

**Appendix D – Risk Summary**

Risk Area	Risk Detail	Unmitigated RAG	Impact	Mitigation	Mitigated RAG
Financial	The preferred capital and/or revenue solution is unaffordable.	RED	The solution offered by the bidder cannot be progressed.	The team have undergone a multistage tender which allowed the bidders to present a detailed solution in advance of the final tender. This allowed the Council to understand the potential financial impact and advise on affordability. Appropriate provisions have been made in the FY20/21-FY22/23 MTFP proposals	GREEN
Statutory Approvals	The Contractor does not secure planning permission at Rivermead and/or Palmer Park.	RED	Development plans for new facilities cannot be progressed	The Council has undertaken steps to facilitate development at both sites including an outline planning framework. This work included extensive consultation which has helped inform solutions offered. If for some unforeseen event planning at the sites become a major hurdle the Council will need to evaluate alternative scale of development and possible alternative site options further. In addition, the Council have provided a planning timetable for the contractor to incorporate within their delivery programme to include further appropriate public engagement.	AMBER
Statutory Approvals	The Council is unable to dispose public open space at Rivermead and/or Palmer	RED	Development plans for new facilities cannot be progressed and alternative	Discharge of public open space will be required to facilitate development plans at both facilities. If this not achieved and becomes a major hurdle the Council will need to	AMBER

	Park to facilitate development.		means of delivering the works will need to be considered.	consider alternative development options within the existing building footprints.	
Programme	Unforeseen issues out of the Council's and Contractor's control during the planning stage effecting programme, such as Judicial Review.	AMBER	This will affect the delivery/ service availability of new facilities and potentially impact contract cost.	The Council have provided a planning timetable for the contractor to incorporate within their delivery programme to mitigate and manage planning stage delay. If further delays are experienced the Council will work with the contractor to minimise the impact of delay.	AMBER
Programme	Delays to the works programme result in facilities delivered late.	AMBER	The facilities will be delivered late and service availability of new facilities will be affected.	The Council will work with the contractor to manage delays during the works. This will include communications to users and stakeholders. Any financial impact of delay during the works will affect the Contractor only.	GREEN
Programme	Delays caused by unsuccessful Bidder raising a dispute to the decision during the Standstill Period.	AMBER	Delay to awarding preferred bidder status which could affect programme and delivery costs.	Ensure decision making is robust and feedback to the bidders is detailed enough to minimise the likelihood of a dispute to the decision or procurement process. Manage delay impact if a dispute is progressed.	GREEN
Loss of Facilities	General public, Bowls users/clubs express major concern over loss of bowls at Rivermead.	RED	Users and clubs will express major concern. Potential claim of impact on protected use	Alternative provision at White Knights facility has been investigated and it has been confirmed that the facility currently has capacity to accommodate Rivermead's current membership. Negotiation with Clubs	AMBER

				to be undertaken to aid facilitation of Rivermead membership being accommodated	
Loss of Facilities	General public, squash users/clubs express major concern over loss of squash at Rivermead.	RED	Users and clubs will express major concern.	Squash will be retained within the portfolio of leisure facilities at Meadway. Retained facilities will still not accommodate the level of demand at peak hours but may do so over extended hours. Discussion with club/users to maximise access to retained courts.	AMBER
Loss of Facilities	General public express concern over reduction of sports hall courts at Meadway.	AMBER	Users may express concern as some sports bookings cannot now be accommodated in the hall.	The sports hall will be reduced by one court; however, four remaining courts will be retained. The hall has been effectively divided into a spin studio and 4 court sports hall for a number of years.	GREEN
Shared Risk	Shared risks associated with the delivery of facilities.	AMBER	Provisional sums within the delivery cost plan maybe exceeded which will result in increased delivery costs.	The Council will agree realistic provisional sum values with input from the team's cost consultant. A capital development risk pot may be identified to manage risks during the delivery phase. Robust project management will review the costs of the project regularly to identify and mitigate against increased delivery costs.	AMBER
Shared Risk	Shared risks associated with the delivery of services over the 25 year contract period.	RED	Shared risks such as utility tariff increases and structural risk and latent defects on existing facilities	The Council will agree favourable risk share positions that does not expose the Council to significant future revenue risk. As future years lead to a positive management fee from the contractor to the Council a risk pot to manage this element may	GREEN

			for example may impact the management fee in future years.	not be required, however income from the contractor may be reduced. The Council may want to consider adding some sensitivity to the projected income from the operator to manage unforeseen risk costs. Robust and proactive contract management will enable these risks to be highlighted and managed should they arise.	
External Funding	The Council are unsuccessful in securing Sport England Capital Funding.	AMBER	The Council will not receive a capital funding allocation from Sport England and will require additional capital to deliver facilities.	The Council continue work in partnership with Sport England, to complete the SOPM which will provide the necessary background work to submit a well developed and strong expression of interest and then formal funding bid. The Sport England Future Facility Fund provides a maximum of £2m capital contribution.	GREEN