

NBBC Bedworth Physical Activity Hub

Project Risk Register

Revision: 3-01

Date issued: 15-Jun-21

Risk Categories:	Approvals	A
	Communications	C
	Design	D
	Financial – Capital	FC
	Financial – Investment / Model	FIM
	Financial – Revenue	FR
	Procurement	Pcu
	Programme	Prg
	Project Brief	PB
	Project Governance	PG
	Operational Matters	OM
	Site	S
	Site Ownership	SO
	Stakeholders	Sta



This risk register has been contributed to by the following:

- Nuneaton & Bedworth Borough Council
- Strategic Leisure Ltd
- Hadron Consulting
- GT3 Architects
- Colour
- Desco
- Hexa
- Faithful+Gould

Risks have also been identified during engagement with stakeholders & partners.

Bedworth Physical Activity Hub - Project Risk Register
Nuneaton & Bedworth Borough Council



Project Stage: RIBA Stage 3
Revision: 3-01
Revision date: 15/06/2021

Risk ID Code	Risk Area	Risk Description	Potential Impact	Assessment of Risk					Action Taken (Provide details of what you have done to date to manage the risk)	Further Action to be Taken (Describe what further actions you will take to reduce the impact / likelihood)	Action Owner
				Impact (1 - 5)	Likelihood (1 - 5)	Score	Trend	Last Review (N/A)			
PB-01	Project Brief	Project Brief - There are changes to project brief and scope creep which adversely impacts the project.	Potential cost and programme implications depending on the extent of changes or scope creep.	3	3	9	→	9	The Project Brief has been captured and tested during early design stages, and suitable engagement undertaken with NBBC and stakeholders to ensure all matters are considered, or allowances are made for potential inclusions at later stages.	The project requirements are to be continually reviewed against the approved Project Brief and any changes considered via a change control procedure.	Project Team
SO-01	Site Ownership	Land Ownership - That NBBC do not own all of the land identified within the red line boundary for the project or rights exist which may conflict with the project proposals.	That additional costs are incurred to purchase land or that the project can't proceed in it's proposed form / layout.	4	2	8	→	8	It is understood that NBBC own the site area in question. Key access routes across site are maintained.	NBBC legals are to review the Stage 3 scheme in advance of a planning submission being made to ensure there are no issues.	NBBC
D-01	Design	Highways - It may be necessary to improve road access or amend highway junctions.	Additional cost / time may be incurred to incorporate Highways requirements.	4	2	8	→	8	The scheme is a near like for like replacement therefore it is not considered a likely requirement to improve junctions.	A pre-application meeting is to be held with Highways Officers to brief them prior to submission and ensure the design is well considered.	Project Team
FR-01	Financial – Revenue	Business Plan - Demand for the physical activity hub reduces after the initial period of operation negatively impacting the business case.	Operating revenue is lower than predicted resulting in operational losses or slower repayment of capital.	3	3	9	→	9	Risk identified and business case established to meet typical demand during operational years.	The Revenue Model is to be updated during Stage 3 and the risk of reducing interest is to be considered.	Project Team - SLL
Prg-01	Programme	Programme - Delay during construction due to weather or unforeseen events.	Delays to construction may incur additional costs.	2	3	6	→	6	Risk identified.	During contractor procurement, construction risks are to be identified and an approach to mitigating / passing risk to the contractor is to be agreed.	Project Team
Prg-02	Programme	Programme - Delivery and / or construction programme is insufficient.	Delays to the overall delivery programme may incur additional costs and frustrate parties involved.	3	4	12	→	12	Risk identified and the delivery programme is based on similar projects and the experience of the project team.	The construction programme and phasing is to be tested with contractors if possible. Once a construction programme is provided by a contractor, the proposed contract programme will be interrogated in detail to ensure it is suitable and periods of non-working time (eg Christmas) and sufficient commissioning periods are included.	Project Team
OM-01	Operational Matters	Operational Matters - The operator requires changes to the design incurring additional cost or impacting on programme.	Additional cost / time may be incurred to incorporate Operator requirements.	2	3	6	→	6	Risk identified. SLL have been briefed to include a suitable mechanism within the Operator Procurement to ensure that all costs relating to Operator-led changes are a cost to the future Operator.	Operators are to be briefed in detail to ensure the proposed process is understood, and the Operator Procurement exercise is to be undertaken.	Project Team - SLL
FIM-01	Financial – Investment / Model	Financial - Project costs exceed budget / available funding (affordability).	The project may be unaffordable, therefore undeliverable.	4	4	16	→	16	Risk identified and Stage 2 business case approved by NBBC.	The Project Budget is to be developed to align with the Project Brief and further assessed against the potential funding model at the conclusion of Stage 3.	Project Team
FC-01	Financial – Capital	Budget - Tender prices are returned significantly in excess of the project budget. The construction market is exceptionally volatile at present as the industry reacts to Covid-19 and Brexit.	The project may be unaffordable, therefore undeliverable.	5	4	20	→	20	Risk identified. Stage 2 cost plan complete and areas being soft market tested. This issue has been highlighted as a risk in cost reporting and contingencies and inflation reviewed in detail with key partners.	The Stage 3 cost plan will consider the project in detail, with many packages soft market tested, providing confidence. A suitable contingency fund will be reviewed with the client team.	Project Team - F+G
Sta-01	Stakeholders	Social Value - The project does not provide opportunities (including apprenticeships) to local companies and contractors due to the technical nature of the scheme.	The project is viewed negatively which may result in poor PR and an impact to user numbers.	4	2	8	→	8	Risk identified. Social value is an integral aim of NBBC through the delivery of the project, identified within the scopes of services of the professional team.	Social value requirements will be addressed during contractor procurement. The potential frameworks to be utilised have healthy track records of social value.	Project Team
OM-02	Operational Matters	Maintenance - It is not possible to maintain the physical activity hub due to the change in elevation or other obstructions.	The building appearance and external materials will diminish more quickly than anticipated which may incur additional costs to rectify, together with negative PR.	4	2	8	→	8	Risk identified. The access & maintenance strategy has been considered at Stage 2.	The access & maintenance strategy will be developed in more detail during Stage 3.	Project Team
S-01	Site	Ecology - proposed physical activity hub and external facilities cannot be delivered due to ecological issues or needs to be significantly altered to avoid impacting on ecology.	The project will not be able to proceed in it's proposed form or significant delays may be incurred to relocate species.	3	3	9	→	9	A Preliminary Ecological Appraisal has been undertaken with a small number of further surveys and considerations to progress.	The surveys identified within the PEA are to be instructed and discussions are ongoing with NBBC procurement at present.	Project Team
D-02	Design	Architectural Merit - Design doesn't meet NBBC and or public expectations.	The scheme receives negative feedback or does not generate sufficient interest / has low user numbers.	4	3	12	→	12	The project team has sought to design an aesthetically pleasing facility which is fully inclusive. The aim is to ensure that 'there is something for everybody'.	The design & access statement supporting the planning application is to set out the design considerations. It will be necessary to communicate the constraints on	Project Team
OM-03	Operational Matters	Customer Experience - that the customer experience will not meet expectations.	Negative PR or word of mouth reviews resulting in fewer users and / or repeat customers.	2	2	4	→	4	Risk identified. The potential for the new scheme to provide modern facilities should negate the majority of potential issues.	The Customer Experience is to be tested with Operators during market testing and operator procurement exercises.	Project Team
OM-04	Operational Matters	Operational Matters - That new jobs created may be minimum wage / zero hours contracts which may also result in negative publicity.	Negative PR resulting in reduced user numbers.	3	2	6	→	6	Risk identified.	Employment opportunities to be considered once Operator Strategy determined and requirements clearly included within the Operator Brief.	Project Team - SLL
FIM-02	Financial – Investment / Model	Financial - Change in financial position of NBBC resulting in the scheme being undeliverable.	The project may need to pause, or stop, failing to deliver the project.	5	3	15	→	15	Risk identified.	NBBC are to seek approval to continue with Stage 4a design and submission of the planning application. Funding should be ring-fenced to ensure continuity of delivery.	NBBC
FR-02	Financial – Revenue	Financial - Operator financial projections aren't met potentially resulting in termination of the operator contract.	The project is undeliverable.	3	3	9	→	9	Risk identified.	The Operator procurement exercise is yet to commence. Appropriate Operators are to be engaged to ensure financial security and the ability to deliver the outputs required whilst considering the impact of the scheme failing to meet	Project Team - SLL

PG-01	Project Governance	Governance - Change in NBBC administration impacting on project.	The project is delayed or additional costs are incurred.	5	3	15	→	15	The Project Governance for the project has been determined. There has been a recent change of administration, resulting in a need to brief a number of new parties. There is not expected to be a further change of administration during the pre-construction phases of the project.	The Project Governance is to be reviewed on a continual and stage by stage basis to ensure it is appropriate for the delivery of the project. Further briefings are to be held to ensure there is continued support for the project.	Project Team / NBBC
PG-02	Project Governance	Project Delivery - Change in key NBBC / project team members.	The project is delayed or knowledge is lost due to changes in personnel.	5	3	15	→	15	Risk identified.	NBBC are to ensure the necessary resource is made available for the next stages of the project. Procurement of the wider project team is to be carefully considered.	NBBC
Sta-02	Stakeholders	Public Engagement - that the project is unsuccessful during the planning application process and / or the public opposition to the scheme is significant.	Potential delays and costs if changes are required to the scheme to meet public expectations, or the project may be undeliverable due to the issues identified.	4	4	16	→	16	Risk identified. Extensive consultation undertaken during the early stages of the project. The existing operator has been consulted during Stage 3.	Key clubs and users are to be engaged prior to the planning submission being made to provide a detailed briefing and ensure there are no surprises.	Project Team
A-01	Approvals	Approvals - that planning permission is delayed or not granted causing delay to the programme.	Significant delays to the project and potential additional costs, or the project may be undeliverable.	4	3	12	→	12	Pre-application meetings held with Planning Officers and suitable survey and supporting information has been developed and instructed.	A final pre-application meeting is to be held prior to submission of the application to ensure all matters are considered.	Project Team
A-02	Approvals	Approvals - that onerous planning conditions are imposed on the project resulting in changes to the design or incurring additional cost / delay.	Potential delays and / or additional costs to mitigate the onerous conditions, or to submit additional / replacement information.	4	3	12	→	12	The approvals strategy has been identified for the project and pre-application meetings have been held with Planning Officers.	Planning Officers are to be engaged during the application determination period to establish any matters which may need conditioning and agree the approach to each, where possible.	Project Team
S-02	Site	Flood Risk - that aspects of the site need protecting from flooding.	Potential amendments to the design or relocation of sections of the project should the flood risk be considered significant.	3	3	9	→	9	Risk identified. The building levels have been set to respond to the 1 in 100 year risk identified.	A Flood Risk Assessment is being finalised.	Project Team
FC-02	Financial – Capital	Financial - that S.106 / Developer Contributions may be significant making the project unviable.	The project needs to support additional costs relating to S.106 or CIL payments, should the charges be applicable to the scheme.	4	1	4	→	4	The risk has been identified, and it is not considered a requirement of the project to be subject to S.106 and / or CIL contributions as the scheme will be the recipient of S.106 funding.	The assumed position is to be confirmed by NBBC.	NBBC
Pcu-01	Procurement	Procurement - The procurement of the project / consultant team and specialists is to be compliant.	There is the risk of challenge, potentially incurring costs and delay, should the process not be watertight.	4	2	8	→	8	Risk identified. Procurement to date has been compliant, both for main project team and specialists who have been appointed directly by NBBC.	Further appointments are to be considered on a case by case basis with Procurement Officers and a clear audit trail retained.	Project Team / NBBC
Pcu-03	Procurement	Procurement - The procurement of a main contractor is to be compliant.	There is the risk of challenge, potentially incurring costs and delay, should the process not be watertight.	4	2	8	→	8	Risk identified and procurement workshops held with NBBC, Sport England and potential Framework provided.	The procurement strategy for the main contractor is to be finalised with NBBC.	Project Team / NBBC
Pcu-04	Procurement	Construction - That there is a lack of interest in the project by contractors.	Due to a lack of interest, a less experienced contractor may need to be considered potentially impacting the delivery of the scheme.	4	2	8	→	8	Risk identified. Soft market testing undertaken via potential frameworks resulting in a very positive response from suitable contractors.	Once a procurement strategy is agreed, further engagement can be held to ensure a suitable level of interest and clear milestones are communicated.	Project Team
Pcu-05	Procurement	Construction - That there is a lack of interest in the project by sub-contractors.	The supply chain for the project may be limited, resulting in a weakened delivery.	4	3	12	→	12	Risk identified.	The supply chain of main contractors is to be tested during the procurement of main contractors to ensure a strong supply chain can be evidenced, ideally ensuring local opportunities.	Project Team
Prg-03	Programme	Programme - That decisions are not provided in a timely manner causing delay to the programme.	Delay to the delivery programme and additional costs relating to delays.	4	3	12	→	12	Risk identified.	Project governance to be adhered to and key decisions / milestones included in detailed project programme.	Project Team
A-03	Approvals	Approvals - That NBBC Cabinet / Full Council / Externals approval is not received or delayed.	Delay to the delivery programme and additional costs relating to delays.	5	3	15	→	15	The risk has been identified. There has been a significant change in the make up of the Council at recent local elections.	Approvals strategy to be developed and project governance adhered to. Key decisions / milestones to be included in detailed project programme. Key issues are to be 'socialised' internally in advance of decisions being made and a Council briefing is to be arranged, if required.	Project Team
Prg-04	Programme	Programme - That the project / consultant team does not meet programme.	Delay to the delivery programme and a loss of confidence in the project / consultant team.	4	4	16	→	16	Risk identified. The project team are committed to the scope of service and delivery programme which is monitored on a monthly basis and reported to the client team.	The overall programme is to be reviewed at the end of each RIBA stage to ensure it remains realistic and allows client expectations to be set.	Project Team
S-03	Site	Site - That there are poor ground conditions across some or all of the proposed site.	Additional costs and potential delay to mitigate areas of poor ground conditions.	4	4	16	→	16	Ground investigation surveys are ongoing however detailed feedback will be received after the Stage 3 design is complete. There is likely to be insufficient information at the conclusion of Stage 3 regarding pollution risk.	An allowance is to be made within the Stage 3 Cost Plan based on the Phase 1 Desktop identification of historical site usage.	Project Team
S-04	Site	Site - Underground obstructions found during construction.	Additional costs and potential delay to mitigate obstructions found during construction.	5	3	15	→	15	Risk identified. Underground surveys have been completed.	Site areas and potential issues are to be reviewed with the contractor, once appointed. This risk will need considering in detail in advance of the construction phase and ownership of the risk determining.	Project Team
S-05	Site	Site - Underground services found during construction, which requires protection or diversion.	Additional costs and potential delay to mitigate services found during construction which may need protection or diversion.	5	3	15	→	15	Risk identified. Underground surveys have been completed.	Underground services surveys will be required during Stage 2 to identify known services.	Project Team
S-06	Site	Site - Unexploded Ordinance (bomb) found during construction.	Additional costs and potential delay to remove the Unexploded Ordinance.	4	2	8	→	8	Risk identified.	This risk is to be passed to the contractor if possible. There would still be a potential programme delay however costs would be borne by the contractor.	Project Team
FC-03	Financial – Capital	Financial - That currency fluctuations significantly impact the project budget. Some elements of this project are likely to be manufactured abroad.	Potential additional costs relating to currency fluctuations should there be significant movement between cost planning / market testing and tenders being received.	4	4	16	→	16	Risk identified. This is being actively considered in Stage 3 cost planning.	The extent of packages that may be impacted by currency fluctuations are to be identified during early stages and a risk mitigation strategy agreed, which may include early procurement.	Project Team - F+G
D-03	Design	Sustainability - Whilst the scheme is being designed to meet BREEAM Very Good, there is a risk that the Council may seek to improve the sustainability criteria of the scheme during the project.	That the sustainability criteria are unable to be met for a scheme of this nature, or significant additional expense is required to do so.	4	2	8	→	8	Risk identified.	The sustainability criteria has been tested with NBBC and will be met at the point of planning submission. This will be monitored during later phases.	NBBC
PB-02	Project Brief	Parking - That the forecast parking requirements are insufficient and need increasing.	A poor experience by customers which may also prevent visitors to the physical activity hub and / or Miners Welfare Park.	4	3	12	→	12	The parking provision has been considered against the existing arrangement, the emerging local plan and through discussions with key partners such as Sport England. Potential areas for additional parking are available, however would result in the loss of green space, therefore this is not desirable.	The parking provision is to be tested during pre-application meetings with Highways and traffic surveys / studies will support findings with the aim of a successful planning application.	Project Team
OM-05	Operational Matters	Parking - the agreed parking strategy proves unsuccessful upon implementation and / or the parking areas available during construction phases impact on users.	A poor experience by customers or an inability to access the cable car entirely.	3	3	9	→	9	Risk identified.	The parking strategy is to be considered in detail and a suitable method for monitoring the success of it should it be implemented, is to be considered.	Project Team
S-07	Site	Known archaeology - There is low risk of known archaeology across the site, much of which has previously been developed.	Significant archaeological finds may result in prolonged investigations / digs impacting both programme and cost.	4	2	8	→	8	Risk identified and an archaeological site appraisal is being procured.	Archaeological report is to be submitted with the planning application.	Project Team

FIM-03	Financial – Investment / Model	Investment - It is not possible to raise the capital funding required for the project.	The project may not be able to proceed without suitable investment / capital funding.	5	4	20	→	20	Risk identified.	NBBC are to consider how capital funding will be sourced should the LUF be unsuccessful.	NBBC
S-08	Site	Utilities - There is insufficient electrical supply for the proposed new physical activity hub.	Additional costs may be incurred should significant utility supplies be required.	4	2	8	→	8	Engagement undertaken with utilities providers and quotes received for upgrading the existing substation on site to meet the power requirements of the proposed scheme with an element of contingency.	Any changes to the power requirements of the scheme are to be communicated to the utilities provider and addressed, if necessary.	Project Team
C-01	Communications	Communications - That poor communication and / or engagement with the public and stakeholders has a negative impact on the project.	That a negative view is taken of the project resulting in poor support during approvals processes, or resulting in lower user numbers.	4	3	12	→	12	The need for a detailed communications and engagement strategy has been identified. The communications around submission of the planning application has been identified as a key stage.	The communications and engagement strategy is to be developed. The timing and form of communications need to align with the project stages to ensure accurate information is provided at all stages, without risk of needing to 'u-turn' or confuse communications.	Project Team / NBBC
FC-04	Financial – Capital	Covid-19 - the risk that the continuation or reoccurrence of Covid restrictions has adverse implications for the project.	There may be a delay to programme, a disruption to resource or financial implications to consider.	4	3	12	→	12	The current phase of the project has been delivered during Covid restrictions, utilising online facilities where practical.	The Covid requirements are to be carefully monitored and mitigated where possible. The financial implications and supply chain considerations are to be assessed further during the next phase of the project.	Project Team
S-09	Site	Unknown archaeology - the risk of unknown archaeology being discovered and required to be preserved in situ.	There may be a delay to programme and additional capital costs directly associated with the discovery, together with the potential re-design / re-location of elements of the scheme.	4	2	8	→	8	Risk identified and considered very low.	This is a risk a contractor is unlikely to accept. This will be managed accordingly if discovered.	Project Team
PG-03	Project Governance	Staff resource - that NBBC resource does not have the capacity to deliver the project.	The project is not delivered on programme, to budget or is unsuccessful. NBBC resource is vital for the necessary internal stakeholder management and a lack of confidence in the delivery of the project due to insufficient resource could result in a loss of confidence in the project as a whole.	5	3	15	→	15	Risk identified. NBBC introduced Katie Memetovic-Bye to the project at the end of RIBA Stage 2 to support the project and provide resilience.	NBBC are to ensure the necessary resource is made available for the next stages of the project. Workload / resource requirements are to be carefully monitored during the next phase.	NBBC
D-04	Design	Landscape design - That changes in levels potentially result in falls.	That users have accidents on site resulting in negative PR and potential claims against the Council or Operator.	4	2	8	→	8	The changes of levels have been identified and prevention is being considered across the site.	The detailed design will address any potential areas of concern.	Project Team - Colour
D-05	Design	External Cycling Facilities / External Pathways - That there is a risk of collision and injury to different users at crossing points for external facilities, especially cycling.	That users have accidents on site resulting in negative PR and potential claims against the Council or Operator.	4	3	12	→	12	The site wide access routes and cycling facilities have been designed carefully, however there are inevitable areas users will cross or utilise.	The detailed design will look to address any potential areas of concern and potentially include 'traffic calming' measures if required.	Project Team - Colour
D-06	Design	Sewer diversions & improvements - Severn Trent may not accept the proposals for the diversion works for the adopted stormwater sewer.	That Severn Trent require additional works or refuse to approve proposals, resulting in significant additional costs, additional programme or the scheme being undeliverable.	5	4	20	→	20	The need to diverged the adopted stormwater sewer has been identified and an allowance included within the cost plan. There may be insufficient information at the conclusion of Stage 3 regarding the extent of any sewer improvements required by Severn Trent to the foul pumped sewer and connection into Coventry Road.	An allowance is to be made within the cost plan for replacement of the pumping station and re-laying the foul run until further surveys and engagement with Severn Trent is concluded.	Project Team - Hexa
D-07	Design	Cut & fill - That soil classification will not be complete from the Phase 2 intrusive ground investigations to determine the specifications for replacement as engineered fill.	That additional costs are incurred to remove classified cut / material from site.	5	4	20	→	20	Risk identified. Site investigations are ongoing.	An early review of borehole logs and conservative view on the quality and re-use of material is to be taken.	Project Team - Hexa / F+G
S-10	Site	Access to existing leisure centre during construction - That there is a risk to users of the existing leisure centre users during construction of the physical activity hub and fire escapes are to be maintained.	There is a risk of negative PR if existing users feel the construction site is not set up and managed in an acceptable manner, and the small risk of injury.	5	2	10	→	10	Risk identified and proposed building has been set out with an exclusion zone to allow a suitable distance between existing and new buildings.	This is to be addressed with the successful contractor to ensure the Construction Management Plan and site hoardings are managed accordingly.	Project Team / Contractor
S-11	Site	Deliveries / Site Works / Traffic - That there is a risk of unauthorised access to the construction site and / or contact with construction traffic, noise and dust.	There is a risk of negative PR or issues should construction matters not be well managed and contained.	4	2	8	→	8	The hazards have been identified and a strategy for ensuring a controlled site perimeter will be developed with the successful contractor.	Local traffic restrictions and potential access / egress problems are to be considered prior to committing to determined routes. Highways Authority to be consulted regarding vehicle movement plan.	Contractor
Sta-03	Stakeholders	Sport England - That Sport England do not approve the design and therefore require changes to the scheme or withhold funding.	That the project is unaffordable and can't be delivered, or that further changes are required to the scheme increasing cost and programme.	5	2	10	→	10	Sport England have been engaged as a key partner from the inception of the project. Design and Cost specialists from Sport England are part of the project team and regularly feedback on proposals. The issues identified to date have been responded to and accepted by Sport England.	Sport England will review the Stage 3 proposals in detail and provide a formal response. It is anticipated that Sport England will issue a request for an EOI (funding) in the near future.	Project Team
FIM-04	Financial – Investment / Model	Prudential borrowing - That the Council will have to borrow prudentially to fund this scheme and the cost of funding increases.	The cost of funding increases impacting the Council's revenue position.	3	3	9	→	9	Interest rates are expected to remain low for the immediate future, however may rise during the course of the project.	Prudential borrowing rates are to be tracked and reviewed regularly. A sensitivity analysis is to be undertaken on the rate of borrowing to assess the impact of a potential variation in rates.	NBBC
D-08	Design	Building Insurers - That the authority's building insurers have significant requirements over and above typical design considerations, increasing the cost of the scheme or insurance	That significant additional expense and potential time is required to implement insurer's requirements.	5	3	15	→	15	Risk identified.	A briefing is to be held with NBBC insurers at the conclusion of Stage 3.	Project Team / NBBC
FC-05	Financial – Capital	Risk Profile of Main Contract - There are certain risks it would be beneficial for the Authority to pass to a Main Contractor. There is a risk that the Main Contractor may not accept the risk or the cost of the risk transfer is significant.	The Council may be forced to accept a higher level of risk than hoped for or they may end up paying a significant premium to transfer certain risks.	5	3	15	→	15	The risk profile of the project is generally considered to align with similar schemes, however this is to be soft market tested with Contractors due to the change in outlook as an impact of Covid-19.	Soft market testing of the proposed risk profile of the project is to be undertaken with Contractors.	Project Team - Hadron / F+G
S-12	Site	Asbestos - That unknown asbestos is located within the existing leisure centre prior to demolition.	There is a risk that unknown asbestos is located which will incur costs and programme delay to remove.	5	3	15	→	15	Risk identified and asbestos management plan for the existing building is held on site. This is a risk a contractor is unlikely to accept, therefore responsibility is likely to remain with the client.	A demolition survey will be required to identify potential asbestos however due to the destructive nature of this survey, it can only be undertaken once the building is vacant. This risk will therefore remain live for a period of time. A suitable contingency allowance is to be retained for this risk.	Project Team
OM-06	Operational Matters	Soft Landings - That staff will need to be suitably trained to ensure they know how to operate the new building correctly.	The building fabric may deteriorate rapidly, plant could fail or user experiences are negatively impacted.	4	3	12	→	12	Risk identified prior to operator procurement commencing.	Include detailed training requirements within the Employer's Requirements. Pool filtration support to be on site for first three months of operation. Operator to be appointed at least 3 months prior to the planned opening date to ensure adequate scope to complete all elements of soft landings. Operator to employ suitable personnel with the required experience or outsource where required to ensure suitably trained and qualified personnel are operating the new centre.	Project Team

Risk Profile

I m p a c t	Extreme (5)	Low (5)	Medium (10)	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4)	Medium (8)	Medium (12)	High (16)	Extreme (20)
	Moderate (3)	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	Minor (2)	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	Insignificant (1)	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
		Rare (1) Less than 10% chance of occurrence	Unlikely (2) 10-39% chance of occurrence	Possible (3) 40-69% chance of occurrence	Likely (4) 70-79% chance of occurrence	Almost Certain (5) 80% or above chance of occurrence
Likelihood Scale						