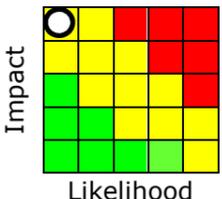
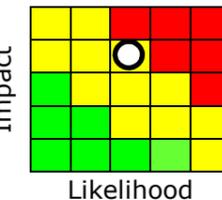
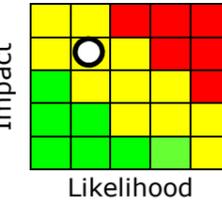
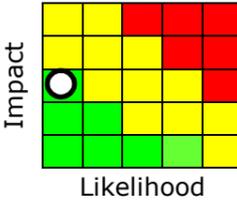


## Appendix E – Kenilworth Leisure Centres Project Risk Register

<b>Kenilworth Leisure Centres Risk Register Governance</b>	
<b>Accountable</b>	Deputy Chief Executive (AJ)
<b>Responsible</b>	Rose Winship, Paddy Herlihy, Debbie Cole
<b>To Be Consulted</b>	Members' Working Group, Project Board
<b>Informed</b>	Executive
<b>Review Date</b>	9 <sup>th</sup> 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	<ul style="list-style-type: none"> <li>i. Options are considered too expensive to be delivered</li> <li>ii. Options are considered ineffective in making the facilities operationally fit for purpose for the next 30 to 40 years</li> <li>iii. Options are considered politically unacceptable</li> <li>iv. Executive prefer a different option or options to those presented</li> </ul>	<ul style="list-style-type: none"> <li>i. Project does not proceed</li> <li>ii. Alternative options have to be developed</li> <li>iii. Designs have to be amended to address concerns</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular and detailed liaison with Executive and Members' Working Group</li> <li>ii. Regular review of the operational considerations for the designs with Design Team and Everyone Active</li> <li>iii. Explain the content of the options and the reasons for the selections made to Executive and Members' Working Group</li> </ul>	<ul style="list-style-type: none"> <li>i. Report to Executive in August and October</li> <li>ii. Regular meetings with Members' Working Group</li> <li>iii. Regular meetings with Everyone Active</li> <li>iv. Keep designs under regular review throughout</li> <li>v. Keep costs under regular review throughout</li> </ul>	Paddy Herlihy Debbie Cole	
2. It proves difficult to establish the amount of funds available for the project due to uncertainties over various sources of supply	<ul style="list-style-type: none"> <li>i. Funds available from s106 sources are hard to establish with any certainty</li> <li>ii. Funds available from CIL are hard to confirm due to competing pressures on these funds</li> <li>iii. Funds available from increased revenue from Everyone Active are hard to establish as negotiations have not been completed</li> <li>iv. Funds from New Homes Bonus and reserves are hard to establish due to other pressures and Government decisions</li> </ul>	<ul style="list-style-type: none"> <li>i. A lack of certainty over availability of funds delays subsequent decisions on designs to develop</li> <li>ii. An over-estimate of available funds means that designs that are prepared need to be reduced at a later stage</li> <li>iii. An under-estimate of available funds means that designs that are prepared lack ambition and scale</li> <li>iv. Uncertainty over funds means that design work lacks focus at this stage</li> </ul>	<ul style="list-style-type: none"> <li>i. Generate greater clarity around s106 funds available</li> <li>ii. Generate greater clarity around CIL funds available</li> <li>iii. Establish funds available from negotiations with Everyone Active</li> <li>iv. Establish funds available from New Homes Bonus and other Council reserves</li> </ul>	<ul style="list-style-type: none"> <li>i. Work with Development colleagues on s106 funding availability</li> <li>ii. Work with Development colleagues on CIL funding availability</li> <li>iii. Conclude negotiations with Everyone Active</li> <li>iv. Work with Finance colleagues on New Homes Bonus and other reserves</li> </ul>	Rose Winship Paddy Herlihy Debbie Cole	
3. Designs produced fail to achieve planning permission	<ul style="list-style-type: none"> <li>i. Traffic generated by new facilities at Castle Farm proves too much for local feeder roads</li> <li>ii. New extension for Scouts and Guides is too much development in the Green Belt</li> <li>iii. Problems with parking limits the options for development at Abbey Fields</li> <li>iv. Abbey Field's designation as a Scheduled Ancient Monument means that some or all developments are refused</li> </ul>	<ul style="list-style-type: none"> <li>i. Planning permission is refused at Castle Farm without major road improvements</li> <li>ii. Planning permission is subsequently refused for the Wardens Sports Club on the site</li> <li>iii. Planning permission is refused for a new extension for the Scouts and Guides at Castle Farm</li> <li>iv. Planning permission is refused for some or all of the developments at Abbey Fields</li> </ul>	<ul style="list-style-type: none"> <li>i. Work closely with Development colleagues throughout the design process</li> <li>ii. Commission detailed traffic analyses at both sites</li> <li>iii. Work closely with Wardens to co-ordinate the approach to seeking Planning Permission</li> <li>iv. Work closely with Historic England and the Inspector of Ancient Monuments on designs at Abbey Fields</li> <li>v. Undertake another public consultation exercise before applying for Planning Permission</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular meeting with Development colleagues</li> <li>ii. Development colleagues engaged with Project Board</li> <li>iii. Regular meetings and liaison with Historic England and the Inspector of Ancient Monuments</li> <li>iv. Undertake public consultation event in autumn 2019</li> </ul>	Rose Winship Paddy Herlihy Debbie Cole	

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