

APPENDIX A



<b>Title:</b>	<b>Warwick District Council Leisure Development - Phase 2</b>
<b>Author:</b>	Mace Limited
<b>Date:</b>	18/12/2020

Rating	Probability	Cost Impact (£K)	Time Impact (Days)	Performance Impact
Very High (VH)	>75	>500	>120	Significant failure involving major rework or setback that directly affects Work Stream / Programme objectives
High (H)	50 - 74	250 - 499	80 - 119	Failure that involves significant rework modifications or reassessment
Medium (M)	30 - 49	100 - 249	60 - 79	Failure or setback that causes additional work and reassessment but containable
Low (L)	10 - 29	30 - 99	20 - 59	Impact has some effect causing rework or reassessment by containable
Very Low (VL)	<10	<30	<20	Little impact, minor inconvenience, effects easily remedied

Probability	Impact	VL	L	M	H	VH
		VH	5	13	18	22
H	4	11	17	21	24	
M	3	9	15	19	23	
L	2	8	12	16	20	
VL	1	3	7	10	14	

Risk ID	Risk Status	Risk Category	Risk Title	Risk Cause	Risk Description	Risk Effect	Risk Owner	Activity ID	Impact					Response Action	Mitigation Action			Notes
									Likelihood	Cost Effect	Time Effect	Quality	Assessment		Action Plans / Fall back Plans	Action Owner	Date Implementation Required by	
GEN1	Closed	Political	Local political change	Local elections in May	The working group who approved the project change and the new group is no longer supportive	Reworking of business case priorities vs potential cancellation of project	WDC		2	3	2	2	18	Treat	WDC to determine sentiment amongst councillors for change.	WDC		
GEN3	Active	Ecological	Ecology	Location adjacent to parks	Adjacent parks result in ecological constraints upon the project.	Design restraints, mitigation actions	Mace		2	2	1	2	8	Treat	Ecology surveys to be commissioned to determine constraints (if any)	Mace		
GEN6	Active	Ecological	Bats	Existing bat runs and building lines	Possible Bat activity in adjacent areas.	Design restraints, mitigation actions leading to programme and cost implications	Mace		2	2	3	2	18	Treat	Ecology surveys to be commissioned to determine constraints (if any)	Mace		
GEN10	Active	Stakeholders	Local residents	Local resident objections	Local residents object to the plans which have been proposed. Specifically the possible lack of out door wet area.	Planning delayed, design changes required	WDC		3	2	2	2	12	Treat	Community engagement has been undertaken in stages. Local community has been engaged throughout design.	WDC		
GEN11	Active	Stakeholders	Stakeholder requirements	Building does not respond effectively to the stakeholder requirements	Proposed design changes do not meet the requirements of the modern leisure user	Business case no longer provides value	DB3		1	2	2	3	9	Treat	Current WDC operational team to be engaged following internal review by WDC management.	WDC		
GEN12	Closed	Existing building	Inadequate structure	Surveys demonstrate existing structure is inadequate for design options that require existing structures to be altered.	Existing structure isn't fit for purpose and will not support proposed design changes	Additional structural design required, increasing cost.	Couch		2	3	2	2	18	Treat	Extensive structural survey to be commissioned by structural engineer if required for design option taken forward.	Couch		
GEN13	Closed	Existing building	Asbestos	Asbestos discovered on site and or in existing buildings.	Asbestos discovered throughout the site	Specialist removal required, increasing cost and programme	Mace		2	2	2	1	8	Treat	R&D Asbestos survey has been undertaken prior to demolition.	Mace		
GEN14	Closed	Existing building	Plant room sizes	Existing plant room sizes may not be sufficient size for plant requirements.	Existing plant rooms may not be of sufficient size to accommodate the new plant required to be installed.	Architectural layout may need to change - less usable space for income generation.	B3		3	2	1	1	12	Treat	B3 Services/Architecture to lead on design rationalisation	DB3		
GEN15	Closed	Existing building	MEP service replacement	MEP services in worse state than anticipated	MEP services currently assumed to be operational and requiring of an uplift. They may not be fit for purpose	Complete replacement of MEP distribution network.	DDA		3	2	2	1	12	Treat	MEP survey to be commissioned	DDA		
GEN16	Active	Utilities	Service upgrades	Existing services are inadequate for site provision	Services and utilities are inadequate for need.	Upgrades required	Design Team		3	2	3	1	27	Treat	Quotes from utility providers are to be re-provided following pause.	SMS		
GEN17	Active	Utilities	Service Diversions	Existing services require extensive re- diversion	Services and utilities require extensive diversions	Delays commencement of the on-site build works whilst services are diverted works. Introduces constraint to site logistics and requires need for possible re design	Mace		4	4	3	2	64	Treat	Existing services located during RIBA stage 2 to understand location and requirements for possible .	Mace		Float to be included in contractors programme to mitigate against potential delays.
GEN18	Active	Utilities	Service Diversions	Utility provider programmes do not meet required delivery and project construction programme allowances.	Contract programme date need to be adjusted requiring	Delay to future contract programme dates.	Mace		3	2	4	2	48	Treat	No diversions are expected for services that do not connect into either facility. Servicing strategy is being developed as part of the procurement process	Mace		
GEN19	Active	Planning	Planning restrictions	Planning conditions imposed on the project may be prohibitive	Extensive pre-commencement conditions may be imposed on the project	Extensive design changes and programme delays	Mace / WDC		2	2	2	1	8	Tolerate	Review pre-commencement conditions as part of the planning process	Mace		
GEN20	Closed	Planning	Parking provision	Proposed parking provision inadequate for need	Current parking at site may not be sufficient for upgraded facilities.	Parking provision at site requires upgrading and expanding	Mace		2	2	2	2	8	Treat		WDC		
GEN22	Active	Planning	Historic England	Location of the site is in a designated heritage site.	Historic England reject designs being taken forward	Strategy and approach needs to be adjusted, design revised and possible re application to the LPA.	Mace		3	2	2	2	12	Treat	Submission of the scheduled monument consent application is required	SLR		
GEN23	Closed	Strategy	BREEAM	BREEAM required	No allowances currently made for BREEAM ratings	Additional professional costs and potential changes to the design.	Mace		2	3	3	2	18	Treat	WDC to confirm that BREEAM is not a requirement for the duration of the project.	WDC		
GEN24	Closed	Design	Ground conditions	Ground conditions worse than expected	Should additional structural work be required	Increased structural requirement/decontamination	Couch		2	2	2	2	8	Treat	Extensive GI surveys completed.	Couch		

GEN25	Active	Financial	COVID-19	The world pandemic could impact the programme and finances of the project	Risk that tender returns come back inflated due to the long term economic unknowns as a result of COVID_19	Increased project budget	Project Team		3	4	4	2	48	Tolerate				
GEN26	Active	Planning	COVID-19	The world pandemic could impact the programme and finances of the project	Risk that change in resource/ ability to sign off at key gateways could impact the proposed project programme	Prolongation	Project Team		3	4	4	2	48	Tolerate				