

Item 71

| ASSESSMENT CRITERIA                    | SCORING               |                                       |   |   | Impact score January 2022 |       |         |         |     |      |              |        |        |  |
|--|-----------------------|---------------------------------------|---|---|---------------------------|-------|---------|---------|-----|------|--------------|--------|--------|--|
|  | 0                     | 5                                     | 10                                      | 20  | PDM                       | W Egn | Compass | Digital | H&S | SICG | People Aware | Swemra | Skills |  |
| Scope and key milestones               | No change to project  | Limited and minor changes to project  | Widespread and major changes to project | Significant change to project               | 5                         | 10    | 0       | 0       | 5   | 5    | 0            | 0      | 10     |  |
| Timelines                              | No foreseeable delays | Potentially minor delays (0-6 months) | Potentially major delays (6-12 months)  | Potentially significant delays (>12 months) | 5                         | 5     | 0       | 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   | 10           | 10     | 5      |  |
| Stakeholders/partnerships commitment   | No issues             | Limited and minor issues              | Widespread and major issues             | Significant issues                          | 10                        | 0     | 5       | 5       | 0   | 0    | 5            | 5      | 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                         | 0     | 5       | 5       | 5   | 5    | 5            | 0      | 5      |  |
| Staff resourcing                       | No impact             | Limited impact                        | Widespread and major impact             | Significant impact                          | 0                         | 5     | 5       | 5       | 5   | 5    | 5            | 5      | 5      |  |
|  |                       |                                       |   | TOTAL                                       | 45                        | 40    | 30      | 35      | 40  | 35   | 35           | 40     | 30     |  |
|  |                       |                                       |   |   | C                         | C     | C       | C       | C   | C    | C            | C      | C      |  |

| ASSESSMENT CRITERIA                    | Scoring guide          |   |   |   | Impact score April 2022 |       |         |         |     |      |              |        |        |  |
|--|------------------------|---|---|---|-------------------------|-------|---------|---------|-----|------|--------------|--------|--------|--|
|  | 0                      | 5   | 10  | 20  | PDM                     | W Egn | Compass | Digital | H&S | SICG | People Aware | Swemra | Skills |  |
| Scope and key milestones               | No change to project   | Limited and minor changes to project      | Widespread and major changes to project                     | Significant change to project                   | 5                       | 10    | 5       | 0       | 5   | 5    | 0            | 0      | 10     |  |
| Targets                                | No risk to achievement | Short-term, limited impact on achievement | Widespread, but relatively short-term impact on achievement | Significant, long-lasting impact on achievement | 10                      | 10    | 10      | 5       | 5   | 5    | 5            | 5      | 5      |  |
| Timelines                              | No foreseeable delays  | Potentially minor delays (0-6 months)     | Potentially major delays (6-12 months)                      | Potentially significant delays (>12 months)     | 5                       | 5     | 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     | 5       | 10      | 10  | 10   | 10           | 5      | 5      |  |
| Stakeholders/partnerships commitment   | No issues              | Limited and minor issues                  | Widespread and major issues                                 | Significant issues                              | 10                      | 0     | 5       | 5       | 0   | 0    | 5            | 5      | 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                       | 0     | 5       | 5       | 5   | 5    | 0            | 0      | 5      |  |
| Staff resourcing                       | No impact              | Limited impact                            | Widespread and major impact                                 | Significant impact                              | 0                       | 0     | 5       | 5       | 5   | 5    | 5            | 5      | 5      |  |
|  |                        |   |   | TOTAL   |                         | 35    | 45      | 35      | 40  | 40   | 35           | 30     | 35     |  |
|  |                        |   |   | Intervention                                    | C                       | C     | C       | C       | C   | C    | C            | C      | C      |  |
|  |                        |   |   | Movement  | -                       | ↓     | ↑       | -       | -   | -    | ↓            | ↓      | -      |  |

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

|        | 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 |  |                 |
| Jan-22 | 3   | 4       | 4          | 4                                      | 2                                    | 6             | 2           | 1                |  | 26              |
| Apr-22 | 3   | 3       | 4          | 4                                      | 2                                    | 5             | 1           | 1                |  | 23              |
| Change | -   | ↓       | -          | -                                      | -                                    | ↓             | ↓           | -                |  | ↓               |

| Project Risk and Impact Score | Suggested Project Category | Intervention   |
|-------------------------------|----------------------------|--|
| 100+                          | A                          | Joint Commission   |
| 50-99                         | B                          | Intervention required  |
| 25-49                         | C                          | No intervention required. Continue to                            |
| 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.