.	Significant Early Market Engagement undertaken with contractors Nov-Dec 2020. Feedback used to inform procurement strategy.	Jan-21
4	Delays in project programme	Low	Medium	Medium	Medium	Low	Low	Low	Low	Momentum has been maintained. RIBA stage 3 work has been submitted, distribution of report has commenced to Directors and will be sent for specialist internal oversight as appropriate. Ecology work commissioned and assessed for social distancing to ensure the requisite surveys and pre-commencement works can be undertaken over the summer months. This will avoid any delay in construction commencing on site. COVID-19 may have an impact on construction contractors ability to mobilise to current project programme.	Proactive management through procurement process	Business Case submitted to UK/WG. Decision awaited. Tender documentation in preparation - target for publication in January 2021.	Jan-21
6	Changed partner priorities owing to COVID-19	Low	Low	Low	Low	Low	Low	Low	Low	The areas of work under consideration are those focused on health research (e.g. respiratory). Design specification to be updated as appropriate throughout RIBA stage 4 to reflect partners' priorities. This will ensure Pentre Awel is fully optimised to meet the latest research, health and education requirements.	Dialogue ongoing to ensure Pentre Awel provides a pipeline of education and skills programmes. Via community benefits, we will ensure that the project/contractor supports the emerging COVID-19 jobs market by offering apprenticeships, placements and skills development programmes. Joint business planning with research partners. Explore further covid-19 related opportunities.	Continued dialogue with education, business and research tenants. Ensuring compliance with the outputs and CSF of the City Deal business case and the strategic priorities of the organisations.	Jan-21
7	Delay in securing approval for City Deal Funding	Low	Medium	Medium	High	Low	Low	Low	Low	Full Business Case redrafted and prepared for resubmission. Business case identified as a priority for gateway process.	Business Case submitted to City Deal and CCC governance structure. Approval gained from ESB, Programme Board, Executive Board and Joint Committee Presentation to Full Council held November 2020.	Business Case submitted to UK/WG. Decision awaited. Feedback session with Govts 18/01/2021.	Jan-21
Skills & Talent													
1	Ability of training providers to deliver necessary training with the new restrictions following on from Covid 19 restrictions.	Medium	Low	Medium	Medium	Medium	Low	Low	Medium	Identify new ways of delivering training	capital funding for equipment to allow for on line delivery of training.	capital funding for equipment to allow for on line delivery of training.	Jan-21
2	shortage of teachers/lecturers qualified to teach the level of new technology training required by businesses	Medium	Medium	Medium	High	High	Low	Low	Medium	Develop training immediately for the teachers and lecturers utilising existing courses prepared in colleges and universities outside of Wales and work in partnership to upskill the staff	Funding and the willingness of teachers/lecturers to be upskilled.	Funding and the willingness of teachers/lecturers to be upskilled.	Jan-21
Yr Egin													
1	Unpredictable/unknown economic impacts	High	High	Medium	Low	Low	Medium	Low	Low	Monitoring/industry analysis	Demand levels post-Covid	Economic outlook remains highly uncertain	Jan-21
2	Reduced occupier demand	High	High	Medium	Medium	Medium	Medium	Low	Low	Dialogue with industry/occupiers. Change of project delivery scale and scope potentially needed	Demand levels post-Covid	Creative Sector demand study commissioned	Jan-21
3	Availability of external funding	Medium	Medium	Low	Medium	Low	Low	Low	Low	Limited impact but maintain dialogue with funders	Funding commitment or reduce scope	No change	Jan-21
4	Rise in construction costs	Low	Low	Low	Low	Low	Medium	Medium	Low	Reduce scope to contain within budget	None	Procurement risks raised to Medium	Jan-21
5	Delays in project programme	Low	Low	Medium	Low	Low	Low	Low	Low	Maintain current programme. Low risk event	None	No change	Jan-21
6	Ability to collaborate effectively with partners	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Maintain current effective dialogue with partners. Low risk	None	Timescale impact risk reduced to Low	Jan-21
7	Skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Medium	Medium	Medium	Monitor project team capacity	None	No change	Jan-21
8	Changed industry requirements	High	High	High	Low	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Specification of demand post Covid. Likely permanent change	Timescales risk raised to High	Jan-21
9	Reduction in service needs and commercial opportunities	High	High	Medium	Medium	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Specification of demand post Covid. Likely permanent change	Timescales risk raised to Medium	Jan-21
10	Delay in obtaining relevant approvals	Low	Low	Medium	Low	Low	Medium	Low	Low	Maintain current project planning. Low risk likelihood	None	No change	Jan-21
Swansea City & Waterfront Digital District													
1	Construction Delays	High	High	Medium	High	High	Medium	Low	Low	Work with contractor	Working practice	Working practice	Jan-21
2	Contractor Failure	Low	Medium	High	High	High	High	Low	Medium	Enter deed with Cont	Copm ASAP	Copm ASAP	Jan-21
3	Anchor failure	Medium	High	High	High	High	Medium	High	High	Meet regularly	Monitor	Monitor	Jan-21
4	Other Tennants	Medium	Medium	Medium	Medium	Medium	Medium	Low	Medium	Marketing process	Lockdown released	Lockdown released	Jan-21
5	Project Outputs	Medium	High	Medium	High	High	Medium	Low	Medium	Review and monitor	Economic recovery	Economic recovery	Jan-21
Pembroke Dock Marine													
Funded Outputs													

PDM_1	Inability to progress with survey work critical for design progress for key infrastructure elements (e.g. Ground Investigations for slipway)	Medium	Low	Medium	Low	Low	Medium	Low	Low	timescales based on further 6 month delay.	construction sector restrictions lifted	construction sector restrictions lifted	Jan-21
PDM_2	Risk of not completing the PDI slipway component by the end of the current ERDF period	Medium	Low	Medium	Low	Low	Medium	Low	Low	Could push completion of defects liability period outside December 2023 meaning any costs incurred outside this period would be ineligible for WEFO funding. MHPA quantifying the potential cost of this based on the current delivery profile. Potential to pay consultants acceleratory costs to pull timeline back into line. Potential to also modify slipway construction method to acheive result quicker. these measures will be best finalised once Principle Contractor is procured after detailed design at the end of 2020 -Q1 2021	ability to progress with survey work to finalise design and procure the services of principle contractor within and accelerated timescale once restrictions are lifted.	ability to progress with survey work to finalise design and procure the services of principle contractor within and accelerated timescale once restrictions are lifted.	Jan-21
Investment Objectives													
PDM_3	Delay in progress from key industry stakeholders and inward investors	Low	Low	Low	Low	Medium	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	majority of industry partners are funded entities or in development stage therefore seeing minor impacts as a result of the COVID situation. However those in build like Bombora are dealing their build and the impact on the supply chain who are reliant on that work for commercial sustainability needs to be considered.	majority of industry partners are funded entities or in development stage therefore seeing minor impacts as a result of the COVID situation. However those in build like Bombora are dealing their build and the impact on the supply chain who are reliant on that work for commercial sustainability needs to be considered.	Jan-21
PDM_4	Delay in progress from key additional benefit projects like Milford Haven: Energy Kingdom, SELKIE, South Wales Industriel Cluster and Celtic Sea Cluster development. (potentially due to furloughing of staff at partner organisations)	Low	Low	Low	Low	Low	Low	Low	Low	Identified as low across the board as project has already secured more than its target for years 1 and 2. however partners will maintain close dialogue with project leads sharing risk registers & adapt mitigation in collaboration with key partners.	unfurloughing of staff and or relaxation of restrictions on returning to business as usual	unfurloughing of staff and or relaxation of restrictions on returning to business as usual	Jan-21
PDM_5	Supply chain companies go into 'hibernation' making it difficult for MEECE and META to engage in innovation-support activities.	Low	Medium	Low	Low	Low	Low	Low	Low	Concentrate on 'active' companies, such as grant-funded or equity-funded organisations. Focus on innovation projects that require little direct input from target companies, but that can provide them with benefits when they leave 'hibernation'.	Need target companies to return to business as usual.	Need target companies to return to business as usual.	Jan-21
PDM_6	SMEs being supported by MEECE and META become 'Enterprises in difficulties' and therefore ineligible for support from ERDF funding	Low	Medium	Low	Medium	Low	Low	Low	Low	Governance processes require us to check SME finances. Projects can be paused to allow SMEs to recover their financial positions.	Many target SMEs are equity-funded and less sensitive to cashflow problems caused by Covid-19, but need clarity of long term finances in order to commit to new projects or continuation of existing projects. Need target companies to return to 'business as usual'.	Many target SMEs are equity-funded and less sensitive to cashflow problems caused by Covid-19, but need clarity of long term finances in order to commit to new projects or continuation of existing projects. Need target companies to return to 'business as usual'.	Jan-21
PDM_7	Universities do not sign up to MEECE collaboration agreement because of uncertainty of, or late confirmation of SBCD funding.	Medium	High	Low	High	High	Low	Low	Medium	ORE Catapult continues without university partners, with a smaller project, narrower scope and less likelihood of a long term legacy presence.	SBCD sign-off in time for universities to commit to recruitment on three year contracts.	SBCD sign-off in time for universities to commit to recruitment on three year contracts.	Jan-21
PDM_8	Floating wind Project Developers delay or cancel potential projects in Welsh waters due to inability to make progress on technical aspects due to supply chain shutdown.	Medium	Medium	Medium	Medium	Medium	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	Return to business as usual for supply chain.	Return to business as usual for supply chain.	Jan-21
PDM_9	PDZ Objectives - with significant SBCD approval delay, floating offshore wind (FLOW) market leaves PDZ behind and public sector money impact is significantly diluted	High	High	Medium	High	Medium	Low	Low	Medium	Consider PDZ FLOW fit in light of delay, and be prepared to adjust project objectives and business plan, through Project Change Request (PCR)	Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Jan-21
Consent & Consent Management													
PDM_10	Delay in consents due to the third party resource issues to review and respond within statutory time limits	Low	Medium	Medium	Medium	Medium	Medium	Medium	Low	Maintain dialogue with key stakeholders throughout consent process & manage expectation and key messaging around need for timely determination	Statutory consultees back to business as usual	Statutory consultees back to business as usual	Jan-21
PDM_11	Inability to progress with submission of consents due to need for more survey work that can not be completed until restrictions are lifted	Low	Low	Medium	Low	Medium	Low	Low	Low	Not currently an issue but potentially could be if the situation continues for more than 6 months.	Relaxation of restrictions on site work	Relaxation of restrictions on site work	Jan-21
Costs													
PDM_12	Increase in cost due to having to pay for acceleration charges from consultants to maintain delivery timescales	Low	Low	Medium	Low	High	High	Medium	Medium	review project timescale to see if delay in project end date possible. if not, assess the pros and cons of paying acceleration and make case to stakeholders for additional intervention if required.	Site work enabled to inform design work.	Site work enabled to inform design work.	Jan-21
PDM_13	Increase in cost for construction and service due to high demand of contractors and consultants during recovery phase as a result of market forces competing to regain control of project costs and programs	Low	Low	Medium	Low	High	High	Medium	Medium	potential to delay construction works planning in the immediate term out beyond period of 'economic bounce' to allow for supply demand curve to settle	timely approval to unlock ability to tender for detailed design.	timely approval to unlock ability to tender for detailed design.	Jan-21
PDM_14	PDZ Consents - approval delay together with COVID-19 constraints critically prejudices PDZ consent programme	Medium	Medium	High	Low	Medium	Low	Low	Low	Review PDZ Consent programme in the light of FLOW market analysis, and adjust programme to conform with ERDF funding timeline	Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Updated FLOW market analysis together with continued engagement with Welsh Gov on FLOW opportunity.	Jan-21
Project Governance													
PDM_15	Delay in progress towards finalising terms and conditions and associated documentation (collaboration agreement etc)	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	maintain regular dialogue within PDM partners and key stakeholders via Teams etc to maintain progress on project governance work during restrictions	timely provision of terms and conditions.	timely provision of terms and conditions.	Jan-21

Using the assessment of the risks associated with each assessment criteria provide an impact score associated with each in the table below:

ASSESSMENT CRITERIA	SCORING				Campuses	Digital	HAPS	SILCG	Pentre Awel	SKILLS	Yr Egin	Swansea Waterfront	PDM
	0	5	10	20									
Scope and key objectives	No change to project scope and key objectives	Limited and minor changes to project scope and key objectives	Widespread and major changes to project scope and key objectives	Significant change to project scope and key objectives	5	0	5	5	0	10	20	0	5
Targets	No risk to achieving project targets	Short-term, limited impact to achieving project targets	Widespread, but relatively short term impact on achieving project targets	Significant, long-lasting impact on achieving project targets	5	5	5	5	5	5	10	20	10
Timescales	No foreseeable delays to progress project	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	5	5	5	0	5	5
Reputation if project fails to deliver	No negative impact on City Deal reputation and programme	Local and limited negative impact on City Deal reputation and programme	Regional and limited negative impact on City Deal reputation and programme	Significant impact on City Deal reputation and programme	10	10	10	10	20	5	5	20	5
Stakeholders/partnerships commitment	No issues over stakeholder commitment and involvement	Limited and minor issues over stakeholder commitment and involvement	Widespread and major issues over major or multiple stakeholder commitment and involvement	Significant issues over a major or multiple key stakeholder commitment and involvement	5	5	0	0	0	0	0	10	10
Project costs	No variance to project costs	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	0	5	5	5
Procurement	No impact on procuring services or infrastructure	Minor impact on procuring services or infrastructure	Major impact on procuring services or infrastructure	Significant impact on procuring services or infrastructure	5	5	5	5	5	5	5	5	5
Staff resourcing	No impact to recruit and retain required staff	Limited impact to recruit and retain required staff	Widespread and major impact to recruit and retain required staff	Significant impact to recruit and retain required staff	5	5	5	5	5	5	0	10	0
TOTAL					45	40	40	40	45	35	45	75	45
					C	C	C	C	C	C	C	B	C

Suggested project categories relating to the risk and impact assessment score are as follows:

Project Risk and Impact Score	Suggested Project Category	Intervention
100+	A	Joint Committee commissioned task and finish group to conduct an in-depth review
50-99	B	Intervention required. Monitored and supported by the Regional Programme Office in conjunction with Project Team
25-49	C	No intervention required. Continue to monitor locally with support from the Regional Programme Office
0-24	D	No intervention required. Continue to monitor at a project level

The context in which the project operates and an element of common sense will be considered alongside the impact score to ensure that the right level of intervention and monitoring is in place for the successful delivery of the project.

0
5
10
20