

Risk ref (1, 2, 3 etc.)	Risk (Brief description of risk)	Consequence (If risk happens, the result may be this:)	Date raised (Date first brought to Growth Service Managers' attention)	Category (What area of the project could be affected?)	Source (Where did the risk originate? Who raised it?)	Impact Score VH/H/M/L/VL See matrix below	Probability Score VH/H/M/L/VL See matrix below	Gross risk	Mitigation	Control	Impact Score if mitigation and controls in place Score VH/H/M/L/VL See matrix below	Probability Score if mitigation and controls in place Score VH/H/M/L/VL See matrix below	Current Risk	Owner: Who will manage and control risk?	Status	Comments
1	Community Infrastructure Levy (CIL) funding application declined	Project does not take place.	27/05/25	Strategic/Commercial	Active Lifestyles	VH	M	15	Thorough application process working with partners to ensure application meets requirements	Use of senior HDC project staff to complete application	H	M	12	Active Lifestyles	Open	
2	Football Foundation (FF) funding application declined	Project does not take place.	27/05/25	Strategic/Commercial	Active Lifestyles	VH	M	15	Continuing work with the Football Foundation (FF). Using FF framework to meet requirements	Use of senior HDC project staff to complete application	H	M	12	Active Lifestyles	Open	
3	Delays in planning permissions or approvals	Project may be delayed and costs increased	27/05/25	Legal & Regulatory	Active Lifestyles/Planning/ FF	M	L	9	Early engagement with HDC planning department and alignment with local plan and PFOSS. Realistic time allowances in delivery programme. Pre application advice with statutory consultee's (Sport England) to rectify any concerns.	Direct communication with HDC project lead and HDC planner overseeing application. Use of FF consultants to draft and submit planning application in line with FF and HDC frameworks.	M	VL	4	Active Lifestyles/Planning/ FF	Open	
4	Construction disruption to existing site users	Loss of revenue on site during works	27/05/25	Technical/Operational	Active Lifestyles/One Leisure/ FF	H	M	12	Site plans showing Phased construction and careful scheduling to minimise operational impact.	Proactive communication plan for centre users. Ingress and Egress plan for works. Identified in tender and project initiation documents	M	L	6	Active Lifestyles/One Leisure/ FF	Open	
5	Underuse of 3G post-completion	Failure to meet community use agreement with FF in relation to funding. Lack of income for site and lack of sinking fund for pitch replacement (10-12 years)	27/05/25	Strategic/Commercial/Economic	Active Lifestyles/One Leisure	H	L	5	Working with strategic partners, clubs and end users.	Project based on evidence of unmet demand and forecast growth. Community engagement and inclusive programming will ensure wide use. Working with strategic partners such as Hunts FA.	H	VL	4	Active Lifestyles/One Leisure	Open	
6	Long-term maintenance or funding shortfalls	Increased costs for maintenance and relaying of pitch in 10-12 years time.	27/05/25	Strategic/Commercial/Economic	One Leisure	VH	M	15	Ensure payments and bookings for 3G pitch cover requirements from FF.	Annual £25,000 sinking fund is mandated by the Football Foundation. Income from bookings will support lifecycle and maintenance costs. One Leisure operates the other 3G's across the leisure sites and they have been well maintained.	VH	L	10	One Leisure	Open	
7	Leadership or partner changes	Objectives of project not being met. Delays to project causing extra costs for all partners	27/05/25	Strategic	Active Lifestyles, One Leisure, FF	M	L	6	Clear governance model and shared agreements with partners. Regular reviews and documentation to ensure continuity.	Steering group to be developed to ensure project objectives and KPI are reviewed and met	M	VL	3	Active Lifestyles, One Leisure, FF	Open	
8	Lead times estimated	Project may be delayed	27/05/25	Strategic/Operational	FF, Active Lifestyles, One Leisure, Contractor	M	L	6	Early engagement and good tender process via FF APG framework	Use of timeline in tender assessment via FF APG Framework	L	VL	2	Active Lifestyles, One Leisure, FF	Open	
9	Contractor unable to complete works in 'off season'	Project may be delayed	27/05/25	Strategic Operational	FF, Active Lifestyles, One Leisure, Contractor	L	L	4	Early engagement and good tender process. Scheduling in summer months so weather disruption is minimal.	Use of timeline in tender assessment linked to FF APG Framework	VL	VL	1	FF, Active Lifestyles, One Leisure, Contractor	Open	
10	Increased costs from inflationary rises in construction industry	Overspend on project costs	27/05/25	Finance	Active Lifestyles, One Leisure, FF	H	M	12	Added contingency and current 10% inflation to previous quotes	Contingency built into budget planning. Use of FF APG framework and early engagement with FF Consultants	M	M	9	Active Lifestyles, One Leisure, FF	Open	

Matrix for Impact Score and Probability Score

Probability

		Probability				
		5	10	15	20	25
catastrophic 5	4	8	12	16	20	
	3	6	9	12	15	
	2	4	6	8	10	
	1	2	3	4	5	
	v unlikely	unlikely	possible	likely	v likely	1 2 3 4 5

Guidance Notes

Risk Reference: Numerical reference

Risk: Brief description of risk

Consequence: If risk happens then the result may be this...

Date raised: The date the risk was first brought to the Project Leads attention

Category: What area of the project could be affected - choose from:

- Strategic/Commercial
- Economic/Financial/Market
- Legal & regulatory
- Organisational/management/human factors
- Political
- Environmental
- Technical/operational/infrastructure
- Other

Source: Where did the risk originate - who raised it

Impact Score: Score VH/H/M/L/VL - see matrix below

Probability Score: Score VH/H/M/L/VL - see matrix below

Gross Risk: Total of Impact Score x Probability score - see matrix below

Mitigation: What is planned to manage the risk?

Control: What controls are in place e.g. weekly site visits

Impact Score: If mitigation and controls in place rescore VH/H/M/L/VL - see matrix below

Probability Score: If mitigation and controls in place rescore VH/H/M/L/VL - see matrix below

Current Risk Score: If mitigation and controls in place Impact Score x Probability score - see matrix below

Responsible owner: Who will manage / control the risk?

Status: Open/Closed

Comments: Current situation/anything to note