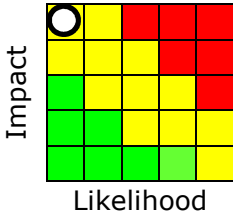
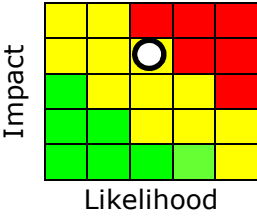


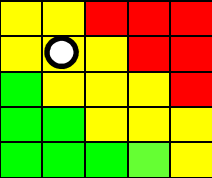
Appendix D – Kenilworth Leisure Centres Project Risk Register

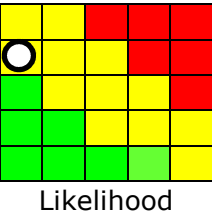
Kenilworth Leisure Centres Risk Register Governance	
Accountable	Deputy Chief Executive (AJ)
Responsible	Rose Winship, Paddy Herlihy, Debbie Cole
To Be Consulted	Members' Working Group, Project Board
Informed	Executive
Review Date	9 th January 2019

NOTE: This Risk Register currently addresses high level risks on a project-wide basis. As the project progresses more detailed Risk Registers will be maintained for the work

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
1. The Executive do not accept the options chosen for further work, or decide not to proceed at all	i. Options are considered too expensive to be delivered ii. Options are considered ineffective in making the facilities operationally fit for purpose for the next 30 to 40 years iii. Options are considered politically unacceptable iv. Executive prefer a different option or options to those presented	i. Project does not proceed ii. Alternative options have to be developed iii. Designs have to be amended to address concerns	i. Regular and detailed liaison with Executive and Members' Working Group ii. Regular review of the operational considerations for the designs with Design Team and Everyone Active iii. Explain the content of the options and the reasons for the selections made to Executive and Members' Working Group	i. Report to Executive in January and June ii. Regular meetings with Members' Working Group iii. Regular meetings with Everyone Active iv. Keep designs under regular review throughout v. Keep costs under regular review throughout	Paddy Herlihy Debbie Cole	 <p style="text-align: center;">Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
<p>2. It proves difficult to establish the amount of funds available for the project due to uncertainties over various sources of supply</p>	<ul style="list-style-type: none"> i. Funds available from s106 sources are hard to establish with any certainty ii. Funds available from CIL are hard to identify due to competing pressures on these funds iii. Funds available from direct investment or increased revenue from Everyone Active are hard to establish as negotiations have not yet started iv. Funds from New Homes Bonus and reserves are hard to establish due to other pressures and Government decisions 	<ul style="list-style-type: none"> i. A lack of certainty over availability of funds delays subsequent decisions on designs to develop ii. An over-estimate of available funds means that designs that are prepared need to be reduced at a later stage iii. An under-estimate of available funds means that designs that are prepared lack ambition and scale iv. Uncertainty over funds means that design work lacks focus at this stage 	<ul style="list-style-type: none"> i. Generate greater clarity around s106 funds available ii. Generate greater clarity around CIL funds available iii. Establish funds available from negotiations with Everyone Active iv. Establish funds available from New Homes Bonus and other Council reserves 	<ul style="list-style-type: none"> i. Work with Development colleagues on s106 funding availability ii. Work with Development colleagues on CIL funding availability iii. Conduct and conclude negotiations with Everyone Active iv. Work with Finance colleagues on New Homes Bonus and other reserves 	<p>Rose Winship</p> <p>Paddy Herlihy</p> <p>Debbie Cole</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
<p>3. Designs produced fail to achieve planning permission</p>	<ul style="list-style-type: none"> i. Traffic generated by new facilities at Castle Farm proves too much for local feeder roads ii. New building for Scouts and Guides is too much development in the Green Belt iii. Problems with parking limits the options for development at Abbey Fields iv. Abbey Field's designation as a Scheduled Ancient Monument means that some or all developments are refused 	<ul style="list-style-type: none"> i. Planning permission is refused at Castle Farm without major road improvements ii. Planning permission is subsequently refused for the Wardens Sports Club on the site iii. Planning permission is refused for a new building for the Scouts and Guides at Castle Farm iv. Planning permission is refused for some or all of the developments at Abbey Fields 	<ul style="list-style-type: none"> i. Work closely with Development colleagues throughout the design process ii. Commission detailed traffic analysis at both sites iii. Work closely with Wardens to co-ordinate the approach to seeking Planning Permission iv. Work closely with Historic England and the Inspector of Ancient Monuments on designs at Abbey Fields v. Undertake another public consultation exercise before applying for Planning Permission 	<ul style="list-style-type: none"> i. Regular meeting with Development colleagues ii. Development colleagues on Project Board iii. Regular meetings and liaison with Historic England and the Inspector of Ancient Monuments iv. Undertake public consultation event in autumn 2019 	<p>Rose Winship Paddy Herlihy Debbie Cole</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
<p>4. Problems are experienced with the management of the work area</p>	<ul style="list-style-type: none"> i. The Project Timetable is not delivered ii. Project governance is not appropriate in scale or accuracy iii. Insufficient staff resource is available to deliver the work area iv. Costs of construction are not contained within the design process v. Costs of professional fees are not contained within the project management process 	<ul style="list-style-type: none"> i. Delivery of the facilities and other outcomes is delayed ii. Project governance fails and creates reputational damage for the Council iii. Work is delayed or inaccurate due to insufficient staff resource iv. Budgets are not achieved, causing financial issues for the Council 	<ul style="list-style-type: none"> i. Monitor and review the Project Timetable regularly ii. Regular reporting to Members will ensure effective project governance iii. Ensure sufficient staff resource is available iv. Monitor financial performance regularly and adjust decisions in order to achieve financial targets 	<ul style="list-style-type: none"> i. Regular reviews and reports on timetable ii. Regular project reports to Members' Working Group iii. Consider the level of project management resource required to deliver the project alongside the range of other projects being managed by the team iv. Regular meetings with finance to review financial performance 	<p>Paddy Herlihy</p> <p>Debbie Cole</p>	 <p>Impact</p> <p>Likelihood</p>