

Appendix E: Risk Assessment Preferred Option

| Risk | Negative Impact | Impact (1 Low – 5 High) | Likelihood (1 Low – 5 High) | Ranking Score | Risk Control Measure | RCM Owner |
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| <p>1. Requirements change due to policy and / or standard changes during time span of project.</p> | <ul style="list-style-type: none"> • Project no longer necessary. | 4 | 2 | 8 | <ul style="list-style-type: none"> • Continued discussions with Welsh Government to identify chances of possible policy changes. | <p>REDACTED</p> |
| <p>1. (a) The Welsh Government rejects Outline Business Case (OBC).</p> | <ul style="list-style-type: none"> • Will have to revisit options and additional funding to be sourced. • Project unlikely to proceed. | 5 | 2 | 10 | <ul style="list-style-type: none"> • A proven track record of submitting successful Business Cases. • Sound Financial Case. • Sound Economic Case. • Continual dialogue with Welsh Government on project progress and developments. | <p>REDACTED</p> |

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| <p>2. Site issues – including difficulty developing site due to technical or ecological constraints or gaining planning consents.</p> | <ul style="list-style-type: none"> • Project unable to proceed. | 5 | 2 | 10 | <ul style="list-style-type: none"> • Complete early site investigations to identify potentials risks to accurately inform the project design and costs. • Prior to submitting planning applications all potential technical issues on the site will be discussed and addressed with the relevant stakeholders and statutory consultees. | <p>REDACTED</p> |
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| <p>2 (a) Abnormal site conditions (archaeological risks).</p> | <ul style="list-style-type: none"> • Project delayed • Increased capital costs | <p>3</p> | <p>3</p> | <p>9</p> | <ul style="list-style-type: none"> • Thorough site options appraisal undertaken. • Early site surveys / investigations • Regular monitoring of progress and impact of major delays / issues • Regular updating and communication of Project Plan | <p>REDACTED</p> |
| <p>2. (b) Tenders above Quality Surveyor estimates.</p> | <ul style="list-style-type: none"> • Capital costs target increased • Project delayed | <p>4</p> | <p>3</p> | <p>12</p> | <ul style="list-style-type: none"> • Appoint Quantity Surveyor with high level of relevant experience. • Appropriate Procurement Strategy developed. Early contractor involvement in SEWSCAP4 Framework utilised. • Appropriate contingency budget built in. | <p>REDACTED</p> |

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| <p>2. (c) Construction overrun.</p> | <ul style="list-style-type: none"> • Increased capital cost • Delayed opening Impact • on revenue | <p>5</p> | <p>3</p> | <p>15</p> | <ul style="list-style-type: none"> • Independent, experienced Project Manager has been appointed. • Development and implementation of Procurement Strategy. Efficient management of project. Effective management of construction works. Completion of project to be monitored effectively – early warning processes in place to highlight possible concerns and mitigate against such circumstances. | <p>REDACTED</p> |
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| <p>2. (d) For any number of unforeseen reasons, arising from risk and uncertainty, the construction costs increase beyond original cost estimates.</p> | <ul style="list-style-type: none"> • • Increased costs. Insufficient funds to complete. | <p>4</p> | <p>3</p> | <p>12</p> | <ul style="list-style-type: none"> • Appropriate Procurement Strategy in place to mitigate risks. • Appropriate insurance indemnification cover to be taken against construction risk. • Legal advice can be directed to transferring and reducing stakeholder risk. • Appropriate contingency budget built into cover additional costs. | <p>REDACTED</p> |
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| <p>2. (e) Failure to gain planning and environmental approvals for new construction.</p> | <ul style="list-style-type: none"> • • Delayed start • Additional costs • Insufficient funds Lack of confidence in RCTCBC by local community | <p>5</p> | <p>3</p> | <p>15</p> | <ul style="list-style-type: none"> • Undertake preapplication consultations with statutory consultees and early risks identified and mitigated. | <p>REDACTED</p> |
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| <p>3. Difficulties in securing capital funding causing delays to planned developments.</p> | <ul style="list-style-type: none"> • Delays in project | 5 | 3 | 15 | <ul style="list-style-type: none"> • Significant financial planning undertaken by senior Finance Officers in RCTCBC to mitigate against risks. | REDACTED |
| <p>3 (a) Welsh Government cannot support the capital funding required or RCTCBC cannot secure sufficient funds from their own resources</p> | <ul style="list-style-type: none"> • Inability to proceed with project. • Reduction in project option. | 5 | 3 | 15 | <ul style="list-style-type: none"> • Develop detailed Business Cases. • Build adequate time into Project Programme. • Regular reporting to the Programme Management Board. • Revision to Project Plans if required. • Review Project Brief to reduce the size of project if required. | REDACTED |

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| 4. Failure to improve performance in key areas leads to loss of reputation and future funding. | <ul style="list-style-type: none">• Pupil outcomes do not improve, and pupils lose out by having a poorer educational experience. | 5 | 1 | 5 | <ul style="list-style-type: none">• Experienced teaching staff providing high quality teaching and learning.• Experienced SLT within the school | REDACTED |
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| 4. (a) Curriculum developed fails to engage pupils. | <ul style="list-style-type: none">• Targets not met. Standards not raised. Low retention rates.• Poor attendance. | 5 | 2 | 10 | <ul style="list-style-type: none">• Focus on ambitious educational achievements for every pupil.• Ensure dynamic programme of curriculum is developed.• Adoption of the new Curriculum for Wales.• Pupil centred learning climate adopted. | REDACTED |
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| <p>5. Inadequate management due to ineffective project governance, lack of appropriate resources or poor project management.</p> | <ul style="list-style-type: none"> • Overruns of Project Plans. • Budget not met – results in a reduction in the quality of the facilities. • Will delay implementation dates. | 4 | 2 | 8 | <ul style="list-style-type: none"> • Experienced Project Manager appointed • Continuous monitoring and review of current Project Plan and milestones with clear understanding of the key deliverables and impact. | <p>REDACTED</p> |
| <p>5. (a) Lack of timely decision making.</p> | <ul style="list-style-type: none"> • Project delayed. Developments get out of sync • Possibility of extra costs incurred due to poor instructions to contractors. | 4 | 3 | 12 | <ul style="list-style-type: none"> • Experienced independent Project Manager appointed. • Clear plan with milestones and deadlines. • Regular monitoring and reported to Project Management Board and Project Elected Members Briefing Board. • Clear communications links with contractors and stakeholders. | <p>REDACTED</p> |

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| <p>6. Stakeholder reaction causes delay or abandonment of key developments within project.</p> | <ul style="list-style-type: none"> Lack of community / stakeholder support. | 4 | 2 | 8 | <ul style="list-style-type: none"> Identify possible contentious matters early on in project and work with stakeholders to consider their concerns. Ongoing communication and collaboration with all key stakeholders to identify all concerns and risks and mitigation actions as appropriate. | <p>REDACTED</p> |
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| <p>6 (a) Lack of stakeholder support for project.</p> | <ul style="list-style-type: none"> • Lack of partnership approach. Loss of confidence. • Difficulty in addressing strategic issues. Inability to raise capital funding. | <p>4</p> | <p>1</p> | <p>4</p> | <ul style="list-style-type: none"> • Key stakeholders are part of Project Management Board and sub-groups and are regularly consulted. • Address causes of lack of support if / when they arise. • Continue successful communication and collaboration with key stakeholders. | <p>REDACTED</p> |
| <p>7. Staffing difficulties in sustaining the proposed solution due to recruitment and retention problems.</p> | <ul style="list-style-type: none"> • Curriculum offer is not deliverable, and quality of provision falls. • Poor staff morale. | <p>4</p> | <p>1</p> | <p>4</p> | <ul style="list-style-type: none"> • Experienced Senior Management Team with a good reputation for delivering high quality teaching and learning environment in place. • Focus on professional staff development. • Appropriate budgets available to sustain staffing structures. • Provision of state of the art 21st Century teaching and learning environment. | <p>REDACTED</p> |

Ranked Scores: 1 – 8 Low, 9 – 5 Medium, 16 – 24 High, 25 Critical.

RCM Owners:

REDACTED