

Welsh Government

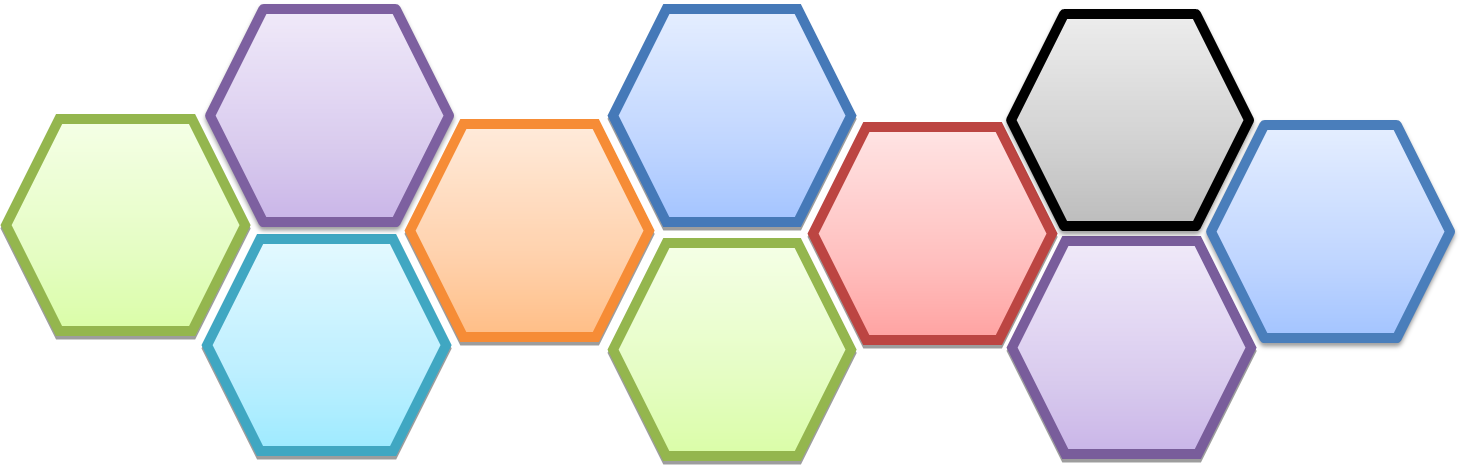
Integrated Assurance

Risk Potential Assessment Form (RPA)

(IAH-RPA)

**Development of the Regional Sexual Assault Referral Centre (SARC) Hub at CRI & Accommodation for the Community Addictions Team (CAU), Dispensing and Treatment Team (DaTT), Community Mental Health Team (CMHT)**

February 2022



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| **INTRODUCTION** |
| **About OGC Gateway™:**  Programmes and projects provide an important vehicle for the efficient and timely delivery of government aims. Good and effective management and control of programmes and projects is therefore essential to the successful delivery of government objectives. The Welsh Government Assurance Process (consistent with the OGC Gateway) is the responsibility of the Integrated Assurance Hub (IAH) and authorised to deliver assurance under accredited licence from the Infrastructure and Projects Authority (IPA), which is part of the UK’s Cabinet Office. This process is designed to provide independent guidance to Senior Responsible Owners (SROs), programme and project teams and to the departments who commission their work, on how best to ensure that their programmes and projects are successful.t? 04  OGC Gateway Reviews as part of the assurance framework 04  The OGC Gateway Process examines programmes and projects at ‘key decision points’ in their lifecycle, and looks ahead to provide assurance that they can progress successfully to the next stage. The OGC Gateway Process is regarded as best practice in central civil government throughout the UK, and applicable to a wide range of programmes and projects, including:   * policy development and implementation * organisational change and other change initiatives * acquisition programmes and projects * property/construction developments * IT-enabled business change * procurements using or establishing framework arrangements.   **Value of the OGC Gateway Process**:: wider context of the OGC Gateway Process 06**Introduction he OGC Gateway™ Process** 03  OGC Gateway Reviews deliver a ‘peer review’, in which independent practitioners from outside the programme/project use their experience and expertise to examine the progress and likelihood of successful delivery of the programme or project. They are used to provide a valuable additional perspective on the issues facing the programme/project team, an external challenge to the robustness of plans and processes, and support to SROs in the discharge of their responsibilities to achieve their business aims, by helping to ensure:   * the best available skills and experience are deployed on the programme/project * all the stakeholders covered by the programme/project fully understand the programme/project status and the issues involved * there is assurance that the programme/project can progress to the next stage of development or implementation and is well managed in order to provide value for money on a whole life basis * achievement of more realistic time and cost targets for programmes and projects * improvement of knowledge and skills among government staff through participation in Reviews * provision of advice and guidance to programme and project teams by fellow practitioners.   The Welsh Government’s Risk Potential Assessment Form (IAH-RPA) is designed to provide a standard set of high-level criteria for assessing the **risk potential** of a programme/project in a strategic context.  The RPA enables a conversation to be had about the risks and responsibilities that the SRO has for delivery and that the programme/project in respect of visibility, reporting and assurance in a wider portfolio management context. The RPA can also help the programme/project to identify areas where specific skills sets, commensurate with the level of complexity, may be required.  The OGC Gateway Process offers an independent assurance for all potential high and medium risk programmes/projects within Welsh Government and Wider Welsh public sector. In order to determine the applicability of an OGC Gateway Review, the RPA **must** be completed by the SRO for the programme/project.   The RPA form is in five sections :   * Section 1 - (Programme/Project General Information) – gathers some basic information about the programme/project * Section 2 - gathers a brief synopsis of the programme/project, its key objectives and the stage of the programme/project at the current time. This will provide context for the assessment by the IAH. * Section 3 - is designed to build on information provided in Section 2, by capturing a standard set of high-level criteria for further assessing the **risk potential** of a proposed programme/project. This section is also used to determine if an Assessment Meeting with the SRO is appropriate to discuss whether an OGC Gateway Assurance might be of value to the programme/project. At the end of each question within this section the SRO is required to make a self assessment of the level of risk the programme/project carries. Further information and an explanatory note is required to support the self assessment. * Section 4 – The SRO is required to provide an overall self assessment of the level of risk the programme/project is at. * Section 5 – SRO sign off for the RPA form.   Completed forms must be sent directly for assessment to the Integrated Assurance Hub (IAH) Mailbox [Assurance@gov.wales](mailto:Assurance@gov.wales) |

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| **SECTION 1 :** | **Programme/Project General Information** |
| 1. Is this a Portfolio/Programme or   Project? | Project |
| 2. Programme/Project name | Development of the Regional Sexual Assault Referral Centre (SARC) Hub at CRI & Accommodation for the Community Addictions Team (CAU), Dispensing and Treatment Team (DaTT), Community Mental Health Services |
| 3. Your Division/Department | Cardiff and Vale UHB |
| 4. Programme/Project Type | Capital |
| 5. SRO Contact Details (to include   telephone number, mobile number   and e-mail address) | Abigail Harris  Exec Director Strategy and Planning  Cardiff and Vale UHB  [abigail.harris@wales.nhs.uk](mailto:abigail.harris@wales.nhs.uk)  029 2183 6002 |
| 6. Programme/Project Manager details   (to include telephone number, mobile   number and e-mail address) | Geoff Walsh  Director of Capital, Estates and Facilities  Cardiff and Vale UHB  [geoff.walsh@wales.nhs.uk](mailto:geoff.walsh@wales.nhs.uk)  02921836227  Cath Wood  Director of Operations  Children and Women Clinical Board  Cardiff and Vale UHB  [Catherine.wood2@wales.nhs.uk](mailto:Catherine.wood2@wales.nhs.uk)  Daniel Crossland  Director of Operations  Mental Health Clinical Board  Cardiff and Vale UHB  [Daniel.crossland@wales.nhs.uk](mailto:Daniel.crossland@wales.nhs.uk) |
| 7. Primary contact point for   administration of the OGC Gateway™   Review (to include telephone number,   mobile number and e-mail address) | Geoff Walsh  Details as above |
| 8. Finance Officer details: Review (to   include telephone number, mobile   number and e-mail address)  *(N.B. review costs will initially be met   by the Integrated Assurance Hub but   will be recouped via journal at the end   of the review)* | Cath David  Senior Business Partner  Children & Women’s Services Clinical Board  Cardiff and Vale UHB  029 218 36430 |
| 9. Date of previous Gateway Review if applicable –  *please include previous Gateway Product & IAH unique number).* | Click here to enter a date.  Choose an item.  No Gateway has been undertaken for this project |

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| **SECTION 2 : PROGRAMME / PROJECT DETAILS** |
| *Please provide a brief synopsis of the programme/project, the key objectives and at which stage the programme/project is currently at:*  There are a number of elements to this project, and these are intrinsically linked to the wider development of the CRI site as a health and wellbeing centre (separate OBC):-   * Development of a Regional SARC Hub at CRI as part of a new regional SARC model for South East Wales, agreed in 2019 by partner organisations, including Health Boards, Police and Crime Commissioners and Police Authorities.   The works will involve the relocation of the SARC from its current location within the main CRI building to refurbished and extended accommodation in Houses 54/56 at the rear of the CRI site. The proposals will provide a more appropriate and discrete setting for delivery of SARC services away from the main thoroughfare of the CRI, the separation of adult and children’s SARC facilities and a long term infrastructure solution that is sustainable and will provide forensic medical examination facilities which are compliant with the new Forensic Science Regulator (FSR) Codes and achieve ISO 15189 accreditation   * Development of a new replacement Links building which will accommodate the following:-   + Relocation of the Community Addictions Unit (CAU) from their current location in Houses 54/56 at CRI   + Relocation of the Links CMHT and Drug and Alcohol Treatment Team (DATT), both of which are in interim accommodation as a result of major storm damage to the Links building in 2018   + A number of community mental health services, planned to be delivered from the CRI site, which could appropriately be co-located, including the Hamadryad CMHT, and services for specialist eating disorders (SHED), perinatal, Headroom   Plans for the project have been developed within the context of the whole CRI site, which is currently the subject of a separate OBC to be submitted to Welsh Government in May 2022 and sets out the rationale for the development of the CRI as a Health & Wellbeing Centre (H&WC) for residents of the South & East Cardiff Locality. The Planning Authority has been clear that before they will give permission for the demolition of the unsafe and derelict Links building, they require plans for its replacement with a building of similar mass and position on the site. In addition, the redesign of the CRI site will see the main entrance repositioned to the rear of the site to reflect patient flow from public transport stops on Newport Road and the main car/bicycle park, and also the development of the ‘heart’ of the H&WC. For these reasons, the project includes the wider service scope described above.  The SOC for the redevelopment of the SARC on the CRI was endorsed by Welsh Government in December 2019. In discussion with Welsh Government colleagues, it was felt that the inclusion of the new Links building in this OBC would be both appropriate and consistent with the wider development of the CRI site. |

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| **SECTION 3 : GUIDANCE** |
| Section 3 of the RPA assesses the potential risk for the programmes/project. The overall RPA assessment process at this point is an **indicator** of risk potential and is not an exhaustive risk analysis model. However, it can be the starting point for a more exhaustive risk assessment of a programme/project.  This section is made up of a series of five key short assessments, which will determine the basic and initial risk rating of the programme/project. 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. Each question requires an answer using the drop down boxes, a self assessment of the level of risk and a short explanatory note of the reasoning for the self assessment mark. This will provide further detail for the IAH and an audit trail of the considerations.  After completion, the SRO should e-mail the RPA Form directly to the IAH for initial assessment. The IAH will then formally write to the SRO to notify them of the outcome.    The initial assessment will normally be used throughout the life of the OGC Gateway Review process. However, and even though the score might decline during the programme/project lifecycle, should the programme/project’s risk assessment increase, the higher assessment may take precedent.  If you have further questions about the use or completion of this section, please contact the Integrated Assurance Hub on 0300 025 0149 or 0300 025 3901 or you can e-mail us on [Assurance@gov.wales](mailto:Assurance@gov.wales) |

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| **SECTION 3.1 Strategic Alignment & Commitment** | |
| 3.1.1: Does the programme/project satisfy a ministerial commitment?  If YES, please state who is the responsible minister(s) | Yes  Eluned Morgan |
| 3.1.2: Does the programme/project cut across ministerial portfolios | Yes  Mental health – Deputy Minister |
| 3.1.3: Does the programme/project satisfy a major policy commitment?  If YES, Which policy? | Yes   |  | | --- | | * Includes:- * Violence against women, domestic abuse and sexual violence (Wales) Act 2015 * National strategy on violence against women, domestic abuse and sexual violence: cross government delivery framework (2018 – 2021) * Service Framework for the Treatment of People with a Co-occurring Mental Health and Substance Misuse Problem * WG Eating Disorder Service Review 2018 * A Healthier Wales (2021) * Prosperity for All: A Low Carbon Wales (2019) * National Clinical Framework (2021) * The Socio-economic Duty (2021) * NHS Wales Decarbonisation Strategic Delivery Plan (2021) * Wellbeing of Future Generations (Wales) Act 2015 | |
| 3.1.4: Does the Programme/Project impact Key Organisational Objectives? | Critical link to delivery of key strategic objectives /targets |
| 3.1.5: Does the Programme/Project impact Business Change? | Likely change to business operations |
| **Strategic Alignment & Commitment – Self assessed risk rating** | Low |
| **Further information & explanatory note:**  The capital proposals:-   * are consistent with, and actively progress, a number of key Welsh Government policies * are consistent with UHB objectives:-   + reduce health inequalities   + deliver outcomes that matter to people   + all take responsibility for improving our health and wellbeing   + offer services that deliver the population health our citizens are entitled to expect   + Have an unplanned (emergency) care system that provides the right care, in the right place, at the right time   + Have a planned care system where demand and capacity are in balance   + work better together with partners to deliver care and support across care sectors, making best use of our people and technology   + reduce harm waste and variation sustainability making best use of the resources available to us * support the delivery of the agreed new Regional SARC Model for South East Wales (Dec 2019), including the development of the Cardiff SARC as the Regional SARC Hub and the construction of sustainable ISO accredited FME facilities * will positively contribute to the development of CRI as a H&WC which forms a key project within the SOFW:IOC PBC, is supported by stakeholder partner organisations and was endorsed by WG in 2019 * supports the vision to deliver a locality focused model of care for mental health services, through the relocation of the Hamadryad CMHT to the new Links building * The ‘low’ risk assessment has been given to this project as the service change required to implement the South East Wales Regional SARC model will be implemented during 2022 following the construction of interim facilities adjacent to the current SARC at CRI. This OBC relates to the development of permanent facilities for the Regional SARC Hub which, in addition to meeting ISO accreditation and separation of flows for children and adults, will also deliver modern fit for purpose facilities, sized to meet demand for the service, in a discrete location on the CRI site away from the planned construction works and subsequent health and wellbeing centre activity. | |

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| **SECTION 3.2: Financial/funding impact** | |
| 3.2.1: How much is the projected budget for the programme/project?  *N.B. when completing this part of the form, please take into account the whole-life costs of the programme/project (as defined by HM Treasury Green Book)* | £5M and above  Anticipated capital cost c. £46m |
| 3.2.2: How long is the programme/project expected to run? | Over 2 Years  Capital build project |
| 3.2.3: Is funding secured and in place for the entire lifecycle of the programme/project? | No  OBC stage for capital funding from AWCP |
| 3.2.4: Does the programme/project receive external funding? | Yes - Capital Revenue  Capital – AWCP; SARC revenue – multi-organisation |
| 3.2.5: How is the Programme/Project budget managed? | Budget within delegations and local control |
| **Financial/Funding Impact – Self assessed risk rating** | Medium |
| **Further information & explanatory note:**  This is a major capital scheme of £46m. Capital funding for this project is anticipated to come from the All Wales Capital Programme. SOC endorsed by WG 2019. OBC to be submitted to WG May 2022. Cardiff and Vale UHB has a robust project management structure in place to manage the project, consistent with the UHB Standing Financial Instructions and the Scheme of Delegation to ensure appropriate governance of capital spending.  The revenue business case to support the service changes arising from the new Regional SARC model for South East Wales, is in development and anticipated to be approved by the South Wales SARC Assurance and Oversight Board and appropriate commissioners in April 2022. This will support the transfer of acute SARC services from Risca and Merthyr to the interim SARC facilities during the summer of 2022. | |

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| **SECTION 3.3 Stakeholder Engagement** | |
| 3.3.1: Has the Programme/Project identified all stakeholders? | Yes - All stakeholders identified and engaged |
| 3.3.2: How complex is stakeholder management? | some general public engagement and stakeholders across several organisations |
| 3.3.3: Impact on resources | most resources in place  Capital – OBC working its way through the AWCP process  Revenue – SARC service revenue is the subject of a separate BC to be agreed with stakeholders in Spring 2022. Increase in facilities associated revenue to be address by UHB |
| 3.3.4: How many staff within the organisation will be affected by the programme/project? | 100+ |
| 3.3.5: Impact on Public | Low impact - Minister advised  Minister to be advised.  EHIAs undertaken. Engagement exercise planned |
| **Stakeholder Engagement – Self Assessed Risk Rating** | Medium |
| **Further information & explanatory note:**  The development of the South East Wales Regional SARC Model was agreed in 2019 following wide stakeholder engagement. This model is currently being implemented supported by the construction of interim FME facilities in CRI, which will allow for the transfer of acute activity from Risa and Merthyr during the summer of 2022. The development of sustainable SARC facilities on the CRI site, the subject of the current OBC, will in effect just involve a relocation of the SARC Hub on the current site.  For the majority of substance misuse and mental health services to be accommodated in the new Links building this will be a matter of relocation of staff and services within the CRI site. Benefits will include relocation of services from facilities which are in poor condition and no longer fit for purpose, into to modern purpose designed accommodation offering improved access to, and co-ordination of services for clients with co-occurring mental health and addiction problems, and an improved service user and staff experience.  The ambition for Cardiff CMHTs is to move towards alignment with the Localities (this has already been achieved in the Vale), with the team co-located on the H&WC site and clinics delivered across community facilities, close to where people live. This process will begin with the transfer of the Hamadryad CMHT to the H&WC@CRI. An EHIA has been undertaken to help us understand potential impacts for service users and to assist conversations with stakeholders about how best we can deliver a co-ordinated service aligned across Localities, while providing accessible services and a positive experience for service users. | |

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| **SECTION 3.4 Governance** | |
| 3.4.1: Has the programme/project undertaken a scoping exercise to ensure there is no duplication of work in any other part of the organisation? | Yes |
| 3.4.2: Are the Programme/Project Governance arrangements in place? | Yes |
| 3.4.3: Are the Programme/Projects Time & Quality Targets Achievable? | Yes |
| 3.4.4: Has the Programmes/Projects benefits been identified? | Yes |
| 3.4.5: Has the programme/project considered and implemented security standards in compliance with regulatory Acts e.g. GDPR? | No change anticipated through this project - services will continue to deliver services that comply with regulatory Acts |
| 3.4.6: Governance – Self Assessed Risk Rating | Low |
| **Further information & explanatory note:**  Capital funding for this project is anticipated to come from the All Wales Capital Programme. SOC endorsed by WG 2019. OBC to be submitted to WG May 2022. Cardiff and Vale UHB has a robust project management structure in place to manage the project, consistent with the UHB Standing Financial Instructions and the Scheme of Delegation to ensure appropriate governance of capital spending.  The project proposals have been developed within the context of the whole CRI site, which is the subject of a separate OBC to be submitted to Welsh Government in May 2022 and sets out the rationale for the development of the CRI as a Health & Wellbeing Centre (H&WC) for residents of the South & East Cardiff Locality. The development of the H&WC@CRI is incorporated within tranche 1 of the Shaping Our Future Wellbeing: In Our Community Programme (SOFW:IOC), and the Community @Home Programme.  CAV UHB has established robust management arrangements for the project to effectively govern and successfully manage the project and deliver it in accordance with best practice. The Project Team and Project Board (aka SOFW:IOC Delivery Group) are key components in the project management structure and are comprised of the appropriate clinical and corporate representatives to inform and deliver the project. There are direct links with the Programme Director for SARC within the NHS Collaborative and the South Wales SARC Programme management structure and partner organisations, ensuring the project proposals are consistent with the regional model. | |

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| **SECTION 3.5 Programme/Project Dependencies** | |
| 3.5.1: Is the Programme or Project dependant on or connected to wider initiatives? | Dependancies on local initiatives across a number of organisations |
| 3.5.2: Does the programme/project depend on key components, consent or approvals which are outside the organisations direct control? | key component of programme/project objective requires consent or approval from external organisation |
| 3.5.3: Does the programme/project key objective require new IT systems and/or the need to develop interfaces with existing IT systems? | No IT dependency  There are no new IT systems planned as part of this project, although the design will allow for continued service access to currently available IT systems |
| 3.5.4: How complex are the commissioning/procurement arrangements for the programme/project | Single supplier required from existing commissioning/procurement framework  Procurement via the Building for Wales framework |
| **Programme/Project Dependencies – Self Assessed Risk Rating** | Low |
| **Further information & explanatory note:**  The development of new facilities for the Regional SARC Hub assumes agreement will be achieved with partner organisations (NHS Wales Health Collaborative, Health Boards, Police Commissioners and Police Organisations, New Pathways) in Spring 2022 for the revenue to deliver the South East Wales Regional SARC model.  ISO accreditation of forensic medical examination processes and procedures to be achieved by October 2023, based on the interim FME facilities at CRI. The design of the FME facilities within the proposed new Regional SARC Hub have been developed and agreed with Police colleagues, including the Forensic Quality Officer, ISO Accreditation Lead.  While the development of the Regional SARC Hub and replacement Links building is a standalone project within the wider, and more complex, development of the H&WC@CRI, it will take advantage of the provision of decant accommodation within the main CRI building to accelerate the timescale for completion of the SARC and new Links building. This will take place as an early phase of the overall CRI development.  The Supply Chain Partner has been appointed through the NHS Building for Wales Framework | |

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| **Section 4: Programme/Project overall self assessment risk rating** |
| Low |

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| **Section 5: SRO ENDORSEMENT** | |
| I am satisfied that the Risk Potential Assessment provides an accurate reflection of the programme/project at this stage of development. | |
| Signed  (Senior Responsible Owner) | Date |
| 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 |