

APPENDIX D - SEND SUFFICIENCY & CAPITAL PROJECT

Project
Risk Log

Please refer to tab 3 'Risk Matrix Guidance' before completing
Negative Risks = a threat to Project and its aims (aim to reduce Level of risk); Positive Risks = an opportunity to the project and its aims (aim to increase level of opportunity)

Project ID and Title:	SEND Sufficiency & Capital Project
Project Manager:	Education Capital Team
Last updated:	23/07/2020

Type of risk (+ve / -ve)	Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Equalities related risk?	Current Risk Level			Monetary impact of risk £K	Risk Tolerance			Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer
											Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating			
Negative	R01 - Economic & Political	Impacts of Covid-19 and BREXIT have potential to impact the commercial projections (expenditure & funding) and timescales for delivery (considering impacts on the supply chain etc.).	External influence - Global.	Cost uncertainty (potential increased cost). Project delays.	Open	Service Provision	BCC	Robust procurement options. Continual review. Implementation of programme & cost contingency. Commission of Q.S. advisory services.	<>	N	4	5	20	unknown	4	5	20	Jul-20	Continual assessment and review.	
													0				0			
Negative	R02 - Economic & Political	Economic uncertainty - market fluctuations. Potential for a recession /change in interest rates/ supply chain risks (as above).	External influence - UK	Cost uncertainty (potential increased cost). Project delays.	Open	Service Provision	BCC	Robust procurement options. Continual review. Implementation of programme & cost contingency. Commission of Q.S. advisory services.	<>	N	4	3	12	unknown	4	3	12	Jul-20	Continual assessment and review.	
													0				0			
Negative	R03 - Economic	Elmfield - Capital receipt projections subject to variance.	External influence - UK	Financial shortfall. Potential for actual Capital Receipt value to be lower than projected with the requirement for borrowing.	Open	Financial loss	BCC	Lower value projected cost used in business case. Continual review. Commission of Q.S. advisory services.	<>	N	3	3	9	unknown	3	3	9	Jul-20	Continual assessment and review.	
													0				0			
Negative	R04 - Strategic	Available / insufficient funding. Projected funding not received.	DfE negatively adjusting projected grant funding. Projects with greater urgency absorbing allocated and projected funding.	Financial shortfall. Potential requirement for borrowing to deliver the project.	Open	Financial loss	BCC	Existing and projected funding has been identified which exceeds the expenditure. Request for projected funds to be underwritten should projected funding become unavailable.	<>	N	2	5	10	unknown	2	3	6	Jul-20	Continual assessment and review.	
													0				0			
Negative	R05 - Statutory - Planning	Not obtaining a successful Planning Decision Notice or Conservation area consents for the proposals - enhanced risks with TP0 and proposal to Victorian buildings.	Developed design proposals not aligned with Planning Policy or community objections.	Delays to development. Costs for redesign. Potential risks of non-delivery.	Open	Service provision	BCC (Commissioned design team)	Commission of experienced design and project teams. Early consultation with all stakeholders, including the LPA and Conservation team. Submission of a Pre-App or PPA.	<>	N	3	5	15	unknown	2	5	10	Jul-20	Early consultation with stakeholders, including LPA and community groups. Commission competent design and project teams to progress any design options.	
													0				0			
Negative	R06 - Statutory - Planning	Requirement for S106 works anticipated, notably for highway works.	Proposals are anticipated to require off-site works in connection with the development proposals.	Additional project costs attracted.	Open	Financial	BCC	Early consultation with the LPA and Conservation team, submission of a Pre-App or PPA. Inclusion of funding within the budget for S106 works.	<>	N	4	3	12	unknown	4	1	4	Jul-20	Early discussion with LPA. Review of S106 budgetary allowance.	
													0				0			
Negative	R07 - Technical	Capacity of site services and infrastructure (cost).	Potential for existing infrastructure to require upgrading.	Additional cost. Potential programme implications.	Open	Financial	BCC	Early commission of surveys.	<>	N	3	3	9	unknown	3	3	9	Jul-20	Early commission of utility and capacity surveys,	
													0				0			
Negative	R08 - Technical	Site abnormalities (cost & programme)	Outline feasibility works have been largely desk-top based. Considerable risks associated with abnormalities and risks not yet investigated (ecological, deleterious, UXD etc.).	Additional cost. Potential programme implications.	Open	Financial	BCC	Completion of site surveys and desktop investigation to identify abnormalities to inform cost and risk allocation.	<>	N	4	5	20	unknown	4	5	20	Jul-20	Early commission of on-site specialist surveys.	
													0				0			
Negative	R09 - Technical	Disturbance to academic activities, and neighbours, during construction.	Construction activity (demolition, refurbishment, new build)	Disturbance to academic activities from noise and disruption nuisance to neighbouring communities.	Open	Communities	BCC	Programme significant ground works during holiday duration if possible. Temporary decant accommodation for Claremont. Full coordination of construction programme with Upper Horfield Community School. Contractor to be registered with and independently audited by the CCS.	<>	Y	4	5	20	Minimal	4	3	12	Jul-20	Early discussion and full consultation with schools and the neighbouring community to develop and convey the programmed construction works. Commission of a competent and experienced Contractor of working within dense urban areas.	
													0				0			
Negative	R10 - Technical	Temporary accommodation arrangements for Claremont school not being suitable.	Claremont School will need to vacate the existing buildings to enable the construction works to be undertaken.	Disturbance to Claremont pupils and staff must be minimised as far as is reasonably possible. Locations for temporary options have been identified. All options to be identified and reviewed.	Open	Service Provision	BCC	Options have been identified and budget costs ascertained. The selected option and associated risks to be progressed upon project approvals / early design stage.	<>	Y	3	5	15	Nominal - allowance within the budget for temporary accommodation	3	3	9	Jul-20	Options for temporary accommodation to be reviewed and progressed upon project approvals.	
													0				0			
													0				0			
Negative	R11 - Organisational	Options not meeting the needs of all schools, governors, parents and pupils.	The feasibility / discovery works have been completed in consultation with Elmfield & Claremont schools and the City of Bristol College in the autumn 2019. Notification of the proposals were provided in July 2020 to parents/pupils of the schools and Upper Horfield Community School and Fairfield School, once appropriate notification was provided to users of the BEC and there was greater confidence the project could be commercially delivered.	Risks that the outline proposals do not meet needs of all stakeholders. Implications of associated changes to the outline feasibility proposals and/or programme delivery of the proposals (cost & programme)	Open	Service delivery	BCC	Full consultation to be carried out, upon project approval, to ascertain feedback from all stakeholders, including all schools, parents/ pupils, prior to progressing any options.	<>	Y	4	5	20	unknown	2	5	10		Update all schools with the feasibility options prior to project approvals. Full engagement and consultation with schools, parents, pupils and wider stakeholders, prior to progressing any options.	
													0				0			
Negative	R12 - Legal & Strategic	Formal agreements to establish space allocation, shared access arrangements and, where relevant, development agreements remain to be progressed.	Details not progressed during the high level feasibility / options works to date.	Details remain to be confirmed and developed during any forward design works.	Open	Service delivery	BCC	Early discussion with all schools and BCC Property and Legal Services teams upon project approvals to agree space allocation and confirm responsibilities of all shared access arrangements.	<>	N	3	5	15	unknown	3	3	9	Jul-20	Update all schools with the feasibility options prior to project approvals. Full engagement and consultation upon project approvals with all stakeholders, including BCC Property & Legal teams.	
													0				0			
Negative	R13 - Organisational	Disruption and disturbance to staff using the BEC.	Uncoordinated communications and no forward programme, proposals or funding for staff moving from the BEC.	No forward plan of options in place for staff.	Open	Service delivery	BCC	Options and finance for office moves to be identified, appropriately communicated to staff and forward moves managed.	<>	Y	4	3	12	unknown	3	3	9	Jul-20	Initiation of sub-project for BEC staff moves. Options to be progressed. Communication with staff once options identified.	
													0				0			
Negative	R14 - Technical	The majority of feasibility option works has been undertaken from desktop information only. Risk of variance from desktop information impacting the options.	Feasibility works to date are by high level only with the majority of information ascertained from desktop info only.	Detailed site information to be ascertained as part of the developing design stage. Budgetary allowance has been made for abnormalities. Potential cost implications at this stage are undetermined.	Open	Project Management	BCC	Commission of specialist surveys early upon project approvals.	<>	N	4	3	12	unknown	4	3	12	Jul-20	Early commission of specialist surveys once approvals provided.	
													0				0			
Negative	R15 - Technical	Site infrastructure has not been assessed (utility capacity/ drainage condition & network capacity etc.)	Feasibility works to date are by high level only with the majority of information ascertained from desktop info only.	Detailed site information to be ascertained as part of the developing design stage. Budgetary allowance has been made for abnormalities. Potential cost implications at this stage are undetermined.	Open	Project Management	BCC	Commission of specialist surveys early upon project approvals.	<>	N	4	3	12	unknown	4	3	12	Jul-20	Early commission of specialist surveys once approvals provided.	
													0				0			
Negative	R16 - Human factors	Community objection to proposals.	Negative impacts of the proposals to the neighbouring communities (including, but not limited to parking, noise, disruption during construction).	No successful Decision Notice. Anxiety for neighbours and communities.	Open	Project Management	BCC	Early consultation with neighbours and community groups, and consultation throughout design and development. Designs to be sympathetically developed to suit the urban environments and placemaking, with consideration to any issues raised by the community.	<>	N	3	5	15	unknown	2	5	10	Jul-20	Early consultation with neighbours and community groups.	
													0				0			
Negative	R17 - Statutory	Appropriation of Elmfield land from Educational use to residential use.	Permissions may need to be sought from the Secretary of State for the sale of the Elmfield site, for residential use, to support the wider educational development masterplan.	Potential loss of income via the projected capital receipt.	Open	Financial	BCC	Early consultation with the Sds / DfE and discussion with BCC Property and Legal teams to assess risk and mitigation options.	<>	N	2	7	14	£3m (estimated value of capital receipt)	2	7	14	Jul-20	Early consultation with Sds / DfE and BCC Legal & Property teams.	