

Report to **South Downs National Park Authority**
 Date **30 March 2023**
 By **Head of Finance and Corporate Services**
 Title of Report **Invest to Save Reserve Proposal and works at Centurion Way**
Decision

Recommendation: The Authority is recommended to:

- I. Subject to the creation of the Invest to Save reserve to be approved at Agenda Item 11 of this meeting:**
 - **Approve the Invest to Save Reserve to be utilised for the proposed expenditure as detailed in paragraph 1.3 of this report.**
 - **Approve the direct award of the works at Centurion Way, for the next phase from Wellhanger Copse to Littlewood Farm, to the existing contractor and delegate authority to the Chief Executive to award the contract.**

I. Introduction

- I.1 At the Members' budget workshop held on 31 January 2023, it was proposed to spend £1m of reserves on Invest to Save projects with the money allocated to a designated reserve to be created for the forthcoming financial year with an aim of spending as much as possible by the end of 2023/24. This would provide opportunities for one off expenditure with the aim of reducing costs for forthcoming years or to provide funds for additional capital projects with long term benefits for SDNPA and/or meeting our Corporate Plan objectives. A number of proposals were provided at the workshop with estimates of cost and further information on these proposals is included below.
- I.2 It is proposed in Agenda Item 11 the Invest to Save reserve is to be created from movement of existing reserves including the release of the transition reserve. Since the workshop, Defra have provided an additional one off £440k grant for 2022/23, which, in part, would be utilised to increase funds available for these opportunities.
- I.3 This report is seeking the approval for the items described below to be included as identified proposals of expenditure against the Invest to Save Reserve, as outlined in the Revenue Budget report by the Chief Finance Officer (agenda item 11).

Invest to Save Proposal

Project	Site	Estimate
Energy Efficiency Project – to include: Solar PV modules with battery plus battery for current panels LED Lighting Heating System Improvements	Memorial Hall/SDC/SSP	£129,000

Audio Visual Equipment replacement	Memorial Hall	£35,000
Cladding/render replacement	SDC	£150,000
6-seater electric buggy	SSCP	£14,500
Micro Tractor and Cut & collect machine	SSCP	£35,000
Central area storage and accommodation	W&DLM	£40,000
Sewage treatment plant (reed bed alternative)	SSCP	£250,000
Centurion Way – Construction works on sections 5 and 6, Wellhanger Copse and Littlewood Farm, along with final phase design		£450,000
Unallocated		£336,500

Total £1,440,000

1.4 Details of the individual proposals are provided below with more information and their potential savings/benefits.

1.5 In addition, this report recommends approving a direct award of the next phase on Centurion Way to the existing contractor.

2. Policy Context

2.1 A number of the items look to deliver longer term management of costs, assisting the achievement of Corporate Plan outcomes and net zero targets (e.g., LED lighting, solar panels, etc). Others such as Centurion Way look to continue construction currently underway and build momentum of project delivery. This is enabling conversations with landowners and demonstrates protection against future cost increases to future funders and that we will continue to deliver this project (rather than stop/start when funding opportunities might arise).

3. Issues for consideration

3.1 A number of these proposals are about delivering projects now with the aim to reduce future costs:

- Energy Efficiency Programme
- Audio Visual equipment replacement
- Micro Tractor and Cut & Collect Machine

3.2 The electric buggy supports those with accessibility issues visiting Seven Sisters Country Park.

3.3 The following capital projects enhance the SDNPA buildings/provide accommodation into the future:

- Cladding/render at SDC
- Central area accommodation

3.4 The final project proposals provide a longer-term solution to the sewerage issues at Seven Sisters County Park, protecting the environment and reducing reputational risk and Centurion Way - Wellhanger Copse to Littlewood Farm seeks the continuation of the current project delivery into the next phase.

4. Projects & cost implications

4.1 **Energy Efficiency Programme – total cost £126,000**

4.1.1 Solar panels proposals

- 4.1.2 South Downs Centre – the current array of panels has a 25-year transferrable power output warranty: 5 years – 95%, 12 years – 90%, 18 years 85%, 25 years – 80%, it is therefore not considered necessary to replace these at the current time. However, it is proposed to add battery storage, in the SDC switch room, so we can utilise the power generated. This current array generates a minimum of 6,600kWh of electricity each year.
- 4.1.3 It is proposed to augment the current panels with 11 panels to the flat roof area on the Memorial Hall, along with battery storage, which would generate 2,701kWh plus 1,456 kWh in total 4,157 kWh of electricity every year.
- 4.1.4 Seven Sisters Country Park (SSCP) - 32.8kWp from 80 x JA 410-watt solar PV modules spread over the Southeast facing roof space of workshop and toilet block, with solar edge SE10000 x 2 and SE8000 inverter and S440 optimisers on each panel maximising generation for the system. The system is expected to generate around 33,370kWh of free electricity. The company reimburses the cost, as invoiced, of electricity supplied to the authority and discussions are ongoing regarding the cost of the solar panels.

Table 1 - Solar panels:

Item	Description
Estimated Cost:	SDC - £15,000 SSCP - £41,000 (with battery storage +£8,000)
Planning Permission:	Listed building consent required, potential to go to Planning Committee.
Timeline:	Approval – March: Drawing/specification/listed building consent application* – May/June: Tender – July: Planned work commenced – August/September
Payback period	Based on current electricity prices (new 2-year contracts due to state of current market, no alternatives available): SDC: 2 years based on 0.65p/kWh (new 2-year electricity supply contract from end Jan 23) SSCP: 2 years based on 0.79p/kWh including battery storage option, 1.6 years without.

* Potential for combined application for listed buildings consent with the air source heat pump (below).

4.1.5 Heating System Improvements

- 4.1.6 South Downs Centre – Memorial Hall – the current heating at the Memorial Hall is a single gas boiler, a critical point of failure. The bio-mass boiler was intended to be used as the main source of heat, but due to flooding, it is water damaged and no longer usable. Experience of operating the biomass boiler has, in any case, shown that it is not practicable given the narrow vehicle entrance and confined space in the boiler room. A longer term, sustainable solution needs to be identified and appropriate alternative heating systems will be reviewed. One option being explored, and which is highlighted at Table 2 for illustrative purposes, is the addition of an air source heat pump as the primary source of heating with the gas boiler as backup

Table 2 – Air Source Heat Pump

Item	Description
Estimated Cost:	£30,000
Planning Permission:	Listed building consent required, potential Planning Committee.
Timeline:	Approval – March: Drawing/specification/listed building consent application* – May/June:

	Tender – July: Planned work commenced – August/September
Return on investment	Cost neutral; electricity will increase whilst gas reducing but will work towards net zero. All of our electricity in the Memorial Hall is from Ecotricity, Britain’s greenest energy company.

4.1.7 LED lighting

4.1.8 South Downs Centre and SSCP Ranger’s Office – The Ranger’s office at SSCP did not have the lighting upgraded during the recent refurbishment and provides poor illumination and high energy consumption as a mixture of fluorescent strips and halogen bulbs (the latter of which creates heat within the room).

4.1.9 We are also looking at refurbishment of the current fluorescent strip lighting system with a new lighting system utilising LED at SDC. This will provide a more energy efficient way of producing light at a lower wattage, savings on replacement tube costs and future proof both sites, whilst working towards net zero for SDNPA.

Table 3 - LED lighting

Item	Description
Estimated Cost:	SDC - £35,000 SSCP - £8,000
Timeline:	Approval – March: Tender – April: Planned work commenced – June/July (possibly sooner – dependent on availability of hardware).
Payback period	SDC – 4 years SSCP – 5 years
Savings	Further savings can be made by no replacement costs for tubes, average fluorescent T5 tubes last average of 8 years and LEDs last an average of 16 years.

4.2 Audio Visual equipment

4.2.1 **South Downs Centre – Memorial Hall.** The current Audio Visual (AV) equipment is 9 years old and is coming to the end of its useful life and is no longer able to be maintained. It was a bespoke system; the supplier no longer has a maintenance department, and no other suppliers are able to maintain or repair it. The AV system and Public Eye system are two separate systems; the new system will be all within one system and provide us more control. Technology has moved on at a pace and there are newer, more efficient systems available now. The proposed AV equipment will include a new web streaming service, including upgraded cameras which will work in conjunction with our current delegate microphone system. As well as upgraded software and hardware which will simplify system and enhance the user’s experience and enable local user groups greater access to the system, which has not been available in the past.

Table 4 – AV Equipment

Item	Description
Estimated Cost:	£35,000
Timeline:	Approval – March: Drawing/specification– April: Tender – May: Planned work commenced – July/August
Payback period	1.7 years based on £13,000 per annum. £15,000 per annum on Public Eye system but offset by service and maintenance costs of £2,000 per annum.

4.3 Cladding/render

- 4.3.1 **South Downs Centre** The render that was applied to the wall of the Planning wing during the initial refurbishment in 2013/2014 was an experimental cladding made of recycled glass. Although this was viewed positively by the BREEAM assessment at the time, this was not applied to a satisfactory standard and allowed water ingress behind the render. For a considerable period, scaffolding has been in place to ensure the safety of staff and public, whilst a claim has been in progress with the builders.
- 4.3.2 Unfortunately, the builders have since gone into liquidation and we have been working with their administrators to release the information regarding the render and attempt to process a claim. From recent enquiries, it would appear that the builders were making a secondary claim to the sub-contractor who applied the render, but they had previously also gone into liquidation.
- 4.3.3 We have looked to make a claim through our building insurance and as of 8 March 2023, have been advised that this will not be possible as it appears to be faulty workmanship or materials and is not an insured peril under our policy. We will continue to make a claim with the administrators, but due to the hierarchy of classes of creditors following insolvency it is unlikely that we would be successful in any such claim.
- 4.3.4 The scaffolding has been in place for a significant period whilst attempted claims have been in progress. If we undertake the works, it will ensure the building is sound, waterproof and increases energy efficiency and enables the scaffold to be removed from site. The render can be applied up to October, but any delays will mean that works will be undertaken in the following year. Continued pursuance of a claim against the builder will be undertaken.

Table 5 – Cladding/render

Item	Description
Estimated Cost:	£150,000 (this is a lower end estimate, we are looking for pricing with regards to removal of render, assessment and new render applied.)
Timeline:	Project approval – March: Drawing/specification/listed building consent application* (potential for) – May/June: Spend approval - July. Tender – July: Planned work commenced – August/September (we will need to move staff out of that area whilst work is underway).
Savings/Benefits	Unlikely to generate any return on investment other than to further insulate the building. But the building would once again be safe and sound, waterproof and with increased energy efficiency.

4.4 6-seater electric buggy

- 4.4.1 **SSCP** site provides a number of challenges to visitors with accessibility issues. An electric buggy will enable visitors with mobility issues to enjoy the site and what it is able to offer by being able to travel through the site on a buggy.
- 4.4.2 The buggy will also provide assistance with transporting luggage and deliveries to the Foxhole Cottages, as it is not intended to allow visitors to utilise their cars as the access is via a footpath.

Table 6 – Electric Buggy

Item	Description
Estimated Cost:	£14,500
Timeline:	Approval – March: Quotes – March/April: Planned delivery – ASAP

Payback period/Benefit	N/A If funded via the Defra Accessibility fund – immediate on receipt of grant. Assistance to visitors with accessibility issues
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4.5 Micro Tractor and Cut & Collect Machine

- 4.5.1 **SSCP** – It has become apparent that a significant part of the ongoing management of Seven Sisters Country Park will involve “cut and collect”, to do this work with contractors it is estimated to cost £10,000 per annum. A micro tractor and cut & collect attachment will enable the work to be carried out by the team. In addition, the micro tractor will allow a number of other tasks to be undertaken more efficiently (digging, fencing etc) and thus reduce reliance on contractors and utilise our staff resource more efficiently. It should also be possible to hire out the micro tractor and cut & collect machine to neighbouring landowners.

Table 7 – Micro-tractor and Cut & Collect machine:

Item	Description
Estimated Cost:	£35,000 – Micro Tractor £20,000, Cut & collect attachment £15,000
Timeline:	Approval – March: Quotes – April: Planned delivery – May/June
Payback period	3.5 years

4.6 Sewage Treatment option

- 4.6.1 **SSCP** – the current reed bed does not meet the current capacity of the site and at times causes odour issues. We have been working with the Environment Agency to monitor the outputs against our licence and they are aware that we are working to find a new solution. Alternatives to the reed bed have been investigated and a solution will be presented as a separate NPA paper for this piece of capital work. At present this looks likely to be a sewage treatment works with a 15-year life span.
- 4.6.2 The below sum includes a detailed programme of work and design, as well as CCTV and ecology surveys procured to inform the above decision and any potential planning application.

Table 8 – SSCP Sewage Treatment options

Item	Description
Estimated Cost:	£250,000
Timeline:	Drawing/specification/listed building consent application* – April/May/June NPA Approval – July: Tender – TBC: Planned work commenced – TBC
Savings/Benefits	Reduction in annual maintenance costs of £2,000 per annum for the Trading Company over a maintenance of a reed bed (£30,000 over 15 years). Considerable savings over a reed bed replacement at £400,000 for a 10 – 15-year life span. This option also provides a longer life span alternative and reducing reputational risk and potential fine should a breach of discharge consents occur.

4.7 Centurion Way – Section 5 Wellhanger Copse & Section 6 Littlewood Farm

- 4.7.1 **Centurion Way** – contractors are currently on-site undertaking works on two sections from West Dean to Cucumber Farm. Permissions, drawings etc are already in place for the next sections Wellhanger Copse and Littlewood Farm. Allowing the contractors to continue

on site, would provide a number of benefits as well as seeing the continuation of works up to the final sections.

- 4.7.2 These benefits include the ability to continue construction on site at the current market prices. The current contractor has shown considerable flexibility to work around changes in designs and stakeholder requirements and such things as access to site, for example, to accommodate wedding venue timings near the site.
- 4.7.3 Detailed designs for the final sections will be produced to reduce future time delays for the project and maintain delivery momentum. This final phase would then require design/specification, preliminaries and enabling costs.

Table 9 – Centurion Way

Item	Description
Estimated Cost:	£450,000 (to include £400k construction works of Wellhanger Copse and Littlewood Farm, and £50k detailed designs of the final sections)
Timeline:	Drawing/specification (Wellhanger Copse & Littlewood Farm) – complete: NPA Approval – March (agenda item 10): Tender – N/A if direct award: Planned work commencement – to follow completion of current phase
Savings	Savings of mobilisation costs of £6,000 Indirect costs saved: project and procurement staff resource £9,000 of undertaking a new procurement exercise (based on staff time and pay including NI and pension), plus opportunity cost of staff being unable to devote to other work/procurement. Project momentum - invaluable

- 4.7.4 **Route to Procurement:** In order to avoid contractor demobilisation and maintain landowner and stakeholder support officers would recommend the direct award of the contract for the next phase to the contractor currently onsite.
- 4.7.5 The planned extension is divided into nine construction sections running from West Dean village to the South Downs Way at Cocking (see Map). The current schedule for construction is reliant on and landowner consent and funding.
- 4.7.6 Construction commenced in October 2022 on the first sections from West Dean to Singleton which begins at Singleton Station, and Cucumber Farm, Singleton. This is due to be completed in Q1 2023 and open in the following months.
- 4.7.7 The next section for construction will take the route through Wellhanger Copse to Littlewood Farm. Work on the surveys and clearance of this section commenced in February and will be completed by July 2023 ready for construction to start in August 2023. This schedule will maintain the momentum of the build and avoid disruptive breaks in the route's construction. This plan is reliant on timely procurement lead times, funding, and landowner consent. This is a challenging schedule but is seen as key to maintaining the momentum achieved to date. As well as the practical advantages of avoiding delays there are several other savings in this approach.
- 4.7.8 Maintaining landowner and stakeholder support. The commencement of construction has resulted in a renewed and active interest of landowner and other stakeholders. They see that this project is progressing and that its benefits are now within their immediate planning horizons. This has resulted in an increased level of co-operation which feeds into progress.
- 4.7.9 Avoiding Contractor De-mobilisation. The opportunity exists to continue the current construction programme with machinery and construction team of the next sections.
 - This would result in some direct saving in the form of either reduced or the waiving of mobilisation cost of approximately £6,000.

- The construction costs will be benchmarked against the contractor’s current costs which have recently been through a competitive process.
 - Indirect savings associated with project progress and delays in contractual administration and design and material order lead times.
 - There are also savings associated with the costs and lead times of competitive tendering for the next section including project and procurement staff resource.
- 4.7.10 Funding opportunities both internal and external are being identified; these are enhanced by project progress on the ground.
- 4.7.11 The indicative contract value of £450,000 falls significantly below the threshold set out in the Public Contracts Regulations 2015 for works contracts. The threshold applying from 1 January 2022 is £5,336,937 (including VAT). The Regulations, other than Chapter 8, will not therefore apply to this procurement process.
- 4.7.12 The alternative would be to enter into a procurement process and invite tenders rather than make a direct award to the existing contractor, however, as noted in the table above this would have both a mobilisation and staffing cost as well as an opportunity cost in terms of staff time. It would also introduce potential delays and result in a loss of momentum to the project. Good value for money and enhanced social value are considered to be achievable from direct award.

4.8 Central Area – Storage Solutions

- 4.8.1 **Weald & Downland Museum (W&DLM)** – the central area team have been utilising office and storage space at W&DLM for 28-30 years (preceding SDNPA when the Conservation Board was based there).
- 4.8.2 W&DLM are currently negotiating a 50-year lease with West Dean Estate, our own negotiations for a further lease with W&DLM are stalled until this is in place, but to ensure continuity of tenancy, we are entering a Tenancy at Will agreement. We have been advised that the 50-year lease has been agreed but is awaiting signatures and seal.
- 4.8.3 SDNPA have been offered an additional storage solution on site, as yet to be built, for 2 or 3 bays (there is potential for this to be built to accommodate office space for central team). All this will require further planning permission by W&DLM as currently planning is for open storage area.
- 4.8.4 SDNPA have been offered the opportunity to provide capital investment into this build which would offset against future rental costs. The team also do currently have and pay for storage offsite for equipment, in providing this solution it would ensure that all equipment is safely stored in one location.

Table 10 – Central Area – Storage Solution

Item	Description
Estimated Cost:	£40,000
Timeline:	All the timescales below are dependent on W&DLM. Drawing/specification – complete for open bay storage. Changes will require new plans to be drawn up. Planning Permission – completed by W&DLM, changes to plans will require this to be revisited. Approval – July (dependent on above). Tender and planned work commencement – to be advised as undertaken by W&DLM
Savings/Benefits	Savings of rental costs over a 10-year period. Plus £500/pa for additional storage. All storage would be on site.

5. Next steps

- 5.1 Updates on the proposed projects will be reported to the Policy & Resources Committee at least quarterly.

6. Other implications

Implication	Yes*/No
Will further decisions be required by another committee/full authority?	<p>Yes – SSCP Sewage Treatment work options and the final phase of Centurion Way, will both be subject of papers to NPA/P&R approval.</p> <p>It is anticipated that SSCP Sewage Treatment works will come to July members meeting.</p>
Does the proposal raise any Resource implications?	<p>A number of the options identified for the Invest to Save will require the support of procurement to proceed, who are already aware of the potential requirements and will work with budget holders. SDNPA has sufficient resources in place in terms of staff qualified to undertake the procurement.</p> <p>Any potential subsidy implications will be taken into account alongside procurement.</p>
How does the proposal represent Value for Money?	The options identified above are on the basis that in expending monies at the current time, will provide either a reduction of cost in future years or potentially provide a return by income.
Which PMP Outcomes/ Corporate plan objectives does this deliver against	<p>(Centurion Way) Outcome 5: outstanding visitor experiences are underpinned by a high-quality access and sustainable transport network supporting improved health and well-being.</p> <p>Priority Programme 5.2: improve accessibility through a network of high-quality routes connecting communities with the landscape, heritage, attractions and transport hubs and gateways.</p> <p>Micro tractor and Cut & Collect – CP objective 7.5 Work towards SDCO becoming commercially successful and financial self-sufficient, having a positive impact on the local economy.</p> <p>LED Lighting, Solar panels - CP objective 7.2 – work towards our Net Zero target for the South Downs National Park Authority</p>
Links to other projects or partner organisations	Centurion Way is an identified scheme in the West Sussex County Council Walking and Cycling strategy and Sustrans National Cycle Network 20-year strategy. When complete, Centurion way will provide a strategic link to the South Downs Way National Trail.
How does this decision contribute to the Authority's climate change objectives	When complete, Centurion way will provide a strategic link to the South Downs Way National Trail.

Implication	Yes*/No
<p>Are there any Social Value implications arising from the proposal?</p>	<p>If the decision(s) set out in the report relate to, or will initiate, Centurion Way: Direct Award. Whilst the value of the contract will be below the GPA Threshold for Public Procurement Regulations 2015 to apply, the procurement team will work with the current contractor to ensure added Social Value outcomes are embedded into the contract.</p> <p>Should we take this to open competition Tenders will be evaluated on the bidders' approach to social value in terms of how they could improve economic, social and environmental well-being through the delivery of the contract.</p>
<p>Have you taken regard of the South Downs National Park Authority's equality duty as contained within the Equality Act 2010?</p>	<p>The provision of an electric buggy to assist those with accessibility issues, along with the resurfacing of Centurion Way.</p> <p>LED lighting can help to prevent eye strain, enhance colour contrast and are an effective way to improve lighting for people with sight loss.</p> <p>The AV equipment whilst not directly targeting anyone directly will impact on all persons, staff and public who have protected characteristics who access meetings held in the hall both in person and via a streaming service. Improved access to meetings without requiring physical presence in the room through ability to hold hybrid meetings may have an impact on those with disabilities or unable to travel due to age or being pregnant. Better streaming will include improved closed captioning may benefit those with hearing impairment.</p> <p>The Authority's equality duty shall be taken into account in respect to all expenditure and programmes undertaken by the National Park Authority.</p>
<p>Are there any Human Rights implications arising from the proposal?</p>	<p>Due diligence in relation to Human Right has already been carried out during the procurement process for the current phase of construction for Centurion Way, which examined the contractor's compliance with the laws on Modern Slavery. If awarded the next phase, this due diligence would be carried out again.</p> <p>Due diligence in relation to Human Rights will be carried out during the procurement process for other projects as part of the invest to save programme above.</p> <p>Should we need an open competition process for Centurion Way, these checks will be undertaken as part of the evaluation of tenders, subject to final recommendation above.</p>

Implication	Yes*/No
<p>Are there any Crime & Disorder implications arising from the proposal?</p>	<p>Due diligence on probity has already been carried out during the procurement process for the current phase of construction for Centurion Way. If awarded the next phase, this due diligence would be carried out again.</p> <p>Due diligence on probity will be carried out during the procurement process for other projects as part of the invest to save programme above.</p> <p>Should we need an open competition process, these checks will be undertaken as part of the evaluation of tenders, subject to final recommendation above.</p>
<p>Are there any Health & Safety implications arising from the proposal?</p>	<p>Due diligence on Health and Safety has already been carried out during the procurement process for the current phase of construction for Centurion Way, which examined the contractor's Health and Safety policies and procedures. If awarded the next phase, this due diligence would be carried out again.</p> <p>Due diligence with regards to Health & Safety will be carried out during the procurement process for other projects as part of the invest to save programme above. In particular it is noted that both the cladding of the SDC planning wing and replacement of lighting, will be subject to risk assessments as parts of the building will need to be closed to staff whilst this work is being undertaken.</p> <p>Should we need an open competition process, these checks will be undertaken as part of the evaluation of tenders.</p>
<p>Are there any Data Protection implications?</p>	<p>Any personal data provided under a contract will be dealt with in accordance with SDNPA's data protection policy.</p>
<p>Are there any Sustainability implications based on the 5 principles set out in the SDNPA Sustainability Strategy?</p> <ol style="list-style-type: none"> 1. Living within environmental limits 2. Ensuring a strong healthy and just society 3. Achieving a sustainable economy 4. Promoting good governance 5. Using sound science responsibly 	<p>Centurion Way: The current contractor has current certification for an environmental management system to ISO 14001:2015 for the type of work to be carried out.</p> <p>Dependent on approval of above, should we need an open competition process, checks on sustainability will be undertaken as part of the evaluation of tenders.</p> <p>Other projects within the invest to save programme would be subject to checks on sustainability as part of the evaluation process.</p>

7. Risks Associated with the Proposed Decision

7.1 Centurion Way

Risk	Likelihood	Impact	Mitigation
<p>Commercial Risk: that either the price objectives are not achieved up front, or there are other costs that arise during the contract that diminish the overall benefits.</p> <p>The contract will be carried out during a period of severe economic downturn and insolvency on the part of the contractor is a risk.</p>	<p>Possible</p> <p>Unlikely</p>	<p>3</p> <p>3</p>	<p>A detailed specification of requirements and schedule of rates have already been drawn up this will enable the contractor to accurately calculate their costs. However, there is always a risk that in a Civil Engineering contract the quantities do not always match those in the bill which can lead to a deviation of cost.</p> <p>There are provisions within SDNPA's Terms and Conditions of Contract to allow insolvency situations to be managed and financial standing will form part of the due diligence process. Neither of those is sufficient to eliminate this risk.</p>
<p>Technical Risk: this concerns the difficulty in being able to specify the desired outcome and on the market being able to deliver the specification.</p>	<p>Rare</p>	<p>1</p>	<p>SDNPA will use a NEC4 contract to manage this delivery with a single consultant designing and overseeing the build.</p>
<p>Performance Risk: This concerns the ability of supplier to perform consistently over the life of the contract to deliver the planned benefits.</p>	<p>Possible</p>	<p>2</p>	<p>Stage payments and regular supervision will provide the necessary incentives for the timely completion of the work to the required standard. However, see insolvency risk above. Regular contract management meetings held to ensure any performance issues are dealt with efficiently and effectively.</p>
<p>Contractual Risk: This covers things like being able to remedy the shortcomings in the contractors' performance without severely damaging the contract, and about avoiding reliance on the contracted supplier as the contract develops.</p>	<p>Possible</p>	<p>2</p>	<p>See mitigations for performance risk above. Proactive contract management should minimise performance issues. SDNPA's Legal Team would assist with any contractual issues if they arise.</p>

Risk	Likelihood	Impact	Mitigation
Legal Risk: In Public Procurement there is a legal risk, where a procurement is found unsound in law, either through the remedies directive or the public procurement rules.	Rare	2	The application of the Public Contract Regulations to a works contract of this value is limited and the use of professional procurement staff will help ensure that the contract process complies with the procurement rules and with best practice.

7.2 Other risks

Risk	Likelihood	Impact	Mitigation
Delays in specification/drawings and planning permission could push back start dates for larger projects	Possible	2	Continued dialogue with all interested parties to ensure that timetables are met
Supplier chain issues – e.g., LED lighting	Possible	2	Dialogue with suppliers regarding delivery timelines
Cladding/render works at SDC may prevent the use of Planning wing	Unlikely	2	Desk availability in remainder of building, use of desk booking system to manage situation.
Undertaking lighting works in offices, will prevent use of space	Possible	2	Desk availability in remainder of building, use of desk booking system to manage situation

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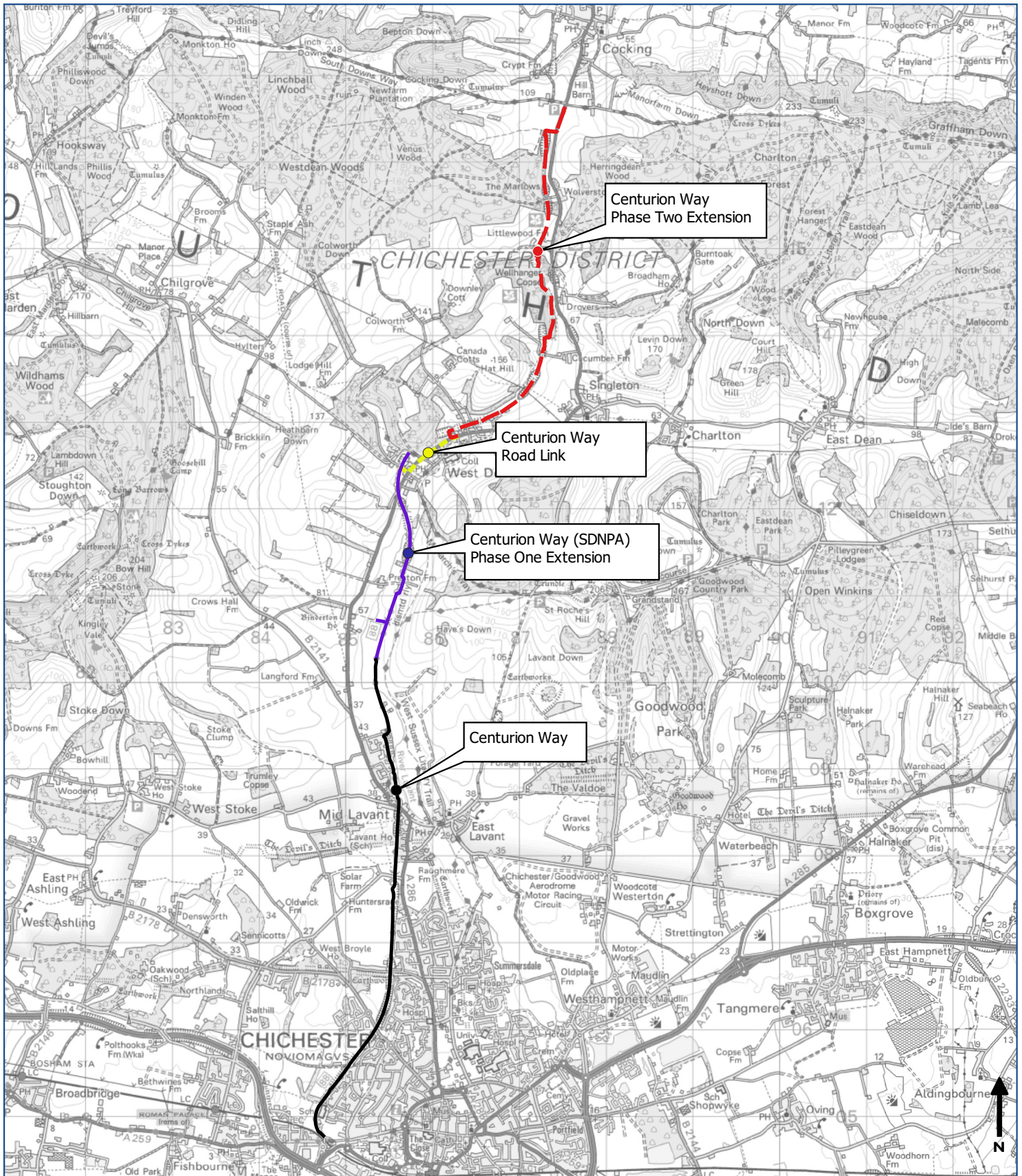
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SDNPA Consultees: Chief Executive; Director of Countryside Policy and Management; Director of Planning; Chief Finance Officer; Monitoring Officer; Head of Finance and Corporate Services

Appendices: I. Centurion Way - Map

Centurion Way Overview (2023)



Scale at A4 1:60,000

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