

Risks

Overall Risks Status	Green
Reason for Overall Risks Status	RIBA 3 & 4 is a controllable stage of the project and as such risks will be low and financial certainty should be high.

Risks

00001 Payment terms

Status	Green
Open/Closed	Closed
Date Raised	11/03/2025
Category	Financial
Current Likelihood & Impact	5
Mitigating Action	Switched from 14 days to 20 days. Checked with Sian / Mark via email. 14 days was suitable for 24 HS, so 20 days is perfectly achievable.
Mitigated Likelihood & Impact	1
Planned Mitigation Date	27/03/2025
Closure Date	27/03/2025

00002 Option to switch out of UKLF to construct facility in RIBA 5 and 6

Status	Green
Open/Closed	Closed
Date Raised	11/03/2025
Category	Delivery
Current Likelihood & Impact	1
Mitigating Action	Assessed contract - clear term that at each gateway, FDC can walk away. Also - work product of RIBA stages belongs to the contractor, but is fully accessible by FDC should we chose to use it and this is clear within the contract documents
Mitigated Likelihood & Impact	1
Closure Date	27/03/2025

00003 Member Sign off prior to appointment to ensure Members are aware of risks

Status	Green
Open/Closed	Closed
Date Raised	27/03/2025
Category	Benefits
Current Likelihood & Impact	12
Mitigating Action	MDN note to include risk and issues log for transparency
Mitigated Likelihood & Impact	2
Planned Mitigation Date	28/03/2025

00004 Are gateway decisions in place to allow necessary to review progress and proceed / cancel / change approach

Status	Green
Open/Closed	Closed
Date Raised	26/03/2025
Category	Resources

Current Likelihood & Impact	3
Mitigating Action	Gateways after each RIBA stage, unless running concurrently are baked into the process.
Mitigated Likelihood & Impact	1
Planned Mitigation Date	27/03/2025
Closure Date	27/03/2025

00005 Impact of a switch to a different RIBA 5 delivery approach

Status	Green
Open/Closed	Open
Date Raised	27/03/2025
Category	Delivery
Current Likelihood & Impact	12
Mitigating Action	<p>Could one of the Alliance contractors be novated to a construction contract in the event that we went our separate ways for RIBA 5 as otherwise it could cause issues with the reliance on information any contractor makes later down the line</p> <p>This is a decision to be made at the completion of RIBA 3 & 4 Gateway - construct thru the framework / halt the project / consider a full procurement on the national market for the construction.</p> <p>FDC is able to step away and use the information from RIBA 3 & 4 with a third party. However, such an approach would likely delay the project considerably as well as add cost. It is unlikely that an Alliance contractor would step away to support another contractor, so FDC would need to replace that consultant at RIBA5 and the likelihood is that they would want to revisit the original contractors work, as they would then be responsible during construction - leading to delay and additional development costs as well as significant inflationary costs as a result of delay.</p>
Mitigated Likelihood & Impact	6
Planned Mitigation Date	27/03/2025
Closure Date	27/03/2025

00006 FDC staffing capacity to act as an effective client in this project

Status	Amber
Open/Closed	Open
Date Raised	26/03/2025
Category	Resources
Current Likelihood & Impact	16
Mitigating Action	<p>This is a significant capital project and the Council does not have sufficient staff in place to support the effective delivery of the project. Additional staff - a Project Manager - is required urgently to ensure that this project is managed in an effective manner.</p> <p>Delays to this project will cost £1653 per days delay in inflation, until a firm contract price for delivery is in place.</p> <p>CMT Paper to be prepared w/b 7 April.</p>
Mitigated Likelihood & Impact	6
Planned Mitigation Date	03/04/2025
Key?	Yes

00007 Controlability of costs and assurance of best value

Status	Green
Open/Closed	Open
Date Raised	10/03/2025

Current Likelihood & Impact	4
Mitigating Action	<p>Varsity QS team will work on this project and will have a collateral warranty with the Client FDC.</p> <p>All work is carried out on an open book basis with FDC able to consider and question any and all costs.</p> <p>To ensure cost controllability and a third party assessment Alliance has suggested our own QS as this is what other Councils have done. As highlighted - this would be double doing and ramping up FDC costs unnecessarily.</p>
Mitigated Likelihood & Impact	4

00008 Staff capacity impacts deliverability

Status	Amber
Open/Closed	Open
Date Raised	26/03/2025
Current Likelihood & Impact	16
Mitigating Action	<p>Employ a fixed term, possibly PT, officer to PM the project. This will mitigate current capacity issues.</p> <p>Additionally other issues such as current team holiday and the impact of any sickness given current capacity, would have a very significant impact on the project given a team that is insufficient to deliver the project at present.</p>
Mitigated Likelihood & Impact	6
Planned Mitigation Date	30/05/2025
Proximity	Short Term

Updates

23/04/2025

Update Date	23/04/2025
Updated By	Phil Hughes
Description	<p>Resource requirement report developed and shared with CMT.</p> <p>Further details requested, as well as the potential consideration that all projects are assessed together with a review of necessary capacity requirements across many projects, potentially delaying risk mitigation for this item</p>

00009 Poorly managed project impacts deliverability and costs

Status	Green
Open/Closed	Closed
Date Raised	27/03/2025
Category	Delivery
Current Likelihood & Impact	6
Mitigating Action	<p>Employ experienced team to run the project - Alliance</p> <p>Add additional client capacity in terms of a PM to ensure sufficient client capacity and resilience is in place</p> <p>Utilise PM system - VERTO - to manage the project, as well as Teams storage of pertinent documents.</p> <p>As project commences set up multi disciplinary FDC project team to track progress, assess governance and manage / mitigate issues and risks accordingly.</p>
Mitigated Likelihood & Impact	2
Planned Mitigation Date	30/05/2025

00010 Perimeter Track of Manor Field to match new LC footprint

Status	Amber
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Description	Risk of having the track in the wrong place - ensure it is well clear of the potential new building footprint
Open/Closed	Open
Date Raised	26/03/2025
Category	Delivery
Current Likelihood & Impact	9
Mitigating Action	<p>Path to be delivered well clear of the new building's proposed footprint. This information will not be known for at least 12 weeks following a contractual relationship being established for RIBA 3 & 4 with Alliance Leisure.</p> <p>This aspect of the work also requires Club, local elected Member and Community consultation to ensure that the final design suits community requirements, subject to budget, change management process and mitigation of scope creep.</p>
Mitigated Likelihood & Impact	1
Planned Mitigation Date	13/06/2025

00011 Inflationary impact on the project IRO £550,000 p.a.

Status	Amber
Open/Closed	Open
Date Raised	01/04/2025
Category	Budget
Current Likelihood & Impact	12
Mitigating Action	<p>Ensure governance is in place prior to decision making to reduce any lag.</p> <p>Tee-up work with contractor in advance so that any lag, following gateway decisions is as limited as possible.</p> <p>Hold regular project team meetings to ensure that Alliance and FDC are aligned to ensure smooth project delivery.</p>
Mitigated Likelihood & Impact	6
Planned Mitigation Date	22/04/2025
Proximity	Short Term
Threat Response	Avoid
Reason for Threat Response	Unavoidable increased costs prior to being into a construction contract. therefore avoid by running a smooth and time focussed project to get to a contractual fee in as short a period of time as possible.

00012 Scope creep due to community, club and local Member consultation

Status	Amber
Open/Closed	Open
Date Raised	23/04/2025
Category	Scope
Current Likelihood & Impact	12
Mitigating Action	<p>Budget management and expected cost envelope.</p> <p>Change control process instituted at Programme Board level for any significant changes to the core product being developed as presented to Cabinet on 24 February 2025.</p>
Mitigated Likelihood & Impact	6
Planned Mitigation Date	23/04/2025
Proximity	Short Term

00014 Ensure effective governance of the project and budgetary management

Status	Green
Open/Closed	Open

Date Raised	07/04/2025
Category	Budget
Current Likelihood & Impact	8
Mitigating Action	<p>Use of CMT as overall Programme Board, with the Transformation Team offering support to Project Members to ensure that CMT has all pertinent information to ensure effective governance, reduce scope creep and manage budgets effectively.</p> <p>This support will also ensure that project managers have support outside the project itself, ensuring a wider opportunity for discussion, more effective decision making, shared learning, as well as effective non-siloed working can take place across the organisation.</p> <p>This support should be streamlined and effective, should be seen as supportive and must not become an industry. Should this appear to be happening team members should bring this into the open for a discussion to ensure effectiveness going forwards.</p>
Mitigated Likelihood & Impact	4
Planned Mitigation Date	14/04/2025