

## RISK REGISTER FOR TWO RIVERSMEET STUDIO BUILD

**Risk Key:**

**Definitions:**

**Priority Ratios:**

**Corporate Risk Categories:**

Pol=Political  
Econ=Economic  
S=Social  
T=Technological  
L=Legislative

L = Likelihood (1-4)

1-2 Low risk

I = Impact (1-4)

3-6 Medium risk

S = Score (I x L)

8-16 High

**Service Risk Categories:**

Res=Resource  
L=Legal  
Phys=Physical

Cont=Contractual

T=Technological

Enviro=Environmental

**RISK REGISTER COMPLETED BY:**

Helen Wildman, Tom Powell, Adrianna Correa

**DATE:**

Jan-26

**Objectives of the Project, Policy, Initiative, Service etc:**

Increase commercial income  
Maintain member numbers  
Provide community health and wellbeing  
Meet Built Facilities Needs  
Wider reaching community programme  
Invest in our facilities

**Further Action RAG Status Option Definitions**

Red	Serious challenge, remedial action required, B/or out of tolerance
Amber	Some challenges, mitigating action in place, B/or within tolerance
Green	On track
Blue	Complete
White	Not started
Black	Cancelled

Risk No	Gross/Initial Risk			Risk Category/ies	Risk Owner	Gross Risk Score (ie as if no mitigations/controls in place)			Risk Mitigation/Control Measures Put in Place	Net Risk Score (ie rating of the risk with current controls or procedures in place)			Further Action (ie mitigation/controls) required	Control/Action Owner	Control/ RAG Status	Control/ Action Target Completion Date (DD/MM/YYYY)	Target Risk Score (ie rating of risk once these new actions successfully implemented)		
	Risk Title (uncertainty which may affect objective)	Risk Cause (definite situational facts affecting the objective)	Risk Impact (contingent effect on objective)			I	L	S		I	L	S					I	L	S
	1	Income doesn't meet expected targets in business case	Change in demand levels Additional pop up studio space Change in population across 20 years Pricing uncompetitive Over demand			Pressure on service to repay borrowing without income Effect on MTFP	Rep / Cont / Res / Financial	Helen Wildman		4	3	12					Marketing strategy Multiple income streams to protect Retention and sales plan Needs assessment Leisure Member engagement Tolerance factored into business case	3	2
2	Project build costs exceed budget	Increase in material cost Insufficient contingency Poor budget management Increase in resource requirements Increase in design following planning	Project becomes unviable	Rep / Cont / Res / Financial	Adrianna Correa	4	3	12	15% contingency factored in CMT to be the building works contractor Close project monitoring	3	2	6	Project board to monitor progress	Amanda Barrie	Sep-27			0	
3	Planning not achieved due to flood risk	Entrance to the centre is on a Flood risk area, therefore, although existing needs to be assessed as part of the Floor Risk Assessment for the proposal.	Planning permission not granted	Rep / Enviro	Adrianna Correa	4	3	12	Pre planning advise has been undertaken Specialist flood risk assessment undertaken for planning application	3	3	9	Project board to monitor progress Capital not spent until build begins		Sep-27 Sep-26			0	
4	Planning not achieved due to Bio Diversity net gain	The proposal is required to demonstrate sufficient Biodiversity Net Gain in accordance with current mandatory statutory requirements	Planning permission not granted	Rep / Enviro	Adrianna Correa	3	4	12	Pre planning advise has been undertaken Specialist Bio Diversity assessment has been undertaken for planning application	3	2	6	Project board to monitor progress Capital not spent until build begins		Sep-27 Sep-26			0	
5	Planning not achieved - Other	Planning approval may also be impacted by other unknown issues, that may arise during the assessment process.	Planning permission not granted	Rep / Financial	Adrianna Correa	4	3	12	Pre planning advise has been undertaken	3	2	6	Project board to monitor progress Capital not spent until build begins		Sep-27 Sep-26			0	
6	Loss of retention and membership	Facilities not invested in Project doesn't complete	Effect on MTFP Effect on future review of leisure centre harmonisation	Rep / Financial	Helen Wildman	4	2	8	Business case development	2	2	4						0	
7	Contractor defaults	quality not to required specification timeframe slip through contractor resource	Delay in income generation Reduction in income due to poor facilities	Rep / Financial	Adrianna Correa	3	2	6	Working with internal team CWT for accurate quality and design costs / timeframes	2	1	2	Project board to monitor progress	Amanda Barrie	Sep-27			0	

Marked as CONTROLLED - INTERNAL

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8	Increase in borrowing rates	Interest rate increase	Unviability of business case	Rep / Financial	Finance	4	3	12	Specialist consultants have been appointed to produced the specification	2	2	4	Project board to monitor progress	Amanda Barrie	Green	Sep-26			0
9	Missing window to remove the existing vegetation on site - subject to planning approval	Vegetation clearance to facilitate the extension should be carried out between September and February	Failure to complete vegetation clearance within the September-February window will result in construction works being postponed until September 2027.	Rep / Financial	Adriana Correa	4	3	12	Pre-planning advise has been undertaken. Arboricultural consultant and Ecologist have been appointed.	2	1	2	Once the Finance are approved planning will be submitted. Aiming for approval 12 weeks after and clearance of the Vegetation Set. 2026.	Adriana Correa	Green	Mar-26			0
10	Insufficient information for designers to complete tender package	No enough funding to complete all surveys and report	Delays to overall programme & presumptions made.	Rep / Financial	Adriana Correa	3	2	6	Appointed of specialist consults from Feasibility have been able to advised on the information require, plus pre-planning submission.	2	1	2	Money allocated for stage 3 has been used to carry out all necessarily survey and report	Adriana Correa	Green	Ongoing			0
11	Delays during pricing process by CWT - in house contractor	Contractor not having enough capacity to undertake the works as per the programme	Delays to start on site and overall programme	Rep / Contractor	Adriana Correa / CWT	4	3	12	Contractor is aware of the programme	2	2	4	Once the specification is completed will be issued to the contractor for a revised cost	Adriana Correa	Green	Ongoing			0
12	Delays to Building Regulation Application process	Client not given the instruction on time to proceed with producing the specification package, due to a delay on the funding provision	Delays to start on site and overall programme	Rep / Financial	Adriana Correa	4	3	12	Information requested have beig provide on time	2	2	4	Project board to monitor progress	Adriana Correa	Green	Ongoing			0
13	Construction Phase - Footpath diversion required and extensive hoarding protection. Correct applications and licenses required.	Not starting with specification package on time	Delays to programme & uncertain costs.	Rep / Financial	Adriana Correa	4	3	12	Once planning is submitted, early discussion will be needed with BCP highways/environment team and ensure correct footpath diversion/closure license are applied for and approved.	2	2	4	Project team to monitor progress	Adriana Correa	Green	Ongoing			0
14	Construction Phase - Client Changes or late instructions on fixtures/finishes and other items impacting on schedule	Not managing client's expectations	Delays to programme & uncertain costs.	Rep	Adriana Correa	4	3	12	Pre-Construction planning - Establish detailed project timeline - allow time for full team coordination.	2	2	4	Project team to monitor progress	Adriana Correa	Green	Ongoing			0

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15	Construction Phase - Access and progress affected by closure of civic center car park.	Early conversation with the new owner of the car park are required	Delays to programme & uncertain costs.	Rep / 2RM	Adriana Correa	3	3	9	Once planning is submitted, early discussion with new owner of Civic Centre building/car park will be require to determine any restrictions and/or covenants that have been put in place that will hamper construction phase	2	2	4	Project team to monitor progress	Adriana Correa	Green	Ongoing			0
16	Security of site (Martyn's Law)	Insufficient security measures for entry during build	Not compliant with new legislation coming into effect	Phys	Adriana Correa	4	2	8	Security considered within the design and build	2	2	4	Project management to check compliance of design	Adriana Correa	Green	Ongoing			0
17								0				0							0
18								0				0							0
19								0				0							0
20								0				0							0