

# Public Document Pack

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19 May 2020

Dear Member,

## **Cabinet - Tuesday, 26 May 2020**

Please find enclosed the following documents for consideration at the meeting of the Cabinet on Tuesday, 26 May 2020 which were unavailable when the agenda was published.

<b>Agenda No</b>	<b>Item</b>
<b>2.</b>	<b>Minutes</b> (Pages 3 - 6)
<b>4(b)</b>	<b>Woodlands Meed (CAB03_20/21) – Appendix A, Risk Register</b> (Pages 7 - 10)

Yours sincerely

Tony Kershaw  
Director of Law and Assurance

**To all members of the Cabinet**

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## **Cabinet**

22 April 2020 – At a meeting of the Cabinet held at 10.30 am at Virtual meeting with restricted public access.

Present: Cllr Marshall (Chairman)

Cllr Crow, Cllr Elkins, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell and Cllr Urquhart

Also in attendance: Cllr D Barling, Cllr A Barrett-Miles, Cllr J Dennis, Cllr M Jones, Cllr B Turner and Cllr J Walsh

### **1. Declarations of Interest**

1.1 In accordance with the code of conduct the following personal interests were declared:

- Cllr Deborah Urquhart as the local member for Clapham and Patching C of E Primary School, in relation to item 4, Small Schools proposals.
- Cllr Bryan Turner as a practising pharmacist – covid-19 report.

### **2. Minutes**

2.1 Resolved – that the minutes of the meeting held on 18 February 2020 be approved as a correct record and that they be signed by the Chairman.

### **3. Key Decisions - Small Schools Proposals (CAB01\_20/21)**

4.1 The Cabinet considered a report by the Director of Education and Skills.

4.2 The report was introduced by Cllr Nigel Jupp, Cabinet Member for Education and Skills who outlined the journey of the decision and the proposals to be considered by Cabinet. He explained that the proposals would be based on the aims of the School Effectiveness Strategy and were responsive to the needs of local communities.

4.3 The Cabinet Member advised that the proposals relating to Warninglid, Stedham and Compton and Up Marden had been endorsed by the Children and Young People's Services Scrutiny Committee (CYPSSC) on 14 April 2020. The proposals relating to Rumboldswyke and Clapham and Patching were not endorsed by the CYPSSC and Cabinet was asked to reconsider those proposals in light of the Committee's comments.

4.4 The Cabinet Member advised that in view of the current public health restrictions, if parents had not been able to identify an alternative school for their children, the buildings at both Rumboldswyke and Clapham and Patching should remain open for some of the autumn term. The Education and Skills service, Special Education Needs Assessment

Team (SENAT) and specialist teachers would support families with school transition.

4.5 Cllr David Barling, Chairman of the Children and Young People's Services Scrutiny Committee reiterated that the Committee did not support the proposals in relation to Rumboldswyke and Clapham and Patching schools. He asked that the process be held to allow Cabinet to reflect on other options.

4.6 Cllr Michael Jones, Leader of the Labour Group, advised the proposals were opposed by the Labour group. He suggested that the current situation had already disrupted children's learning, that the proposals seemed driven by financial considerations and that the Cabinet should delay the closure proposals.

4.7 Cllr James Walsh, Leader of the Liberal Democrat Group invited Cabinet to consider the academy proposals for Rumboldswyke and Clapham and Patching and reflect on the views of the scrutiny committee.

4.8 Cabinet Members welcomed the proposal to extend the use of the buildings at Rumboldswyke and Clapham and Patching in the context of Covid-19. Cabinet felt that the process had been extensive and reflective to all representations. The Leader stated that to delay would leave the schools and families concerned in an indeterminate state.

4.9 Resolved – that Cabinet supports the proposals outlined in Section 2 going forward to:

1. Issue a closure notice for Clapham and Patching C of E Primary School, Clapham, Worthing, but maintaining the building open for the Autumn half term to allow those children without suitable school places to be supported to transition to a new school should schools not return to normal opening during the summer due to the current Covid-19 situation.
2. Issue closure notice for Rumboldswyke C of E Infant School, Chichester, but maintaining the building open for the Autumn half term to allow those children without suitable school places to be supported to transition to a new school should schools not return to normal opening during the summer due to the current Covid-19 situation.
3. Request County Council Officers to continue to work with Governors of Stedham Primary School and Harting CE Primary School to progress the Federation Action Plan towards a hard federation by January 2021.
4. Request County Council Officers to continue to work with Governors to progress proposals for the federation of Compton and Up Marden CE Primary School, Compton with an appropriate partner.
5. Issue prescribed alteration notices for the relocation of Warninglid Primary School, Warninglid, Haywards Heath to a new site in Pease Pottage Crawley by September 2021 (subject to developers completing in June 2021) and implement the proposals submitted by Warninglid Primary School and at least one other partner to federate.

#### **4. Fire and Rescue Improvement Work**

4.1 Cabinet received a verbal update from Cllr Duncan Crow on the Fire and Rescue Service improvement work. The following key points were highlighted:

- An inspection visit took place in February and progress noted.
- There was a clear path forward and the service had not lost focus.
- Safe and well visits were being undertaken in a timely manner.
- New posts had increased capacity in the service.
- A new IT system will provide greater accuracy in reporting.
- Cultural change was beginning to embed.
- The service had been able to respond flexibly to the Covid-19 situation, and the hard work of staff was acknowledged.

4.2 Resolved – that Cabinet welcomes the Fire and Rescue Service improvement update.

#### **5. West Sussex County Council Response to Covid -19**

5.1 The Cabinet considered a report by the Chief Executive. The following key points were highlighted in WSCCs response to Covid-19:

- Staff were working relentlessly to provide an effective response to the biggest priorities to keep critical services in place.
- All partners and sectors were working collectively to meet the needs of communities.
- The financial impact of Covid-19 on West Sussex was currently estimated in the region of £85m for 2021. It was likely that these implications would stretch beyond 2021.
- This £85m was likely attributable to:
  - Adults Social Care, and increased demand on residential care.
  - Impact on planned action and projects
  - Cost of recovery
  - Impact on economy

5.2 Cllr Joy Dennis, Chairman of the Performance and Finance Scrutiny Committee, commented that the impact of Covid-19 on finances and capacity and the West Sussex Plan measures would be difficult to evaluate in the current circumstances but that a recovery plan should be considered sooner rather than later. Cllr Joy Dennis highlighted the impact on the County's economy - especially around Gatwick.

5.3 Cllr David Barling, Chairman of the Children and Young People's Services Scrutiny Committee was concerned about the sufficiency of adequate Personal Protective Equipment (PPE).

5.4 Cllr Andrew Barrett-Miles, Chairman of the Environment and Communities Scrutiny Committee referred to the reopening of Household Waste Recycling Sites (HWRS) and how it would be managed and stressed the importance of addressing fraudulent activity and the role of the community hubs.

5.5 Cllr Bryan Turner, Chairman of the Health and Adult Social Care Scrutiny Committee commented on how a recovery plan might be structured and the capacity in the care sector and non-covid hospital activity. He questioned the impact on the voluntary sector, in house day services and lifelong services.

5.6 Cllr Steve Waight, Chairman of the Fire and Rescue Service Scrutiny Committee noted the response of WSCC firefighters and the support they had given to other emergency services.

5.7 Cllr Michael Jones, Leader of the Labour Group questioned the issues for care homes, the availability of PPE, and asked which services would be reduced or not delivered. He also commented on the effect of Gatwick on the local economy.

5.8 Cllr James Walsh, Leader of the Liberal Democrat Group considered the impact for care homes and questioned the supply of PPE and support for families at risk of domestic violence.

5.9 All Cabinet Members, Scrutiny Chairman and Minority Group Leaders gave sincere thanks to staff and officers across the authority for their hard work in the current circumstances. Each Cabinet Member provided a brief portfolio update in the context of Covid-19.

5.10 The Leader thanked West Sussex residents for their support and understanding in the requirement to the council to realign its focus for Covid-19.

## **6. Date of Next Meeting**

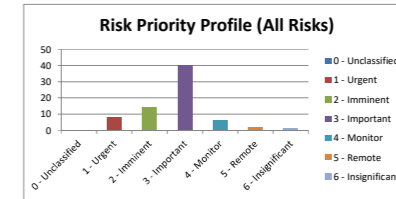
6.1 The next meeting of Cabinet would be held on 26 May 2020.

The meeting ended at 2.14 pm

Chairman

Probability	Severity
5 Likely	Substantial
4 Fairly Likely	Significant
3 Fairly Unlikely	Moderate
2 Unlikely	Minor
1 Very Unlikely	Insignificant

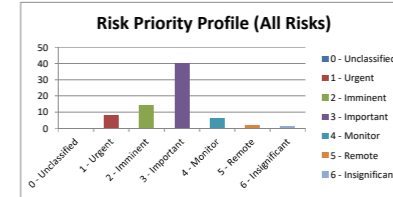
Risk Summary	Risk Priority Profile (All Risks)
0 - Unclassified	0
1 - Urgent	8
2 - Imminent	14
3 - Important	40
4 - Monitor	6
5 - Remote	2
6 - Insignificant	1



Risk No.	Date Raised	Description	Risk Type	Current Probability Score	Current Severity Score	Current Overall Risk Importance	Action Plan	Risk Owner (Impacted by Risk)	Responsibility for Action	Priority	Open/Closed	Financial Estimate	Decision (Accept / Mitigate / Avoid)	Comments	Risk Review Date
1	09/07/2019	SUDS solutions may be required which could increase the project budget (currently attenuation tanks allowed)	Planning	3	3	9	Engagement with planning authority to agree requirements. Review Geotechnical Intrusive Survey and drainage strategy / outline drainage scheme.	WSCC		3	O		Mitigate	SUDS will apply, but level of infiltration is very poor due to clay. Site could provide opportunities for SUDS (swales) inclusion. Once drainage strategy (incl SUDS) developed, consider consultation with WSCC SUDS team (fee charged?). Allowances included in F+G cost plan.	05/05/2020
2	09/07/2019	Objections to elements of the design / the whole design from Planning.	Planning	2	5	10	Early engagement with Planning Officer (PO) to review project, building location, Sport England proposals, required planning documents, etc. scope of works, review building line and preferred views. Organise formal pre-apps. Review public consultations requirements.	WSCC		1	O		Mitigate	Planning Officer site visit and initial pre-app held on 16/07/19.	05/05/2020
3	09/07/2019	Objections to elements of the design from Conservation Officers (CO), eg preferred conservation areas views	Planning	2	5	10	Early engagement with Planning Officer (PO) and Conservation Officer (CO) to agree scope of works, review building line and preferred views. Liaise with HE and organise a consultation / meeting.	WSCC		2	O		Mitigate	Review with Planning Officer via pre-app whether there will be any issues or requirements due to neighbouring conservation area.	05/05/2020
4	09/07/2019	Sport England objections due to loss of playing field and reduction in playing field areas.	Planning	3	6	18	Hold pre-app in RIBA Stage 1 with Sport England. Written pre-app submission issued 17/07/19. Develop a case for Sport England exceptional circumstances exemption.	WSCC		1	O		Mitigate	Written pre-app received from and subsequent meeting held with Sport England. Guidance received on requirements.	05/05/2020
5	09/07/2019	Highways object to the proposals due to pre-existing transport issues which the scheme does not currently address. Leading to delays and additional costs eg school access is via a quiet residential road, with roadside parking.	Planning	2	5	10	Transport Statement and Travel Plan required to demonstrate current and future traffic levels will be suitable and manageable.	WSCC		2	O		Mitigate	Initial discussion held with Highways, including construction site access.	05/05/2020
6	09/07/2019	Highways object to the proposals due to increase in school and staff numbers and the resulting additional increase in vehicle journeys.	Planning	4	5	20	Transport Statement (or Assessment) and Travel Plan required to demonstrate impacts will be minimum. 36 extra pupils plus associated staff - eg six extra mini-buses plus extra staff cars. Appoint Highways consultant and arrange, transport appraisal and pre-app with WSCC Highways & Transport.	WSCC		1	O		Mitigate	Initial discussion held with Highways, including construction site access.	05/05/2020
7	09/07/2019	Highways object to the proposals due to construction traffic.	Planning	4	5	20	Construction Management Plan required to demonstrate impacts will be minimum and methods of managing highways impact during construction and occupation.	WSCC		1	O		Mitigate	Alternate access route investigated (Construction Access Options Report) from Folders Lane to the south and across the recreational ground, which will reduce impacts on houses on Birchwood Grove Road and Wykenham Way to the north of the site. Further investigations to be undertaken on access options in RIBA Stages 2 and 3.	05/05/2020
8	09/07/2019	Delay in planning application being logged / validated due to incomplete information / payment of fee.	Planning	2	3	6	Engage with Planning Authority early to establish requirements and agree a validation checklist	WSCC		3	O		Mitigate	Initial meetings and discussions held.	05/05/2020
9	09/07/2019	Section 278 works imposed which may increase the project budget and programme beyond the current forecast.	Planning	2	4	8	Early consultation with Highways to assess the risk of S278 works (Pre-App).	WSCC		2	O		Mitigate	No costs included in project budget. No requirement noted to date by WSCC Highways (informal discussion).	05/05/2020
10	09/07/2019	The project is required to go through the judicial review process resulting in a programme delay.	Planning	2	4	8	Due processes being followed including pre apps and planning consultation.	WSCC		4	O		Mitigate		05/05/2020
11	09/07/2019	Objections from the local residents results in planning approval delay or failure, also programme delay or project cancellation.	Planning	5	5	25	Follow the correct public consultation procedures. Planning consultation and Statement of Community engagement. Listen to comments made at public consultation and seek to address concerns where practical.	WSCC		3	O		Mitigate		05/05/2020
12	09/07/2019	A suitable travel plan is not provided to satisfy the requirements of the planning application.	Planning	2	4	8	A travel plan to be developed and submitted as part of the planning application. Transport consultant engaged. Liaise with Highways and Transport, including pre-apps. Work with WMC on format and content.	WSCC		4	O		Mitigate	WMC have advised they are updating their current Travel Plan and using the new Modeshift Stars system (July 2019).	05/05/2020
13	09/07/2019	External Stakeholder and Consultee communication and liaison is not dealt with in an effective manner. Leading to planning and delivery issues.	Planning	2	4	8	Stakeholders to be liaised with as part of the pre planning consultation plan. Consider engaging a planning consultant to provide planning advice / report, manage planning consultations, planning application submission and planning review.	WSCC		3	O		Mitigate	Members briefings to be planned, etc.	05/05/2020
14	09/07/2019	WSCC Planning Department is under resourced to meet programme requirements.	Planning	2	4	8	Engage early with the planning authority, provide key dates and requirements. Review with WSCC whether any resourcing issues.	WSCC		4	O		Mitigate		05/05/2020

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5 Likely	Substantial
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Risk Summary (All Risks)	Count
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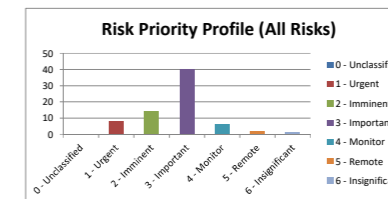


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15	09/07/2019	Planners impose onerous planning conditions which impact on programme and costs.	Planning	3	4	12	Engage with the planning authority early in and throughout the pre planning stages.	WSCC		2	O		Mitigate		05/05/2020
16	09/07/2019	Insufficient site area to meet the requirements of BB104 for a 100 pupil College. Planning Approval is not granted.	Planning	2	4	8	Area calculations undertaken. Early Sport England pre-app to be held. The planning authority have been engaged with early in the pre planning stages.	WSCC		3	O		Mitigate	Options reviews undertaken and pupil numbers to remain at current 100 population.	05/05/2020
17	20/07/2019	The site investigations reveal abnormal ground conditions or contaminated land on site leading to increased costs and time to remediate/redesign.	Site	2	5	10	Geotechnical intrusive survey to be undertaken early. Survey to be extended / reviewed once building location fixed.	WSCC		3	O		Mitigate	Geotechnical undertaken by HCC.	05/05/2020
18	20/07/2019	Site surveys do not provide enough / correct information to effectively reduce risk causing project delays and cost implications later.	Site	2	5	10	Survey scopes to be co-ordinated with project team. Surveys to be undertaken early in the design process. Obtain 2/3 quotes for surveys, agree scope with consultants / WSCC. If all surveys cannot be completed the design team to make informed sensible design assumptions.	WSCC		2	O		Mitigate		05/05/2020
19	20/07/2019	Unexploded ordnance is found on the site causing delays to construction and cost implications.	Site	1	3	3	UXO desktop survey to be undertaken in RIBA Stage 2.	WSCC		3	O		Mitigate		05/05/2020
20	20/07/2019	Protected species (including nesting birds) found on site preventing development or requiring relocation and additional costs.	Site	3	3	9	The phase 1 habitat survey to be undertaken early and at the appropriate seasonal time.	WSCC		3	O		Mitigate	Phase 1 undertaken. Further surveys recommended.	05/05/2020
21	20/07/2019	Protected species (bats) found on site preventing development or requiring relocation with cost implications.	Site	4	4	16	Bat emergence survey to be conducted, is a recommendation by ecology survey.	WSCC		3	O		Mitigate	Phase 1 undertaken. Further surveys recommended.	05/05/2020
22	20/07/2019	The site is in an area which is identified as being at risk from flooding and also required temporary flood risk measures to be accommodated.	Site	1	3	3	Flood risk assessment to be procured.	WSCC		5	O		Mitigate	FRA undertaken, Flood zone 1.	05/05/2020
23	20/07/2019	Existing service, utilities and Easements are present on site, restricting the scope of the proposed development.	Site	2	4	8	WSCC to undertake a search of the legal title and constraints applicable to the site and advise design team of any issues. Review of statutory utilities search data to ascertain if any need diverting for any of the options presented.	WSCC		3	O		Mitigate	Existing utility drawing obtained by HCC. Updated drawings and report provided by Atkins, including requirement for a new electrical substation. Reports findings to be included for in RIBA Stage 2.	05/05/2020
24	20/07/2019	Existing utilities do not have sufficient capacities for new building requirements.	Site	4	4	16	Capacity checks to be undertaken in RIBA Stage 1.	WSCC		3	O		Mitigate	Capacity checks also progressing via Atkins. A new electrical substation will be required.	05/05/2020
25	20/07/2019	Viable option is not within current project budget. Additional funding required for project to progress. Potentially delaying programme or reducing scope of the project.	Financial	5	5	25	A preferred and viable option review is underway eg Sport England, Planning, Sprinklers, Access, Cost. Monitor budget, carry out regular cost estimates.	WSCC		1	O		Mitigate	Option has reduced building size to accommodate 100 pupils.	05/05/2020
26	20/07/2019	Significant value engineering exercise(s) required. Potentially delaying programme or reducing scope of the project.	Financial	4	5	20	Will monitor budget, carry out regular cost estimate and financial modelling. Meet with the client to discuss the extent of value engineering if needed.	WSCC		1	O		Mitigate	Option has reduced building size to accommodate 100 pupils.	05/05/2020
27	20/07/2019	Funding for the project is insufficient, reduced, withdrawn or not available, cancelling project or changing brief.	Financial	4	5	20	WSCC to undertake costed option reviews and provide Business Case to CAB with options and to secure funding.	WSCC		3	O		Mitigate		05/05/2020
28	20/07/2019	Cost plan is not robust and aligned to design development which may lead to delays and rework.	Financial	3	4	12	Cost plan to be benchmarked against MDC, EBD OG and BCIS cost data bases and reviewed against design development throughout the design process. Ensure all parties are working to the client budget.	WSCC		3	O		Mitigate		05/05/2020
29	20/07/2019	The inflation rate is higher than predicted increasing project costs.	Financial	3	4	12	Track projected inflation rates on BCIS and MDC data bases (subject to Brexit).	WSCC		3	O		Mitigate	Review following Dec 2019 election and proposal to deliver Brexit in Jan 2020.	05/05/2020
30	20/07/2019	Consultant / survey or main contractor / subcontractor goes into liquidation leading to delays and additional cost implications.	Financial	3	5	15	Consultants and surveyors to be all from MDC supply chain. Contractors to be from construction frameworks. Consider undertaking further financial checks on contractors prior to invitation to tender.	WSCC		3	O		Mitigate		05/05/2020
31	20/07/2019	Contractor and all designers / surveyors do not provide collateral warranties to WMC.	Financial	2	4	8	MDC to ensure requirement is advised as part of tendering / quotation process and confirmed before appointment. MDC to diligently request upon formal appointment signing.	WSCC		3	O		Mitigate		05/05/2020
32	20/07/2019	Development Agreement not completed prior to start of works on site,	Financial	3	5	15	Early drafting of agreement and review of drafts by all parties. Required activities included on main programme and key dates monitored.	WSCC		3	O		Mitigate	WSCC are progressing this with WMC currently (05/05/2020).	05/05/2020
33	20/07/2019	£500k funding for design is not sufficient to complete RIBA Stage 3.	Financial	4	5	20	Assess required fees on a stage by stage basis. Forecast fees for each stage, monitor expenditure, seek additional funding well in advance of requirement. Delay contractor appointment until sufficient funding secured.	WSCC		3	O		Mitigate		05/05/2020
34	20/07/2019	BREXIT impacts cost / funding.	Financial	3	5	15	Monitor progress with Brexit and likely impacts on construction and LA projects and funding.	WSCC		3	O		Mitigate		05/05/2020
35	20/07/2019	Issues from communications with WMC.	Design	4	5	20	All communications with WMC to be via WSCC Contract Officer. To be identified in PEP Comms Plan. All meetings to be recorded and verbal discussion confirmed.	WSCC		2	O		Mitigate		05/05/2020
36	06/09/2019	Issues from communications with other Stakeholders.	Design	3	5	15	All communications with key stakeholders to be via WSCC Contract Officer. To be identified in PEP Comms Plan. All meetings to be recorded and verbal discussion confirmed.	WSCC		2	O		Mitigate		05/05/2020
37	20/07/2019	There is not enough designed space to fit all of the required plant, cores, etc requiring a redesign and causing programme delays and increased cost.	Design	1	5	5	M&E engineers to specify building ventilation and services systems early in design process and identify a suitable plantroom size.	WSCC		4	O		Mitigate		05/05/2020



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5 Likely	Substantial
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Risk Summary	Risk Priority Profile (All Risks)
0 - Unclassified	0
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2 - Imminent	14
3 - Important	40
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6 - Insignificant	1



Status: Pre-construction - RIBA Stage 1

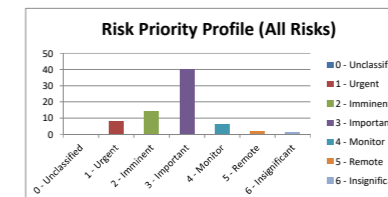
Risk No.	Date Raised	Description	Risk Type	Current Probability Score	Current Severity Score	Current Overall Risk Importance	Action Plan	Risk Owner (Impacted by Risk)	Responsibility for Action	Priority	Open/Closed	Financial Estimate	Decision (Accept / Mitigate / Avoid)	Comments	Risk Review Date
38	20/07/2019	Once schedule of accommodation agreed, required classroom, year and SEND adjacencies as are not achievable within building design.	Design	2	5	10	Extensive consultation and brief establishment with WMC. Employ experienced and SEND specialist Architect.	WSCC		4	O		Mitigate	Haverstock appointed.	05/05/2020
39	20/07/2019	External lighting proposals and to MUGA are objected to by adjoining residential properties.	Design	4	3	12	Design of lighting to be subject to detailed review to ensure nuisance is kept to a minimum with appropriate fittings, and PIR controls. Lighting to be kept to low level ambient solution. Use of MUGA at night to have times restricted.	WSCC		4	O		Mitigate		05/05/2020
40	20/07/2019	Building regulations input not provided in a timely manner, resulting in delays to the completion of the design.	Design	3	4	12	Early contact to be made with Building Control with design submitted for review.	WSCC		3	O		Mitigate		05/05/2020
41	20/07/2019	Design does not adequately meet client's brief / ER's / Design Guides / Building Bulletins.	Design	1	5	5	All ER's / design guides to be issued to design team members. Design review at end of RIBA Stages and Stage gates. The client to be involved in regular reviews.	WSCC		5	O		Mitigate	Regular Project / Design Team Meetings with WSCC in attendance.	05/05/2020
42	20/07/2019	Design does not adequately meet College requirements.	Design	3	5	15	WMC engagement throughout design process - (PEP stakeholder engagement plan). Regular meetings during RIBA Stages 0 and 1 to establish brief.	WSCC		3	O		Mitigate		05/05/2020
43	20/07/2019	Sprinkler Risk Assessment recommends sprinklers are advisable or required, adding to costs or causing delays while decisions are made.	Design	4	4	16	Undertake assessments in Stage 2. Liaise with fire officer via building control. Property protection sprinklers included for in Cost Estimate. Sprinkler Cost Benefit Analysis to also be undertaken, if required.	WSCC		3	O		Mitigate		05/05/2020
44	20/07/2019	Design / access requirements require tree removals.	Design	4	4	16	Undertake Arboricultural survey early. Review tree impacts. Liaise with tree officer on any removals. Identify preferred site access route. Include for new trees in soft landscaping.	WSCC		3	O		Mitigate	Access Option 1B will require the removal of trees and bushes within the Birchwood Grove Community Primary School.	05/05/2020
45	20/07/2019	Design team and Contractor's design team may incur software incompatibilities therefore not being able to achieve the benefits of working in BIM (clash detections, fully coordinated model) resulting in loss of information during translation, abortive work & delays to the programme.	Design	3	4	12	MDC to provide a BIM execution plan to the design team which enables them to work to fixed project BIM protocols and QA procedures. The team are to hold regular BIM reviews and workshops. Haverstock will undertake a BIM Manager role.	WSCC		3	O		Mitigate		05/05/2020
46	20/07/2019	Going out to tender (2nd stage) with incomplete information resulting in contractor pricing risk and costs exceeding budget	Design	3	4	12	Designs to be robust and coordinated prior to tendering Time to be given in programme to ensure sufficient time to complete design stages.	WSCC		3	O		Mitigate		05/05/2020
47	20/07/2019	Design and Build contractor may not provide a scheme that is affordable	Design	3	5	15	Regular cost checks to be undertaken.	WSCC		3	O		Mitigate	Open Book process to be utilised.	05/05/2020
48	20/07/2019	Impact of daylight / overshadowing and right to light on neighbouring properties.	Design	2	4	8	Once viable option is selected, review impact likelihood and if required engage a consultant to develop a model and provide a report. Adjust building design accordingly.	WSCC		3	O		Mitigate		05/05/2020
49	20/07/2019	Change requests from WMC and WSCC (Stakeholders) results in delays and additional costs	Design	4	4	16	Hold stakeholder engagement meetings throughout the design process. Include Stakeholder management plan in PEP.	WSCC		3	O		Mitigate		05/05/2020
50	20/07/2019	Hydrotherapy pool etc exceeds budget allowance.	Design	2	4	8	Review benchmarked costs from previous projects to ensure correctly budgeted.	WSCC		3	O		Mitigate		05/05/2020
51	20/07/2019	Extended sports hall requirement (3 court or 4 court) delays project progress on two court option or puts at risk receipt of planning approval (eg Sport England issues.).	Design	3	5	15	Seek planning and Sport England advice on larger sport hall impacts at all stages. Ensure 2 court school is not put at risk. Monitor closely and work with school on their application for funding.	WSCC		3	O		Mitigate	Two court sportshall is in the current Option 1 scope.	05/05/2020
52	20/07/2019	BREEAM Very Good and other sustainability requirements are not affordable.	Design	3	5	15	Include Bream pre assessments etc in RIBA design stages, ensure cost plan includes for meeting WSCC Very Good requirement.	WSCC		3	O		Mitigate		05/05/2020
53	20/07/2019	The project programme is not achievable and delayed, potentially causing cost implications.	Finance	5	5	25	An achievable programme is set and agreed with all stakeholders (WMC and WSCC). F+G and WSCC to be aware of programme critical path and milestones to ensure programme slippages can be mitigated. Management undertake frequent review, progress monitoring and reporting.	WSCC		1	O		Mitigate	Draft target development programme 009 has been shared with WSCC and WMC.	05/05/2020
54	20/07/2019	Delays in completing WSCC approval and Gateway processes result in programme delays.	Programme	4	5	20	WSCC to review programme and confirm all approval and Gateway allowances are adequate.	WSCC		2	O		Mitigate	Master programme developed with standard governance requirements for adoption by all projects. Governance durations have been agreed with WSCC.	05/05/2020
55	20/07/2019	May 2023 completion is not achievable.	Programme	3	4	12	Once viable option is identified, programme to be updated and agreed by all parties and communicated to all stakeholders.	WSCC		3	O		Mitigate	Current programme has demolition and landscape works to front of site as a 2nd phase fro Sept 2022 to Feb 2023.	05/05/2020
56	20/07/2019	Contractor procurement is delayed resulting in a delayed start time to project and potential delaying of completion date or increasing cost.	Programme	2	4	8	WSCC have confirmed the proposed procurement route. The Contractor will be appointed on a 2 stage D&B basis through the SCF framework. Procurement to start in Stage2 with SCF mini competition and soft marketing. Contractor to manage project from RIBA Stae 4 onwards.	WSCC		2	O		Mitigate	Procurement pptions to be reviewed following WSCC interest in DfE MMC 1 framework.	05/05/2020
57	20/07/2019	Design Option selected with phased programme which impacts on overall programme and neighbours / schools.	Programme	2	4	8	Ensure an impact assessment is included in option selection and viability assessment.	WSCC		2	O		Mitigate	Option 1 (100 pupil places) is currently preferred.	05/05/2020
58	20/07/2019	Changes to Law / regulations	Changes in Law	3	4	12	Monitor.	WSCC		3	O		Mitigate		05/05/2020
59	20/07/2019	Construction access route to site for Design Option 1b (new building on rear playing field).	Construction	3	3	9	Construction access options investigated with alternate access route identified (Construction Access Options Report) from Folders Lane to the south and across the recreational ground, which will reduce impacts on houses on Birchwood Grove Road / Wykenham Way to the north of the site and the impacts on Birchwood Grove Primary school, from accessing via the school drive and playground (noise, dust, dirt, H&S, traffic obstructions etc) . Further investigations to be undertaken on access options in RIBA Stages 2 and 3 to confirm preferred route and viability Seek contractor advice on access and constructability issues.	WSCC		1	O		Mitigate	Access Option 1B has been selected as preferred by WSCC and WMC. This option shares access with Birchwood Grove Community Primary School.	05/05/2020

WEST SUSSEX COUNTY COUNCIL  
Woodlands Mead College  
Project Risk Register (Option 1 - 100 pupil places)  
19 May 2020 Rev 006

Risk Register  
Open Risks 71

Probability	Severity
5 Likely	Substantial
4 Fairly Likely	Significant
3 Fairly Unlikely	Moderate
2 Unlikely	Minor
1 Very Unlikely	Insignificant

Risk Summary	Risk Priority Profile (All Risks)
0 - Unclassified	0
1 - Urgent	8
2 - Imminent	14
3 - Important	40
4 - Monitor	6
5 - Remote	2
6 - Insignificant	1



Status: Pre-construction - RIBA Stage 1

Risk No.	Date Raised	Description	Risk Type	Current Probability Score	Current Severity Score	Current Overall Risk Importance	Action Plan	Risk Owner (Impacted by Risk)	Responsibility for Action	Priority	Open/Closed	Financial Estimate	Decision (Accept / Mitigate / Avoid)	Comments	Risk Review Date
60	06/09/2019	Risks to Birchwood Grove Primary school from construction site access route via school drive and school playground. Risks include noise, dust, dirt, vibration, H&S, traffic obstructions, etc).	Construction	5	5	25	Construction access options investigated with alternate access route identified (Construction Access Options Report) from Folders Lane to the south and across the recreational ground, which will reduce impacts on houses on Birchwood Grove Road / Wykenham Way to the north of the site and the impacts on Birchwood Grove Primary school. Further investigations to be undertaken on access options in RIBA Stages 2 and 3 to confirm preferred route and viability. Seek contractor advice on access and constructability issues.	WSCC		3	O		Mitigate		05/05/2020
61	20/07/2019	Additional asbestos found as part of R&D survey or during demolitions. Additional costs and programme delays.	Construction	4	4	16	Check and confirm Asbestos Management Surveys. WSCC review undertaking R&D survey during school holiday period. Appropriate costs included in Stage estimates.	WSCC		3	O		Mitigate		05/05/2020
62	20/07/2019	Lead paint found during demolitions. Additional costs and programme delays.	Construction	4	4	16	Age of construction to be reviewed. WSCC review undertaking survey during school holiday period.	WSCC		3	O		Mitigate		05/05/2020
63	20/07/2019	Archaeological trenches if required discover archaeology or disrupt offices.	Construction	1	1	1	Carry out surveys as part of Stages 2 or 3. Issue report to WSCC Archaeologist prior to planning submission.	WSCC		6	O		Mitigate	WSCC County Archeologist has confirmed no survey works are required.	05/05/2020
64	20/07/2019	Constrained site increases the degree of difficulty of construction.	Construction	4	5	20	Intelligent design. Contractor to be appointed early to aid with design and buildability issues	WSCC		2	O		Mitigate		05/05/2020
65	20/07/2019	Option 1 not completed at school holiday period, delaying decant / occupation.	Construction	4	4	16	Develop detailed programme for selected option, review completion dates and decant / handover strategy with WSCC and stakeholders.	WSCC		3	O		Mitigate		05/05/2020
66	20/07/2019	Planning conditions not discharged to required programme, eg prior to commencement, prior to occupation.	Construction	4	3	12	All programme time for contractor discharge of pre commencement conditions, after receipt of planning. Ensure planning condition tracker is used and implemented.	WSCC		3	O		Mitigate		05/05/2020
67	20/07/2019	Extent of client supplied / installed ICT and FF&E not understood, causing delays.	Construction	3	3	9	Review requirements with WSCC, develop ICT matrix and FF&E strategy and schedule. Include in contractor tenders. Monitor at project meetings.	WSCC		3	O		Mitigate		05/05/2020
68	20/07/2019	Construction works cause noise, dust, fumes, H&S issues, etc causing unacceptable disruption to the residents and adjoining school sites/schools (WMC and Birchwood Grove Community Primary School).	Construction	5	4	20	Ensure constraints are articulated in the pre-construction information pack, and contractors provides a suitably robust construction phase plan to address the issues	WSCC		2	O		Mitigate		05/05/2020
69	20/07/2019	Impacts on construction programmes due to required interfaces with existing school building and their services.	Construction	5	4	20	Detailed surveys, investigations and project design and planning.	WSCC		3	O		Mitigate		05/05/2020
70	05/05/2020	Impact of COVID-19. Government guidelines and CLC guidance affects project activity, personnel and construction.	Programme	3	3	9	Monitor progress with COVID-19 and likely impacts on construction and LA projects and funding.	WSCC		2	O		Mitigate		05/05/2020
71	19/05/2020	The Secretary of State for Education's consent is required for a change of use of playing field land.	Planning	2	3	6	The application is to be submitted by the Governors.	WSCC		2	O		Mitigate		19/05/2020

Total Number of Risks	71
Average Risk Importance Score	12.90

Closed Risks	0
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