

New athletics facility Risk Register

RISK IDENTIFICATION				RISK ASSESSMENT - POTENTIAL RISK			COUNTERMEASURE/ MITIGATION	RISK ASSESSMENT - RESIDUAL RISK			Action Date	COMMENTS
Ref	Date recorded	Risk	Impact	Prob.	Severity	Risk Score	Countermeasure	Prob.	Severity	Risk Score		
1 Project Risks												
1	May-24	The Council fails to support the project	Project will cease	2	3	6	Report to Cabinet in July 2024 to gain support for project	1	3	3	Jul-24	Needs the support of the Council at this stage, although it has been approved previously
2	May-24	The Council fails to secure sufficient funding for the project	Project will cease or be severely restricted in scope	2	3	6	Various funding sources will be sought as advised in the Cabinet report in July 2024	1	3	3	Jul-24	Rising prices will make it important to retain affordability through the project
3	May-24	Planning Permission for the new athletics facility is refused.	The project would be halted until a revised application could secure permission	2	2	4	Detailed pre-application advice should ensure that the project is likely to secure permission before an application is submitted	1	2	2	Dec-24	Planning Consultants to be employed to reduce this risk
4	May-24	It does not prove possible to agree the terms of the land transfer from the County Council.	A failure to agree would mean that the new athletics facility could not be constructed	2	2	4	A detailed series of discussions need to be held with the County Council and its legal representatives to ensure that agreement is reached	1	2	2	Dec-24	Heads of Terms have been received and are generally acceptable, so agreement should be achieved.
5	May-24	It is not technically and/or financially possible to make the new athletics facility Net Zero in operation.	The Council would fail in its strategic objective to make the whole site Net Zero in operation.	2	2	4	The importance of Net Zero construction will be made clear to the Design Team and additional budget will be provided	1	2	2	Oct-24	Progress will be regularly reported to Board
6	May-24	The topography of the site makes the creation of a flat site uneconomic.	The new athletics facility project would become unaffordable	2	3	6	Detailed design work and the recent topographic survey will ensure that this issue is assessed early in the design process.	1	3	3	Dec-24	Progress will be regularly reported to Board. The site currently has a varied topography so achieving a flat site will be expensive and challenging.
7	May-24	Inflation in the local construction industry makes the construction unaffordable	The project would have to cease or more resources would need to be found	2	3	6	The design will be costed at various stages throughout the design development to ensure affordability	1	3	3	Dec-24	Progress will be regularly reported to Board
8	May-24	Councillor supervision of the project is not sufficient to ensure accountability	The Project would not be sufficiently accountable to Members	2	2	4	A Project Board and a Community Stadium (and related projects) Members' Liaison Group will both be set up promptly	1	2	2	Jul-24	Meetings will be commenced in the summer of 2024
2 Operational Risks												
9	May-24	The project development costs become greater than the budget allowed.	Project development activities would not be possible without funding	2	2	4	Project development costs will be closely monitored and reported regularly to Board	1	2	2	Dec-24	Early warning will be provided if funds run short
10	May-24	Other landowners do not agree to any agreements for transport links necessary to deliver the project	Alternative routes or accesses would need to be implemented	2	1	2	Any other landowners will be identified as early as possible in order to begin negotiations	1	1	1	Dec-24	Progress will be reported to Board and proposed Heads of Terms will be reported to Cabinet
11	May-24	Local athletics clubs may make demands after the design period that will be expensive to change at that stage.	If the Clubs' proposed changes after the design process was complete this would cost money and possibly time to the project.	2	2	4	The Clubs will continue to be closely involved in the design process for the new facility, in order to obtain their feedback at an appropriately early stage.	1	1	1	Oct-24	Progress will be reported to Board as the design progresses.
12	May-24	England Athletics may seek changes to the design after the design period that will be expensive to change at that stage.	If the requests from England Athletics were made after the design process this would cost money and possibly time to the project.	2	2	4	The project team will continue to work closely with England Athletics to obtain the benefit of their advice throughout the design process.	1	1	1	Oct-24	Progress will be reported to Board as the design progresses.
3 YY Risks												
4 ZZ - Risks												

Mitigation/Countermeasure

Sometimes known as mitigation, the countermeasure is what we plan to do to prevent the risk from happening. Generally, Countermeasures fall into one of 6 types:

Prevention: steps are taken that removes the threat or completely stop it from happening.

Reduction: steps taken reduce the chances of the risk developing or limit the impact.

Acceptance: it is decided to accept the risk and do nothing. This is almost always taken in the belief that the risk will not occur or the impact negligible. It is particularly important to record that this is the approach being taken.

Contingency: actions are planned to come into force only if the risk occurs.

Transference: Usually a specialist form of risk reduction where the impact is passed to someone else. e.g. insuring against a risk, or invoking penalty clauses against suppliers.




Probability Categories

Description		Probability	Scale Value
H	Probable	>70%	3
M	Could happen	30-70%	2
L	Improbable	<30%	1

Severity Categories

Description		Guide Scenario	Scale Value
H	Critical	Failure that involves significant rework, modification or reassessment	3
M	Serious	Failure or setback that causes additional work and reassessment but containable	2
L	Marginal	Impact has some effect causing rework or reassessment but easily handled	1

Risk Category & Action

	Key/ Critical Risks - closely monitor, manage & develop fallback plans
	Intermediate Risks - monitor and manage to mitigate/ include specific risk allowances in cost es
	Minor Risks - general allowance in base cost estimate & programme

Risk Scoring Matrix

Severity	High/ Critical	3
	Medium/ Serious	2
	Low/ Marginal	1