RISK ASSESSMENT FOR: The replacement school buildings for ACHS and WMS

Project Director: Sue Aviston
Project Manager: Lyle Nicholson

Objectives: Invest to improve the quality and environment of educational experience and outcomes in Seaton Valley.

Deliver scheme within budget £50,124,185.00 (revised 15 November 2023)

Deliver new school buildings by September 2025

Corporate priorities:

Contributing to Net Zero, Sustainability and Climate Change Everyone achieving full potential (corporate priorities for education)

CHILDREN AND YOUNG PEOPLE HAVE THE BEST START IN LIFE AND GROW UP WELL

Enhanced community facilities

Risk	Impacts	Score March 23	Likeli- hood	Impact	Current Risk Score	Action Plan Controls	Control Owner	By When	Status	Assurance Source	Likeli- hood	Impact	Target Risk Score
that due to delays in implementing the project the existing building condition may have deteriorated resulting in a forced closure and potential H&S risk. Risk Owner: Sue Aviston	Additional costs of accommodation Inability to meet statutory obligations to provide education.		Α	1	A1	Carry out regular risk assessments. Regular structural review of the school. Regular visual inspections by Caretaker.	Project team Project team School	Monthly Termly Monthly	Ongoing Ongoing Ongoing		Α	2	A2

2. There is a risk thatin the current market some of the supply	Project objectives not met.					Contract Management to monitor performance, preventative measures, exit strategies.	F&G	Monthly	Ongoing			
subcontractors fall into administration during the duration of the project	Additional resource to rectify remedial works / complete contracts / contract works.					Regular meetings with contractors.	F&G	Monthly	Ongoing			
	Reduced reputation.					Oversight by Project Board.	Sue Aviston	Monthly	Ongoing			
	Political dissatisfaction.						PLG meetings	Monthly	Ongoing			
	Dissatisfied stakeholders.	N/A	D	1	D1	BAM has a defined supply chain which they have worked with regularly over a prolonged period of time.	F&G/BAM	monthly	ongoing	E	4	E4
	Dissatisfied parents.					BAM is a reputable company	F&G/BAM	Monthly	ongoing			
	Potential negative publicity.					. ,						
	Delay risk											
Risk Owner: Sue Aviston	Increase cost risk											

3. There is a risk thatFailure to get into contract could lead to abortive costs of £1.4m for early works undertaken under the PCSA.	Project objectives not met. Additional resource to rectify remedial works in current school and new site a complete contracts / contract works.				to monitor performance, preventative measures, exit strategies.	F&G	Monthly	Ongoing			
	Reduced reputation.				Oversight by Project Board.	Sue Aviston	Monthly	Ongoing			
	Political dissatisfaction.				Project Governance.	PLG meetings	Monthly	Ongoing			
	Dissatisfied stakeholders.	D	1	D1	Formal contract proposals and contract agreed prior to early works starting on site (pre-January 2024)	F&G		Pre-January 2024	E	3	E3
	Dissatisfied parents.				(pre-variually 2024)						
	Criticism by external bodies										
	Potential negative publicity.										
	Abortive costs stay as revenue and are not capitalised. Impact upon NCC finances										
Risk Owner: Sue Aviston											

4. There is a risk that a potential change of administration in Local Elections in May 2024 may result in a change in	Delay and further deterioration of					Land negotiations to inform and firm up preferred option.	Kate Steel	Mar-22	Completed	Outline Business Case			
	Costs incurred would be recharged to revenue.					Cross party member briefings.	Sue Aviston	Termly	Ongoing	Members Steering Group Meetings			
	Reduced staff morale.					Liaison with local member.	Sue Aviston	Termly	Ongoing				
	Adverse publicity.	C3	С	2	C2		Sue Aviston / Lyle Nicholson	Mar-22	Completed		С	3	С3
						Members steering group							
							NCC		ongoing				
						ongoing support for school premises							
Risk Owner: Sue Aviston													

. There is a risk that	Project delayed.					Bat survey.	F&G	2023	Complete	
III planning and sign-										
off approvals may not be in place in a	Project objectives not met.					Badger survey.	F&G	2023	Complete	
imely manner eading to delays.	Inability to meet statutory requirements set by consultees					Newts survey.	F&G	Oct-23	Complete	
	Delay and further deterioration of school buildings with a Health and Safety risk					Project timeline.	F&G / BAM	12/11/2023	Ongoing	
	Cost increase	C3	С	2	C2	Realign build / demolition programme.	F&G	2026		
	Adverse publicity.					Preliminary report.	Chris Lisle	2019	Complete	
						Obtain licence from Natural England.	F&G / BAM		Complete	
						Consultation with planning team	NCC		ongoing	
Risk Owner:						Project Board Meetings	Audrey Kingham / Sue Aviston	Monthly	Ongoing	

D	2	D2
D	2	D2

		D	1	D1	Regular briefings and updates for cabinet, lead member, local elected members to ensure full support at Council decision Finance updates re: profiling of budgets in line with the Councils MTFP process Increased grant funding to reduce pressures on NCC borrowing	Sue Aviston	Monthly Monthly	ongoing	E	3	E3
Risk Owner: Sue Aviston											

7.Risk of any statutory organisation unexpectedly amending / updating policies and the fundamental impact on the project. This could increase costs and potential delay	Project objectives not met. Increased costs Additional resource to rectify remedial works in current school and new site / complete contracts / contract works. Reduced reputation. Political dissatisfaction. Dissatisfied stakeholders. Criticism by external bodies Potential negative publicity.		D	1	D1	meetings	F&G/BAM/NC C F&G	ongoing ongoing Complete Ongoing	C	3	СЗ
Risk Owner: Sue Aviston											
8. There is a risk that the project programme will not be met due to circumstances beyond our control e.g. inclement weather, policy changes,	Delay in programme Increased reliance on old buildings - Health and safety etc. Increased costs	N/A	В	4	В4	for early warning signs Form of contract does not allow for cost of delay due to inclement	Project Team Project Team Project Team	Ongoing Ongoing Ongoing	D	2	D2
Risk Owner: BAM						weather.					

		N/A	E	2	E2	Manage communications Descope process. Working closely with school leaders to prepare for training and handover process.	Project Team Project Team Project team	As required 12/11/2023 Spring 2025	Ongoing Ongoing Ongoing	E	4	E4
that the decants may not be adequately	Delay in moving to new site					NCC Project team will be involved in the management of the decant process	Project team	As required	Ongoing			
planned or coordinated.	Disruption to education during new school year Damaged or lost property/items cost of replacement	N/A	E	2	E 2	Decant process Decant over school holiday Continue to develop NCC decant protocol and associated docs. Work with BAM to establish decant protocol expectations	Project team Project team Project team	As required Spring 2025 Spring 2025	Ongoing Ongoing Ongoing	E	3	E3
Risk Owner: Contractor												