



Covid-19 Risk Assessment

Identify project risks associated with the Covid-19 in the table below and determine to what extent they affect the impact criteria (blue shaded section):  
 Note: Once the above is complete, move to the impact assessment matrix worksheet before completing the Governance section (not shared section)

Ref No.	Risk	Year and/or duration	Target	Resources	Measurement points	Dependencies	Dependencies	Dependencies	Dependencies	Risk mitigation	Corrective action	Review date
1	Project funding is reduced or removed as a result of COVID-19 in economic terms.	High	High	High	High	High	High	High	High	Secure assurance from regional, Welsh and UK Government regarding Project funding.	Microsites remain with no option to better alternative at this time.	Apr-22
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium	Medium	Low	Low	Low	Low	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.	Clear regional commitment to investment in Digital Infrastructure Programme.	Apr-22
3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium	Medium	Low	Low	Low	Low	Continuous monitoring of market and providers' activity.	Continued or increased activity and investment from Telecommunications sector ongoing.	Apr-22
4	Delay in the approval of the finalised business case through partner governance and regional office.	Low	Low	Medium	Medium	Low	Low	Low	Low	Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.	Urging adherence to Governance structure, pathways and timelines.	Apr-22
5	Reduction in working flexibility from home prevents an effective working model that will be provided by Digital Infrastructure Programme.	Low	Low	Low	Medium	Low	Low	Low	Low	Programme to continue as planned.	Programme continuing as planned.	Apr-22
6	Finalisation of the Digital Infrastructure Programme.	Low	Low	Low	Medium	Low	Low	Low	Low	Programme to continue as planned.	Programme continuing as planned.	Apr-22
7	Risk of not completing the PDI delivery component by the end of the current ESDF period.	Low	Low	Medium	Low	High	Low	Medium	Medium	Could push completion of delivery period outside December 2023 meaning any risks incurred outside this period would be mitigated for ESDF funding. Work quantifying the potential cost of this based on the current delivery profile. Potential to use alternative construction methods to build alternative facilities. Potential to use ready supply construction method to achieve result quicker. These measures will be considered once Principle Contractor is procured after detailed design at the end of ESDF-03-2022.	These partners are working through a number of options including value engineering and engaging contractors to mitigate costs increase and ability to deliver against funding targets.	Apr-22
8	Delay in progress from key industry stakeholders and inward investors.	Medium	Low	Low	Low	Low	Low	Low	Low	Continual dialogue with project developers and public stakeholders (TEC, BEIS, Treasury) to maintain momentum.	Continue to engage on PDIW in all areas of opportunity and work collaboratively with stakeholders to ensure the business case is achieved and the potential to secure further regional opportunities is realised.	Apr-22
9	Supply chain companies go into 'hibernation' making it difficult for MESC and META to engage in innovation-support activities.	Low	Medium	Low	Low	Low	Low	Low	Low	Communicate an 'active' companies, such as grant-funded or equity-funded organisations. Focus on innovation projects that require little direct input from target organisations, but that can provide them with benefits when they 'hibernate'.	MESC and META making good progress on engaging with supply chain. Projects like One Alliance and MIRA adding relevance to MESC's offering therefore mitigating the risk. Targets still at risk but more associated with the latter time the uncertainties have to be considered in funding agreement design.	Apr-22
10	Universities do not sign up to MESC collaboration agreement because of uncertainty of, or late confirmation of ESDF funding.	Medium	Medium	Low	Medium	Low	Low	Medium	Medium	MESC continues without university partners, with a smaller project, narrower scope and less likelihood of a long-term presence.	Good progress on revision to targets.	Apr-22
11	Fluctuating wind Project Developer delay or cancel national projects. Risk of water delay to funding progress on technical aspects due to supply chain fluctuation.	Low	Low	Low	Low	Low	Low	Low	Low	Continual dialogue with project developers and public stakeholders (TEC, BEIS, Treasury) to maintain momentum.	Significant ramp up and interest from PDIW Developers in Q1 2022 and also Allocation from Crown estate published for PDIW. This has added significant positivity for PDIW. We are also seeing significant recruitment opportunities being advertised for the PDIW.	Apr-22
12	TEC alignment with significant ESDF approval delay. Fluctuating offshore wind PDIW market leaves PDIW and public sector money impact is significantly diluted.	Medium	Medium	High	High	Medium	Low	Low	Medium	Consider PDIW fit in light of delay and be prepared to adjust project objectives and business plan, through Project Change Request (PCR).	Review PDIW market programme in the light of PDIW market analysis, and adjust programme to conform with ESDF funding timeline.	Apr-22
13	Delay in comments due to the third party resource issues to review and respond within statutory time limits.	Low	Medium	Medium	Low	High	Low	Low	Low	Business dialogue with stakeholders throughout consent process & manage expectation and key messaging around need for timely determination.	Some PDIW comments received - including comments not causing any delays or issues and expected to be resolved.	Apr-22
14	Inability to progress with submission of comments due to need to meet current and that can not be completed.	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.	Will update next quarter.	Apr-22
15	Increase in cost due to having to pay for consultation charges from consultants to maintain delivery timelines.	Low	Low	Medium	Low	High	Medium	Medium	Medium	Review project timeline to see if delay in project and date possible. If not, assess the need and cost of further consultation and make case to stakeholders for additional consultation if required.	No change - will bring cost processes and waiting for latest comments to be delivered on site. This has been included in the PDIW current budget.	Apr-22
16	Delay in progress towards finalising terms and conditions and associated documentation (possession agreement etc).	Low	Low	Low	Low	Low	Low	Low	Low	Maintain regular dialogue with PDIW partners and key stakeholders via Teams etc to maintain progress on project governance work during restrictions.	Collaboration agreements all signed and executed.	Apr-22
17	Insurance costs.	Low	Medium	Low	Low	Low	Medium	Low	Low	Business dialogue with COVID-relevant insurers leading to a deliver in response. Could delay activity on site if timely insurance not in place. Also cost factor.	Will update next quarter.	Apr-22
18	<b>Partners Board</b>											
19	The Further and Higher Education programmes at Penryn need an end aligned with project objectives and local skills shortages.	Medium	Medium	Low	Medium	Low	Low	Medium	Medium	The courses under development for Penryn need an end in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be included in the Further and Higher Education programme. Subsequently, proposed student numbers throughout at the Village are likely to be maintained. We will engage with the academic partners to understand and manage any impact and to ensure that the project benefits from any linked growth in student numbers. Further Skills and Training programmes can be approved across number of HE providers, about the need for this.	Draft Head of Terms issued to education partners detailing the terms to be delivered on site. This has been reviewed against the education skills and training pipeline and the overall objectives of Penryn West.	Apr-22
20	Ability to secure institutional funding.	Medium	Medium	Medium	High	Low	Low	Low	Low	Plan to conduct regular feedback received from selected funders. One of which has engaged and is currently preparing funding bid. The undertaking is that this type of investment is likely to be more attractive going forward than for example offshore asset investment. Financial consultant maintained to ensure a proactive approach to securing institutional investment.	Conversations have been held with additional organisations to ensure that an optimal outcome can be achieved.	Apr-22
21	Shorterality of construction activities.	Low	Low	Medium	Low	Low	Medium	Medium	Medium	The construction of phase one will be procured through the South West Wales Construction Framework, lot 1. The companies have been assessed ahead of inclusion on the framework and there is no indication that this situation has changed. Negotiations are that price competition will be keen in the framework proposed. Construction team will be able to undertake informal pre-market engagement with construction to ascertain their recovery period and ability to mobilise within the current project programme.	Calculation of costs in progress.	Apr-22
22	Delays in project programme.	Low	Medium	Medium	Medium	Low	Low	Low	Low	Recovery 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. Existing work commissioned and assessed for initial disbursement to ensure the requisite surveys and pre-construction 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.	Internal resources identified to manage the construction contracts. Revised governance structure implemented. Programme developed.	Apr-22
23	Change 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 specifications to be updated as appropriate throughout RIBA stage 4 to reflect partners' priorities. This will ensure Penryn West is fully prepared to meet the latest health, research and education requirements.	Defined and managed. Incorporated into draft Heads of Terms.	Apr-22
24	<b>In Risk</b>											
25	Degradability/unseen economic impacts.	Medium	Medium	Medium	Low	Low	Medium	Low	Low	Market/industry analysis.	Recent cost being identified with associated risk assessment ongoing and to be completed.	Apr-22
26	Reduced supplier demand.	High	High	Low	Medium	Medium	Low	Low	Low	Dialogue with industry/clients. Change of project delivery rate and scope potentially necessary.	Industry recovery from COVID ongoing and to be monitored.	Apr-22
27	Availability of external funding.	Medium	Medium	Low	Low	Low	Low	Low	Low	Initial target but maintain dialogue with funders.	Engaging dialogue with potential external funders.	Apr-22
28	Risk in construction costs.	Medium	Medium	Low	Low	Low	Medium	Low	Low	Review scope to ensure value added.	Construction cost review ongoing but to be completed.	Apr-22
29	Delays in project programme.	Low	Low	Low	Low	Low	Low	Low	Low	Maintain current programme. Use live view.	Project programme overall not changed but to be monitored.	Apr-22
30	Ability to collaborate effectively with partners.	Low	Low	Low	Medium	Medium	Low	Low	Low	Maintain current effective dialogue with partners. Low risk.	Engaging dialogue with stakeholders ongoing.	Apr-22
31	Skills and capacity issues in terms of project delivery.	Low	Low	Medium	Medium	Medium	Medium	Medium	Medium	Monitor project team capacity.	Project team capacity seems to be good with security continued to help project scale to satisfy industry requirements.	Apr-22
32	Changed industry requirements.	High	High	Low	Low	Low	Low	Low	Low	Dialogue with industry/clients. Potentially change scope in line with new requirements.	Industry continues to help project scale to satisfy industry requirements.	Apr-22
33	Reduction in service needs and commercial opportunities.	Medium	Medium	Medium	Medium	Low	Low	Low	Low	Dialogue with industry/clients. Potentially change scope in line with new requirements.	Industry understands change in return of service requirements.	Apr-22
34	Delay in obtaining relevant approvals.	Low	Low	Medium	Low	Low	Medium	Low	Low	Maintain current project planning. Low risk. Feedback.	No change anticipated.	Apr-22
35	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 Campus 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.	Project Board has been reviewed and work packages identified to align with the delivery phase. Project approval panel and Stakeholder meeting active complete along with new appointment of a Campus and Relationship Manager to the project to continue direct stakeholder engagement through reducing the complexity of the role.	Apr-22
36	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.	Relationship Manager appointed and work packages and terms constructed to ensure engagement strategy is utilised to maximum effect.	Apr-22
37	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. Maintaining continuous of regular reporting of incubation space under developments.	Additional market research to be commissioned along with additional stakeholder focus groups to interact with commercial clientele and assess demand and availability of services for the planned activities.	Apr-22
38	There is a risk that there will be a delay in the preparation of the business case.	Low	Low	Low	Low	Low	Low	Low	Low	A new working group has been formed to bring together the efforts to support the project goal to develop a successful business case.	Business case approved by U.K. and Welsh Government. Bill Now Closed.	Apr-22
39	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	Low	Low	Low	Low	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and being undertaken.	Business case approved by U.K. and Welsh Government. Bill Now Closed.	Apr-22
40	There is a risk that there will be insufficient resources to progress the project including human resource.	Low	Low	Low	Medium	Low	Low	Low	Medium	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan.	Operational review scheduled for the project, including appointment of a Communication and Relationship Manager along with a restructured Project Board and delivery teams.	Apr-22
41	There is a risk that there will be significant unmet requirements for digital connectivity of an 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 digital for project.	Discussions continue with digital partners such as Vodafone and other providers.	Apr-22



	There is a risk that collating 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	Work streams identified in relation to commercial investment opportunities along with engagement with DfE, ESB, Business Wales and private sector investors.	Apr-22
<b>Theme 2: Private Sector</b>												
1	Economic downturn - housing market decline	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector	Close engagement with private and public sector	Apr-22
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	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Apr-22
3	Economic downturn - building cost increases / less able to afford technology due to ability issues	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Flexible technology package - ensure affordability	Flexible technology package - ensure affordability	Apr-22
<b>Supporting Innovation &amp; Low Carbon Growth</b>												
1	Economic downturn	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Low Carbon in C-50 recovery plan	No change	Apr-22
2	Reduced demand for business premises	Medium	Medium	Low	Medium	Low	Low	Low	Low	Review of demand - Private Sector engagement plan to plan and regular review	Continuing demand for facilities	Apr-22
3	Availability of external funding	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Policy alignment to ensure funding is available	No change	Apr-22
4	Risk to construction costs	Medium	Medium	Low	Medium	Low	Medium	Medium	Low	Close engagement with contractors	Review of increase in costs	Apr-22
5	Changes to product programme	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Product management	No change	Apr-22
6	Risks and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Low	Low	Medium	Project management	No change	Apr-22
7	Reduced industry requirements	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Working engagement with industry	No change	Apr-22
8	Alignment to funding needs and commercial opportunities	Medium	Medium	Low	Medium	Low	Low	Low	Low	Subscribed / private sector engagement plan	No change	Apr-22
9	Ways to obtaining relevant approvals	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Policy alignment / decision making process	Need to review Economic Case in line with V&I meetings	Apr-22
10	Technology advancements	Medium	Medium	Low	Low	Low	Low	Low	Low	Engaging engagement with industry	No change	Apr-22
<b>Skills &amp; Talent</b>												
1	Ability of training providers to deliver necessary training both for new vocations 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 the delivery of training.	Apr-22
2	Percentage of teachers/lecturers qualified to teach the level of new technology courses 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 teacher/lecturers to be upskilled.	Apr-22
<b>Resilience City &amp; Workforce Digital District</b>												
1	Construction Delay	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Work with contractor	Working on site	Apr-22
2	Construction Failure	Low	Medium	Medium	Medium	Low	Low	Medium	Low	Order ahead with Covid	Open ASAP	Apr-22
3	Resilient Market	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Market liquidity	Monitor	Apr-22
4	Other Resilience	Medium	Medium	Medium	Medium	Medium	Low	Medium	Medium	Marketing process	Lockdown released	Apr-22
5	Resilient Outlets	Medium	High	Medium	Medium	Medium	Low	Medium	Low	Review and monitor	Economic recovery	Apr-22