

APPENDIX D - SEND SUFFICIENCY & CAPITAL PROJECT

Project Risk Log

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: Education Capital - Budget allocation - relating to Elmfield School, Hawking House, Claremont School and the Secondary bulge projects.

Project Manager: Education Capital Team

Last update: Dec 2021

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	Mitigated 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	Volatile market conditions resulting from impacts of the pandemic and/or BREXIT have potential to impact the commercial projections and timescales for delivery (considering impacts on the supply chain, labour, materials etc.).	External influence to BCC - Global.	Cost uncertainty (potential increased cost). Project delays.	Open	Service Provision	BCC	Continually monitor & review being prepared to react to change. Development of robust procurement options. Implementation of programme & cost contingency. Commission of Q.S. advisory services.	^	N	4	5	20	unknown	3	5	15	Nov-21	Continual assessment and review of funding, procurement, programme etc.	
Negative	R02 - Economic & Political	Economic uncertainty – market fluctuations. Potential for a recession / rising interest rates.	External influence to BCC - UK	Cost uncertainty (potential increased cost). Project delays.	Open	Financial	BCC	Continually monitor & review being prepared to react to change. Development of robust procurement options. Implementation of programme & cost contingency. Commission of Q.S. advisory services.	^	N	4	5	20	unknown	3	5	15	Nov-21	Continual assessment and review of funding, procurement, programme etc.	
Negative	R03 - Economic	Elmfield: Capital receipt projections subject to projected market conditions. Market value may have decreased since earlier assessment.	External influence to BCC - UK	Financial shortfall. Potential for Capital Receipt value to be lower than projected with the requirement for additional funding and/or borrowing.	Open	Financial	BCC	Continually monitor & review. Commission of land surveyors valuation.	<	N	1	5	5	unknown	1	5	5	Nov-21	Commission further land valuation. Continual assessment and review.	
Negative	R04 - Strategic & Economic	Insufficient grant funding.	DfE funding insufficient to deliver the SEND projects and support the urgent Secondary bulge works.	Financial shortfall. Projects with greater urgency inevitably absorbing allocated and projected funding resulting in delay to projects will less urgency.	Open	Financial	BCC	Prioritise urgent projects. Continual VE of all projects. Explore all funding streams. Re-programming of project works to maintain a positive cashflow.	^	N	4	5	20	unknown	3	5	15	Nov-21	Continual assessment and review. Prioritise & VE projects. Explore all funding options.	
Negative	R05 - Statutory - Planning	Not obtaining a successful Planning Decision Notice or Conservation area consents for the proposals – enhanced risks with TPO and proposals involving heritage.	Development of design proposals mis-aligned with Planning Policy and/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	Nov-21	Early consultation with stakeholders, including LPA, community groups & neighbours. Commission competent design and project teams to progress any design options.	
Negative	R06 - Statutory (Planning) & Economic	Increased costs required under S106, 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	3	3	9	unknown	2	3	6	Nov-21	Early discussion with LPA and Highways. Inclusions of funding to deliver S106 works.	
Negative	R07 - Technical	Cost: Site infrastructure is unsuitable (utility capacity/ drainage condition & network capacity etc.)	Potential for existing infrastructure to require upgrading.	Additional cost. Feasibility works to date are by high level only with the majority of information ascertained from desktop info only. Potential programme implications.	Open	Financial	BCC	Early commission of surveys. Inclusion of budget costs within early stage cost plans to provide an early stage provision for abnormalities.	<	N	3	5	15	unknown	2	5	10	Nov-21	Early commission of utility surveys & reports once approvals provided. The risk of any issues may physically remain but once known the risk can be managed with greater cost certainty.	
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 materials, ground contamination, service diversions, UXO etc.).	Additional cost. Potential programme implications.	Open	Financial	BCC	Early commissions of site surveys and desktop investigation to identify abnormalities to inform cost and risk allocation. Inclusion of budget costs within early stage cost plans to provide an early stage provision for abnormalities.	<	N	4	3	12	unknown	3	3	9	Nov-21	Early commission of on-site specialist surveys. Allowance within early stage Cost Plans where abnormalities currently not fully assessed.	
Negative	R09 - Technical	Disturbance to academic activities and neighbours during construction.	Construction activity on site (demolition, refurbishment, new build etc.) and/or off-site works (deliveries, contractors parking etc.)	Disturbance to academic activities from noise and disruption nuisance to neighbouring communities.	Open	Service provision / Communities	BCC	Programme significant ground / demolition 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. Programme works in consultation with stakeholders, forewarning where disturbance is unavoidable.	<	Y	4	3	12	Minimal	3	3	9	Nov-21	Early discussion and full consultation with schools and the neighbouring community to develop and convey the programmed construction works. Commission of a competent Contractor with experience of working within dense urban areas and school settings.	
Negative	R10 - Technical / Service provision	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. Temporary accommodation to be provided during redevelopment of the Claremont site.	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 fully explored with the school prior to be progressed. Temporary solution to be suitably funded to ensure the specialist provision is fully provided.	Open	Service Provision	BCC	Options have been identified and budget costs ascertained. The selected option and associated risks to be thoroughly reviewed upon project approvals / early design stage.	<	Y	3	5	15	Allowance within the budget for temporary accommodation	2	5	10	Nov-21	Options for temporary accommodation to be reviewed and progressed upon project approvals.	
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 has now been carried out to ascertain feedback from all stakeholders, including all schools, parents/pupils, prior to progressing any options.	<	Y	3	3	9	unknown	2	3	6	Nov-21	Continual engagement with schools, parents, pupils and wider stakeholders, as proposals continue to evolve.	
Negative	R12 - Legal & Strategic	Delays - if formal agreements (licences, development agreements, funders approvals (PFI)) not being in place to meet the programme.	Required duration to process agreements exceeds available time in the programme.	Early coordination with all parties, including involvement with Legal & Property teams & PFI SPV's (details remain to be confirmed and developed during any forward design works).	Open	Service delivery	BCC	Early discussion with all schools, PFI SPV's and BCC Property and Legal Services teams upon project approvals to progress required agreements.	<	N	3	5	15	unknown	2	5	10	Nov-21	Update all schools and PFI SPV's with the feasibility options prior to project approvals. Full engagement and consultation upon project approvals with all stakeholders, including BCC Property & Legal teams.	
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.	Closed	Service delivery	BCC	Options and finance for office moves to be identified, appropriately communicated to staff and forward moves managed.	<	Y	1	1	1	unknown	1	1	1	Nov-21	ACTION CLOSED - ALL BEC STAFF HAVE NOW BEEN SUCCESSFULLY RELOCATED TO ALTERNATIVE OFFICE LOCATIONS	
Negative	R14 - Technical & commercial	Cost & Programme: Unforeseen risks either from missing desktop information or outdated desktop information.	The majority of feasibility option works has been undertaken from desktop information only. Risk of variance from desktop information impacting the options.	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	Financial	BCC	Commission of specialist surveys ahead of project approvals where possible with full surveys undertaken early upon full project approvals.	<	N	3	5	15	unknown	2	5	10	Nov-21	Early commission of specialist surveys once approvals provided. The risk of any issues may physically remain but once known the risk can be managed with greater cost certainty.	
Negative	R15 - Technical	Programme delays - Community objection to proposals.	Negative impacts of the proposals to the neighbouring communities (including, but not limited to parking, noise, disruption during construction). Successful Decision Notice not achievable or significantly conditioned. Anxiety for neighbours and communities.	Programme / project delays to review and amend design proposals.	Open	Service provision / Financial	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	Nov-21	Commission of competent and experienced design teams. Early consultation with neighbours and community groups. Ongoing engagement with key stakeholders throughout all project works.	
Negative	R16 - Statutory / legal	Commercial - in connection with the 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.	Potential loss of income via the projected capital receipt and/or delays with the capital receipt.	Open	Financial	BCC	Early consultation with the SoS / DfE and discussion with BCC Property and Legal teams to assess risk and mitigation options.	<	N	3	5	15	TBC	2	5	10	Nov-21	Early consultation with SoS / DfE and BCC Legal & Property teams.	
Negative	R17 - Organisational	For the Secondary bulge - Delay: unable to achieve sufficient school places for Sept 2022.	Shortage of potential schools to develop; shortage of options at the schools; schools unable to support the short term increase in pupil capacity at this time.	Insufficient pupil places for Sept 2022, and potentially beyond, with the council unable to meet the Statutory duty to secure sufficient school places.	Open	Service provision / Statutory	BCC	Early identification of schools that could support the bulge with temporary expansion. Early discussion with the schools identified to ascertain development options, including commission of consultant led team to establish viability (cost/ programme) of options. Commission of design team and wider stakeholder teams within BCC to progress the projects. Early engagement with PFI SPV's.	<	N	4	5	20	unknown	3	5	15	Nov-21	Identification of, and early engagement with, all stakeholders including but not limited to the schools & internal BCC Teams (Procurement, PFI, Legal, Planning, etc.). Commission of consultancy teams to develop designs and early engagement with SPV providers.	
Negative	R18 - Technical	For the Secondary bulge - Delay & Cost: PFI risks (legal & funding agreements) may either prevent any works progressing, be unaffordable or cause delay to the delivery of construction works.	PFI providers unable to support the project. Insufficient time or funds to deliver all project works.	Secondary places and/or suitable supporting facilities will not be in place for September 2022.	Open	Service provision	BCC	Commission of a project team at the very earliest opportunity and early engagement with all PFI schools. Robust delivery programme prepared and continually reviewed. Risks remain with the physical delivery of construction works (ref enhanced risks above) plus with consideration of the narrow window(s) to complete works outside of term time.	<	N	4	5	20	unknown	3	5	15	Nov-21	Early engagement with PFI SPV providers. Early instruction of ANC's to progress design & survey works. Coordination with the schools to explore all options of delivering the construction work, including enabling work.	
Negative	R19 - Technical	For the Secondary bulge - Delay: Insufficient time to deliver all project works required to provide sufficient pupil places.	Insufficient time to deliver all project works. Highly likely that not all construction works will be completed within the given timescales i.e. by Sept 2022 (considering the market volatility and lead-in times for major items).	Secondary places and/or suitable supporting facilities will not be in place for September 2022. Risks from the supply chain and market remain with particular note of the narrow timeframes (school vacations) to complete works on site.	Open	Service provision	BCC	Early review of potential options that may be deliverable within the available time. Assessment of budget costs. Agreeing priorities with each of the school to ensure the essential teaching provision is in place by Sept 2022. Potential for separate Planning Applications for a given school to de-risk wider works within a given school to ensure essential provision is completed.	<	N	4	5	20	unknown	3	5	15	Nov-21	Currently at RIBA Stage 1. Continual review of the briefs, associated options, programme & cost. Discussion and agreement with individual schools to understand absolute priorities.	
Negative	R20 - Commercial	For the Secondary bulge - Cost: Insufficient funds to deliver all project works required to provide sufficient pupil places.	Insufficient funding to deliver all options for all schools.	Non delivery of some of the options, potentially impacting on the teaching delivery.	Open	Service provision		Early review of potential options with the schools to ascertain a robust budget for the wider project. Agreeing priorities with each of the school to ensure the essential teaching provision is in place by Sept 2022.	<	N	4	5	20	unknown	3	5	15	Nov-21	Early review of potential options with the schools now complete. Priorities to be agreed with each of the schools to ensure the essential teaching provision is in place by Sept 2022.	
Negative	R21 - Technical	For the Secondary bulge - Planning risks.	Risks of not obtaining the required Planning consents / successful Decision Notices (either at all or to meet the programme of works).	Delays to completing works to meet the requirements for all pupil places and/or some elements of project works unable to be progressed.	Open	Service provision	BCC	Early commission of design team, including Planning Consultants as required. Proposals to be progressed in full alignment with Planning Policy. Early engagement with Planning Officers with submission of Pre-Apps / PPA if there is available time.	<	N	3	5	15	unknown	2	5	10	Nov-21	Commission of competent designers experienced in Planning matters. Early engagement with Planning Officers plus submission of Pre-Apps if time allows within the programme. Potential to consider multiple Planning Applications to de-risk work packages at individual schools.	
Negative	R22 - Technical	For the Secondary bulge - Programme risks relating to PFI contract amendments & stakeholder consent.	Time required to follow the process of contract review of financial arrangements between all parties and legal review of the contract process ahead of committing to capital works or making plans to accept additional pupils	Delays to formalise instruction to enable pupil places to be confirmed and design & construction works to be progressed. Risks of not being in a position to offer place and/or complete essential building works on time.	Open	Service provision	BCC	Early engagement with PFI teams (BCC and SPV's). Early engagement with Legal Services to support review of existing contractual arrangements and offer advice regarding compliance. Commission of external professional PFI / legal advice to support the required contractual review.	<	N	4	5	20	unknown	3	5	15	Dec-21	Engagement ongoing with BCC internal teams and PFI SPV's. External PFI/Legal consultant to be commissioned to support the contractual review.	