

Project Name: Schools Capital Programme - Catmose College

Risk & Issues

Last Reviewed by the Board: July 2021

Risk refers to the combined likelihood the event will occur and the impact on the project if it does occur

Ref	Date Raised	Type of risk or issue	Risk or Issue Description	Risk or Issue	Likelihood	Impact	Severity	Mitigation or Action Plan	Owner	Status	Date Closed
SCP-RI-009	22/10/2020	CC	There is a risk that the site chosen to progress applies to RCC for additional funding (over that Granted) to manage any overspend	Risk	2	5	10	The legal agreement will set out the limits of the funding. This will not fully mitigate the risk of the situation arising but will clearly set out that no additional funds are available. Legal agreement to cover this and value engineering to be applied prior to construction. Grant of covenant if accepted in the legal agreement with mitigate this.	Robert Shore	Open	
SCP-RI-010	22/10/2020	CC	The school site has to be capable of delivering additional numbers within the agreed budget	Risk	1	3	3	Provision specification is in development and commitment to use the space to be built to deliver the provision to form part of the legal governance agreement.	Robert Shore	Open to Sept 2022	
SCP-RI-017	22/10/2020	CC	There is a risk that Catmose will request start up revenue costs that cannot be funded within the funding envelope	Risk	1	3	3	The legal agreement needs to ensure that all aspects of funding for this project are determined and outlined and school to notify any VAT payments payable. Schools forum rejected a growing schools fund and as such any revenue costs that would have been met from this will now be the responsibility of Catmose College	Robert Shore	Open	

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SCP-RI-001	22/10/2020	CC	Catmose College decide not to proceed	Risk	1	3	3	Catmose keen to proceed and now awaiting legal agreements to be finalised. Current actions and timelines include approval at Cabinet, Full Council and Catmose Board. Completed by the 25th March 2021 and all approvals in place. Awaiting signed legal agreement	Robert Shore	Closed	01/04/2021				
SCP-RI-002	22/10/2020	RCC	Cabinet or Council do not approve project	Risk	2	3	6	This is an item on the agenda for Cabinet for February and Council in March. It should be noted that we need to carry out these works to meet statutory obligations and funding is in place. All approvals in place.	Robert Shore	Closed	01/04/2021				
SCP-RI-003	22/10/2020	Both	Phase 2 feasibility determine costs higher than grant	Risk	2	3	6	Phase 2 feasibility has been received with predicted costs at £5.5m. We have agreed with Catmose to value engineer the project down to £5.25m. All parties believe this is realistic. NPS were aware of the total of the funding pot.	Robert Shore	Closed	04/02/2021				
SCP-RI-004	22/10/2020	Both	Legal agreements are delayed	Risk	1	3	3	Legal agreements have commenced preparation ahead of schedule Draft 3 with stone king.	Robert Shore	Closed	01/04/2021				
SCP-RI-005	22/10/2020	RCC	Brightways do not move	Risk	1	3	3	Decision to move Brightways has been approved by Director and portfolio holder with new premises agreed. Brightways to vacate Catmose by end May	Robert Shore	Closed	02/06/2021				
SCP-RI-006	22/10/2020	RCC	Brightways staff consultation raises issues with staff work terms and conditions	Risk	1	3	3	Communications plans are in place. Consultations with service users carried out. Consultation with staff ongoing as this will involve a change in contracts from a five day service to a seven day service. HR involved throughout the process. All consultations completed.	Robert Shore	Closed	01/04/2021				
SCP-RI-011	22/10/2020	CC	The Academy Trust Governing Body needs to continue to support the development of the provision	Risk	1	3	3	Intention to Progress letter received, work closely with the Governing body to ensure any risks are understood and issues resolved. Legal agreement will help to mitigate this. Project board approved project. Awaiting legal agreement.	Robert Shore	Closed	01/07/2021				
SCP-RI-012	22/10/2020	CC	The School Head teacher /Principal needs to work with RCC to Progress the project.	Risk	1	3	3	Intention to Progress letter received and regular meetings in place to drive progress. Legal agreement will help to mitigate this. SPOC for Catmose to be provided. Currently N Ray.	Robert Shore	Closed	01/07/2021				
SCP-RI-014	22/10/2020	RCC	There is a risk that RCC is unable to claw back funding if the school do not sustain places	Risk	1	3	3	Legal Governance documents to be include caveat. Collateral warranties in place.	Robert Shore	Closed	01/07/2021				
SCP-RI-015	22/10/2020	Both	There is a risk that the programme is either delayed or negatively impacted.	Risk	2	5	10	Legal Governance documents to be approved will cover this risk. Temporary accommodation to be used if required.	Robert Shore	Closed	04/02/2021				
SCP-RI-020	22/10/2020	RCC	Project lead requirement as opposed to competing with other responsibilities	Risk	1	3	3	Project requires a programme lead for two days per week whose sole task is dedicated to managing the project. R Shore appointed as Project Lead for the period covered by Catmose Expansion Project.	Robert Shore	Closed	01/07/2021				
SCP-RI-034	03/07/2021	Catmose	Delays in construction process for due to materials delays for new build	Risk	3	5	15	Timeframes for completion are March 2023 to allow for slippage yet still enable September 2023 intake. See SCP-RI-026	Robert Shore	Closed	21/07/2021				
SCP-RI-036	21/07/2021	Both	Project fails to come in on budget	Issue	2	5	10	Legal agreements set out funding envelope and may require value engineering See SCP-RI-026	Robert Shore	Closed	22/07/2021				
SCP-RI-007	22/10/2020	RCC	Funding for Brightways move	Risk	1	3	3	Funding has been allocated for this however it is finite and RCC team to ensure no overspend. Allocation is awaiting Council approvals.	Robert Shore	Closed	01/10/2021		Robert Shore	Completed	01/10/2021

SCP-RI-008	22/10/2020	Both	Planning / building regulations permission not approved for Brightways.	Risk	1	3	3	Planning permissions to commence as soon as final drawings and refurbishment plans are agreed. NB we are waiting for approval from Council however we anticipate being at tender stage awaiting orders by mid-March. If there was an issue with Planning then this could have an adverse effect on timescales. Tenders ffor work out to contractors. Additional funding via DfG for new changing places facility.	Robert Shore	Closed	01/10/2021		Robert Shore	Completed	01/10/2021
SCP-RI-021	03/07/2021	RCC	Works to be completed for the move to OEP within timescales	Risk	1	3	3	Delays will impact upon the new academic year. Alternative arrangements are in place for start of new year.	Robert Shore	Closed	02/10/2021		Robert Shore	Closed	01/10/2021

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Actions

Last Reviewed by the Board: July 2021

10/04/2021

Actions proposed to close in gold for next Board

Any actions that have been captured across the various meetings taking place

ID	Date Raised	Action Description	Owner	Due Date	Response	Status
SCP-A-001	01/03/2021	All approvals in place.	RS	01/03/2021	Completed	
SCP-A-002	10/04/2021	Tenders sent out for brightways works	RS	01/04/2021	Completed	
SCP-A-003	10/04/2021	Collatotal warrenties established	RS	01/05/2021	Completed	

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Decisions

Last Reviewed by the Board: July 2021

10/04/2021

ID	Date Raised	Decision Description	Meeting where decision made	Decision Date	Importance
SCP-D-001		Project approvals in place	Full council	01/03/2021	
SCP-D-002		Project approvals in plave	Catmose Board	01/04/2021	
SCP-D-003		Collateral warrenties agreed and approved	ProjectBoard	02/06/2021	
SCP-D-004		Legal agreement signed	Senior Management Team	01/06/2021	

LIKELIHOOD MEASURES

	Extremely Unlikely 1	Unlikely 2	Low 3	More Likely than Not 4	Very Likely 5	Extremely Likely 6
Probability	Less than 10% chance of circumstances arising	11% to 30% chance of circumstances arising	31% to 50% chance of circumstances arising	51% to 70% chance of circumstances arising	71% to 90% chance of circumstances arising	More than 90% chance of circumstances arising
Timescale	It is unlikely to occur	Possible in the next 5 years	Possible in the next 3-5 years	Possible in the next 1-2 years	Likely to occur in the next 6-12 months	Occurred in the past month or is very likely to occur in the next month

IMPACT MEASURES

	Minor 1	Moderate 2	Major 3	Most Severe/Extreme 4
Financial	Financial revenue loss up to £500k over MTFP	Financial loss £500k – 750k over MTFP	Financial loss £750k to £2m	Financial loss over £2m
Reputation	A few minor complaints and/or minimal local media attention	A number of complaints and adverse local media attention	Some national media attention and sustained local media attention	Ministerial intervention and/or public enquiry with sustained national media attention
Service Delivery	Limited disruption to services	Disruption to services that do not directly affect vulnerable groups	Significant disruption to services directly affecting vulnerable groups	Loss of services directly affecting vulnerable groups
Health & Safety	Low level of foreseeable minor injuries	High level of foreseeable minor injuries/ low level of foreseeable serious injuries	High level of foreseeable serious injuries	Foreseeable long-term injury, illness or fatality

The results of the assessment determine the escalation criteria and frequency of review as follows:

IMPACT	Most Severe 4	4	8	12	16	20	24
	Major 3	3	6	9	12	15	18
	Moderate 2	2	4	6	8	10	12
	Minor 1	1	2	3	4	5	6
		Extremely Unlikely 1	Unlikely 2	Low 3	More Likely than Not 4	Very Likely 5	Extremely Likely 6
		LIKELIHOOD					