

APPENDIX 4

RISK ASSESSMENT FOR: Coquet Partnership (South Avenue/Feeder Schools)

Project Director: Sue Aviston

Project Manager: Mark Elliott

Objectives: Invest to improve the quality of educational experience and outcomes for Northumberland Communities.

Successfully build, refurbish and colocate schools to deliver more financially viable sites / buildings and educational provision.

Deliver project within the overall budget of £41,924,640 (includes South Avenue Project, Feeder School Project and JCSC new build project)

Deliver project on time by September 2024

Risk Workshop

DATE 15.09.22 Present: Mark Elliott
Ross Downey
Ben Allan
Lynne Brown
27.09.22 Mark Elliott
Robyn Marley
Ben Allan

Lynne Brown

Risk Workshop

DATE 05.03.24 Present: Mark Elliott
Ross Downey
Robyn Marley

Risk	Impacts	Like- lihood	Impact	Current Risk Score	Action Plan					Like- lihood	Impact	Target Risk Score	Reasons / Updates
					Controls	Control Owner	By When	Status	Assurance Source				
1. There is a risk that failure to get into contract could lead to abortive costs of £989,194.87 for early works undertaken under the LOI. Risk Owner: Sue Aviston	Project objectives not met.	B	1	B2	Contract Management to monitor performance, preventative measures, exit strategies.					D	2	D2	
	Additional resource to rectify remedial works in current school and new site / complete contracts / contract works.				Regular meetings with contractors.								
	Reduced reputation.				Oversight by Project Board.								
	Political dissatisfaction.				Project Governance.								
	Dissatisfied stakeholders.				Formal contract proposals and contract agreed prior to early works starting on site (pre-January 2024)								
	Dissatisfied parents.												
	Criticism by external bodies												
	Potential negative publicity.												
	Abortive costs												
2. There is a risk	Budget overspend.				Budget monitoring.	Mark Elliott	Ongoing	Planned					

Risk	Impacts	Like-likelihood	Impact	Current Risk Score	Action Plan					Like-likelihood	Impact	Target Risk Score	Reasons / Updates
					Controls	Control Owner	By When	Status	Assurance Source				
that the project may not be delivered within the allocated budget of £41,924,640 Risk Owner:	Project objective not met.	C	2	C2	Project governance.	Sue Aviston/ Mark Elliott	Ongoing			D	2	D2	
	Political dissatisfaction.				Oversight by Project Board.	Sue Aviston	Ongoing						
	Negative publicity.				Robust project management.	Mark Elliott	Ongoing						
	Reduced reputation.				Monitor project programme.	Mark Elliott	Ongoing						
	Inability to deliver the Council's key priorities.				Allocated in MTFP.	Sue Aviston	Ongoing						
	Sue Aviston												
3. There is a risk that unprecedented external factors such as construction price inflation, Ukraine Crisis, shortage of HGV drivers, may impact the supply chains resulting in disruption to the project. Risk Owner:	Project overspend.	C	2	C2	Procurement process.	Mark Elliott				D	2	D2	
	Project delayed.				Exit clause to be included in contract.								
	Possible inferior quality of materials.				Reprofile budget to take into account market conditions.	Sue Aviston / Mark Elliott							
	Contractor folds.				Carry out market engagement exercise.	Mark Elliott							
	Inflated costs.												
	Contractor												
4. There is a risk that building on existing occupied operational school sites may bring additional complexities to the project.	Additional costs incurred.	D	2	D2	Outline Business Case.	Sue Aviston				E	2	E2	
	Delays to project.				Clear programme of delivery.	Mark Elliott / Sue Aviston							
	Project objectives not met.				Weekly meetings between the Contractors site teams and School teams.	Mark Elliott							
	Inability to maintain teaching facilities.												
	Dissatisfied staff.												

Risk	Impacts	Like- lihood	Impact	Current Risk Score	Action Plan					Like- lihood	Impact	Target Risk Score	Reasons / Updates
					Controls	Control Owner	By When	Status	Assurance Source				
Risk Owner:	Disgruntled students and parents.	D	2	D2						E	2	E2	
	Possible negative publicity.												
	Loss of income to individual schools.												
	Contractor												
5. There is a risk that the new Barndale House satellite building located on the JCSC South Avenue site may not have the potential to meet future demand for SEND school places.	Changes in Education within the whole County.	D	2	D2	S106 Infrastructure Policy to draw down funding for any required expansion to school buildings.	Lorraine Fife				E	2	E2	
	Children not attending schools within the local catchment area.				SEND Places Strategic Document.	Lorraine Fife		In progress					
					Include option to extend satellite building at a later date.	Sue Aviston / Mark Elliott							
					Gilbert Ward Academy to be opened in Blyth.			In progress					
Risk Owner:	NCC												
6. There is a risk that due to the age / condition of the buildings there could be project unknowns.e.g. ground conditions, water ingress, requirement to remove asbestos / reinforced concrete frame and protected species which could result in substantial delays to the project	Increase in costs.	C	2	C2	Asbestos Condition Survey.	Chris Lisle				E	2	E2	
	Delays to project.				Backlog Maintenance survey (may be out of date).	Chris Lisle							
	Contractor may withdraw due to the increase in costs.				Structural Survey.	Chris Lisle							
	Costs run away resulting in less being spent on remainder of the project.				Contingencies.	Sue Aviston / Mark Elliott							
	Project objectives not met.				Procurement process.	Mark Elliott							
					Cost contract accordingly to cover any unknowns.	Chris Lisle							
					Contract terms and conditions.	Chris Lisle							

Risk	Impacts	Like- lihood	Impact	Current Risk Score	Action Plan					Like- lihood	Impact	Target Risk Score	Reasons / Updates
					Controls	Control Owner	By When	Status	Assurance Source				
Risk Owner:	Contractor												
7. There is a risk that employees become increasingly concerned about potential implications of the proposed changes.	Reduced staff morale.	B	4	B4	Stakeholder mapping.	Mark Elliott / Ross Downey				C	4	C4	
	Anxiety possibly resulting in increased sickness absence.				Due diligence work in respect of liaison with HR.	Sue Aviston / Mark Elliott							
					Health & Wellbeing Policy.	Headteachers							
					Early identification of staff most likely to be affected.	Headteachers							
					Early communication to manage employee expectations.	Mark Elliott / Headteachers							
					Consult with relevant Trade Unions.	Sue Aviston							
Risk Owner:	NCC/School												
8. There is a risk that any required decants may not be adequately planned or coordinated.	Loss of statutory education provision.	C	3	C3	Outline business case.	Mark Elliott / Ross Downey				D	3	D3	
	Poor educational experience.				Clear programme of delivery.	Mark Elliott							
	Disruption to exams.				Schedule handover of buildings around holiday periods.	Mark Elliott							
	Cost of prelims may be higher depending on the decant programmes.				Regular meetings with contractors and schools.	Mark Elliott							
Risk Owner:	NCC												
9. There is a risk that there may be an inability to meet deadlines agreed	Failure to implement the statutory proposal				Clear programme of delivery.	Mark Elliott / Chris Lisle							

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