Project Name: CWG Alexander Stadium
Risk Register
Last Reviewed 16/04/19 (Design Team)

Risk is defined as the uncertainty to an outcome, be it a positive opportunity or a negative threat that may impact on ability to achieve its objective. It refers to the combined likelihood the event will occur and the impact on the project if it does occur. If the likelihood of the event happening and impact to the project are both high, you identify the event as a serious risk. The log includes a description of each risk, analysis and a plan to manage it.

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ID	Date Recorded	Work stream Raising Risk	Work stream	Risk Description & Impact	Likelihood	Impact	Severity	Risk Response	Mitigation Plan	Organisation	Action Owner	Likelihood	Impact	Residual Sc	Status	Date Closed	Progress/Update (including date)	Notes	Cost	Cost notes	Weighted cost (Assessed cost x % likelihood)	Ah Comment (April for Review)
Communication, Stakeholder Engagement & Governance.																						
CSG03	03/08/2018	Project	Governance	Failure to effectively identify, engage and manage stakeholders causing delays and negative publicity.	2	3	6	Control	1. A stakeholder map is to be produced and shared with all work streams. 2. A stakeholder Engagement Plan to be produced and shared with all work streams. 3. BCC to develop a communication strategy which picks up all stakeholder engagement.	BCC Comms Team	Deborah Harris (BCC)	2	3	6	Open			Stakeholder engagement to be built into the comms strategy.	£ -	Risk is reputational rather than cost.	£ -	
CSG04	04/08/2018	Project	Governance	Lack of timely approvals.	4	4	16	Control	2.Identified that key approval gateway will be stage three, where the team will require approval on full business case and submission of design to planning. Approval process to begin in advance of programme date with the assistance of the BCC:CWG 2022 team to ensure all required personal are available to sign-off and approve.	Mace	Paul Robertson (Mace)	2	4	8	Open		will continue to be open until full legacy brief has been incorporated and the team have successfully moved through stage gate 3. to be monitored as BCU information is incorporated. A revised governance structure has now been issued to the design team and is currently under review.		£ -	Nil cost based upon no delay to construction contract.	£ -	
CSG07	03/08/2018	Project	Stakeholder Engagement	Failure to effectively identify the difference between interested parties, key stakeholder and decision makers causing delays to design process and delays to decision making and approvals.	3	3	9	Control	1. Stakeholder Management and Engagement Plan to be developed and shared with professional design team. 2. BBC to develop list of personnel responsible for making key decisions and required approvals in advance of stage sign-off. 3. Planning team to work with BCC comms team to establish a engagement strategy for the re-development project.	BCC (Client Lead)	Dave Wagg	2	3	6	Open		Will continue to be a risk until a stakeholder management plan has been established. A plan is to be developed prior to engaging members of the public, stakeholders and interested parties. Early stage 3.		£ -	Nil cost based upon no delay to construction contract.	£ -	
CSG08	31/08/2018	Project	Programme	Delays in Decision making. Large number of working groups, joint working and complex working arrangements could result in delays in decision making	4	2	8	Control	1. Ensure the working group responsibilities and accountabilities are well defined and passed down the structure. 2. When agreeing Governance processes develop clear and fast decision and delegation processes. 3. Client lead to establish a route of escalation to ensure timely decisions are made.	BCC (Client Lead)	Dave Wagg	2	3	6	Open		**18/03/2019** - Risk continues to remain open until key decisions are made including the following: Inclusion of Legacy Brief Approval of Games Brief Requirements Stage 3 Design Full Business Case Procurement Route		£ -	Nil cost based upon no delay to construction contract.	£ -	
CSG10	13/12/2018	Project	Programme	Timely stakeholders approvals. There are multiple stakeholders with conflicting drivers for end product.	4	2	8	Control	1. Identify key decision gateways and be realistic around required timescales. Drive these through clear and direct communication. be clear on implications of non-decisions.	BCC (Client Lead)	Dave Wagg	2	3	6	Open				£ -	Nil cost based upon no delay to construction contract.	£ -	
Programme																						
PR01	31/08/2018	Project	Work stream	The master programme is not achieved due to delay in signing-off key gateways resulting in delay to works starting on site and a compressed build programme which could impact upon quality / completion dates.	3	4	12	Control	1. PM to ensure that the project team address all of BCC & key stakeholder (i.e. CWGP, DCMS, SE) comments 2. PM to look at mitigation strategies for delays to the current programme.	Mace	Paul Robertson	2	2	4	Open		**03/11/2018** - Accelerated design programme developed to help mitigate likely delays to sign-off. PM has allowed sufficient float for such tasks. Key gateway will be RIBA stage 3.		£ 500,000.00	Inflation forecast 0.6% per quarter which equates to £500,000. Potential further additional costs for acceleration measures. Length of delay to be discussed, 3 month delay shown. Acceleration and extended hours working included in item C017	£ 200,000.00	
PR02	12/12/2018	Project	Programme	Design changes lead to programme delays	3	4	12	Control	1. Design changes to be tracked and approved through a clear design change control process lead by PM. all changes to be signed-off by the client. 2. Any major changes are to be assessed against programme implication prior to a decision being made. 3. Sufficient float to be allocated in design programme to help mitigate against any potential design changes.	Mace	Paul Robertson	2	3	6	Open				£ -	Nil cost based upon no delay to construction contract.	£ -	
PR03	12/12/2018	Project	Programme	Late design submission cause programme delays	2	3	6	Control	1. Progress to be tracked monthly against approved programme 2. Design issues to be identified early and mitigated within programme allowances where possible. 3. Programme developed to allow design float to mitigate an potential delays caused by late submission.	Mace	Paul Robertson	2	3	6	Open				£ -	Nil cost based upon no delay to construction contract.	£ -	
PR04	31/08/2018	Project	Programme	Extended public consultation may arise from sensitive political subjects such as, increased traffic, road closures and general impact of the re-development.	3	3	9	Control	1.Public consultation strategy to be developed and where possible high level games time information to be included with consultation.	BCC (Client Lead)	Dave Wagg	2	2	4	Closed				£ -	Nil cost based upon no delay to construction contract.	£ -	
Planning																						
PL01	03/12/2018	Project	Planning	Scheme is required to go before Judicial Review causing significant delays to programme and jeopardising the deliverability of both the stadium re-development and games.	2	5	10	Eliminate	1. Engage early with the LPA 2. Consult with the local public, interested parties and key stake holders. 4. Ensure Timely submission of Material 5. Appoint Planning Consultant	Mace	Paul Robertson	2	2	4			**12/11/2018** - Planning strategy to be developed with the LPA to ensure the correct process is undertaken.		£ -	Nil cost based upon no delay to construction contract.	£ -	
PL02	31/08/2018	Project	Planning	Planning permission is delayed due to possible future need to develop an S106 Agreement with regards to projects impact on local area. (Planning obligations).	3	3	9	Control	1. BCC to establish whether any S106 contributions will be required and or inform the team that there is no need requirement to produce.	Planning	Craig Rowbottom	2	2	4	Open		**18/03/2019** - in order to close and or remove the risk confirmation from BCC is required noting that there is no obligation for contributions related to the legacy redevelopment.		£ -	No S106 requirements thought to exist	£ -	
PL03	31/08/2018	Project	Work stream	Pre-commencement conditions are not discharged in a timely manner due to conditions being numerous and onerous resulting in a delayed start.	3	3	9	Control	2. Lead Designer to liaise with Planning to understand extent of likely pre-commencement conditions at appropriate time and seek to address as many as possible in planning submission documentation.	Arup	James Watts / Craig Rowbottom	2	2	4	Open		**12/11/2018** - team to review draft conditions with LPA at the appropriate time. Construction management plan to be included as part of the planning submission documents.		£ 250,000.00	Inflation forecast 0.6% per quarter which equates to £500,000. Potential further additional costs for acceleration measures. 6 week delay assumed.	£ 100,000.00	
PL05	31/08/2018	Project	Planning	Lack of public engagement and communication strategies lead to negative public opinion and planning application challenges.	3	4	12	Control	1. Employ planning consultant 2. Establish planning strategy 3. Create communications a public engagement strategy 4. Engage local community and wider public to identify issues and opinion. 5. where possible feed in consultation info to design to allow further support for the project to be gained.	Mace	Paul Robertson	2	2	4	Open				£ -	Risk is reputational rather than cost.	£ -	
PL07	02/09/2018	Project	Planning	EIA Scoping and required works become protracted and require additional time to conclude.	3	3	9	Control	1. Screening process to be established immediately 2. programme and identification of required works to be established and progressed with urgency. 3. where possible legacy application to screen out games related issues.	BCC (Client Lead)	Dave Wagg	3	2	6	Open		**18/03/2018** - EIA screening process underway. Decision to not remove the allotments will lessen the scheme impact on the environment.	Risk to be updated periodically	TBC	Required works to be defined in order to be costed.		
PL08	03/09/2018	Project	Planning	Larger than expected loss of ecological receptors requires increased onsite mitigation.	3	3	9	Control	1. EIA to be established 2. Bio-diversity loss and mitigation exercise to be undertaken 3. allowances to be made for new areas of ecological habitat on site. 4. Consultation and agreement of mitigation with LPA and local ecologist. 5. environmental management plan submitted with application.	James Watts	Arup	3	2	6	Open		**18/03/2018** - EIA screening process underway. Decision to not remove the allotments will lessen the scheme impact on the environment.	Risk to be updated periodically	£ -	Assumed that landscaping scheme as designed meets requirements.	£ -	
Legal & Procurement																						
LP02	31/08/2018	Project	Work stream	The procurement route may not be attractive due to time constraints and risk to contractor resulting in a delay in appointing a main contractor.	3	4	12	Control	1. CM to engage in soft market testing of preferred procurement routes. 2. CM/PM to establish preferred procured route base on clients and project needs. There is a need given the immovable programme to keep commercial tension throughout the process.	Mace	Paul Robertson	3	3	9	Open		**03/11/12** - A preferred procurement route has now been established (2 stage with negotiation and 2 contractors taken through to the second stage). The route has been approved by project board but is yet to go to cabinet for approval. Mace will continue to undertake soft market testing.	Risk remains until procurement for main contractor has begun.	£ 6,676,000.00	Inflation forecast 0.6% per quarter which equates to £500,000. Potential further additional costs for acceleration measures. There could also be say a 2% OH&P premium and or an extra 5-10% risk premium. Total of 8% assumed on £77.2m	£ 4,005,600.00	Need to review the Value
LP03	03/10/2018	Project	Project	Unknown and or undefined existing public right of way stop developments on required areas for both legacy and games.	3	4	12	Control	1. Engaging Parks Mgr. and or legal team to define current rights of way. 2. if red line includes a public right of way review opportunities to both temporarily and permanently stop and divert. 3. if closed or diverted Ensure robust public engagement programme plan is implemented to manage communications to 3rd parties.	BCC (Client Lead)	Dave Wagg	3	3	9	Open		18/03/2019 - a public right of way has been I identified. Arup are working to design around this.		£ -	Design accommodates for this.	£ -	
LP04	31/08/2018	Project	Work stream	Delay in appointing a main contractor due to Procurement strategy being challenged by 3rd parties.	2	4	8	Control	1. procurement strategy to be signed-off by the relevant parties with the council and DCMS. 2. full legal reviews of procurement information and documents to be undertaken prior to submission. 3. Mace and Arcadis to asset the council in establishing the procurement methodology and required info for tender of the works.	BCC Procurement	Charlie Short	2	4	8	Open		**03/11/12** - BCC have challenged the procurement route internally and are comfortable that it is legal and feasible for the project.	There is a need to review how the second stage of the strategy will work with regards to PCSA's, fee's and potential fee for the unsuccessful contractor.	£ 333,000.00	Inflation forecast 0.6% per quarter which equates to £500,000. Potential further additional costs for acceleration measures. 8 week delay assumed	£ 133,200.00	
LP05	01/09/2018	Project	Procurement	Lack of appetite amongst contractors for this scheme & or Market forces / over-heating local market and interest at an appropriate capability level to ensure delivery against the immovable deadline.	2	5	10	Control	1. Market engagement sessions to be held following approval of procurement route.	Mace	Paul Robertson	1	3	3	Open		**03/11/12** - Significant soft market testing has taken place to help influence procurement route. Mace are continuing to test the market to ensure interest in the scheme continues.	#NAME?		Duplication of cost with LP02	£ -	
LP06	02/09/2018	Project	Procurement	Two stage tender process that takes two through to the second stage reduces Build ability input from potential contractors as they protect there position.	2	2	4	Accept	1. In order to maintain commercial tension through the project build ability input from contractors will be reduced as they will seek to protect ideas in order to win a contract based on price.	Mace	Paul Robertson	2	2	4	Open		**18/03/2019** - Whilst there is likely to be a reduction in build ability input from a main contractor the benefit in this route is to obtain commercial tension. The design team are to review build ability through out the design process to ensure the scheme is not overlay complex.		£ -	Assumption that benefit of commercial tension balances any lack of buildability input.	£ -	
LP09	01/09/2018	Project	Project	Neighbour impact. Decisions around use of neighbouring plots of land may have a negative effect on neighbour perception of the scheme and may encourage animosity towards the scheme.	3	3	9	Control	1. Write an implement an engagement strategy which includes regular engagement and newsletters. Be transparent. Adopt a section 61 approach to construction noise (in general conditions doc).	BCC Legal Team	Phil Andrews	2	3	6	Open				£ -	Risk is reputational rather than cost.	£ -	
Design																						
DE01	31/08/2018	Project	Design	Inability of the wider project team to work collaboratively.	2	2	4	Control	1. PM to ensue team are working together towards the common goal and that the team are working collaboratively. PM to escalate if there are any issues.	Mace	Paul Robertson	2	2	4	Open			Team Dynamics are working well. Design team collectively focused on delivering the re-development.	£ -		£ -	
DE03	03/12/2018	Project	Design	Decision to include a revised legacy brief focusing on the inclusion of BCU could lead to increased design costs and programme delays related to the re design of stage 2 information.	4	3	12	Accept	1. BCC to progress the master plan and site legacy design in line with stadia stage 2 information. 2. Pause to be undertaken at the end of Stage 2 and decision made whether to include. 3. Mace to assess programme impact including cost increases if applicable and once final decisions have been made.	BBC (Client Lead)	Dave Wagg	3	3	9	Open		**18/03/2019** - Master plan including the inclusion of BCU Master plan has been developed. Team are now progressing a Visionary Piece that will coincide with the final site/master plan. BCC are currently reviewing the Stage 2 information with the OC/CGF and finalising legacy design and requirements, impacts to be established on conclusion of visionary piece and decision to move forward.	Master plan and legacy strategy yet to be completed and or approved. Arup designing to CGF Brief to ensure stadium design develops. Adopting a flexible design approach to internal areas.	£ -	Decision to incorporate BCU will be subject to additional funding and therefore will not affect the base scheme.	£ -	
DE05	03/12/2018	Project	Design	Lack of defined project redline leads to delays in design or abortive works.	3	3	9	Control	1. Project Team to agree stage 2 Red Line with BCC legal teams and planning authority.	Arup	James Watts	2	2	4	Open		**12/12/2018** - Arup to review with BCC Legal and planning Departments.		£ -	Nil cost based upon no delay to construction contract.	£ -	
DE08	31/08/2018	Project	Design	Legacy - Focus on the Games deliverables means legacy aspects of the design are omitted / VE'd out	3	3	9	Control	1. Design team to develop and design to a tight legacy focussed brief and ensure that the re-development is legacy focused.	Arup	James Watts	2	2	4	Open				£ -	Risk is reduction of quality rather than increase in cost.	£ -	
DE10	18/12/2018	Project	Design	LPA/BCC and or EIA require stadium lighting to be uplifted/changed from current design assumptions leading to the inclusion of more costly alternatives.	2	3	6	Control	1.Early engagement with LPA to fix lighting parameters. 2.Early engagement with Stadium Management and BCC to set stadium lighting aspirations.	Arup	James Watts	2	2	4	Open		**18/03/2019** - Lighting needs yet to be confirmed.			Scheme required for costing purposes.	£ -	
DE11	19/12/2018	Project	Design	Legacy design is not ideal for the OC/CGF and requires an increase in permenant seating.	4	2	8	Control	1. Design team to regularly review the redevelopment design with	Arup	James Watts	3	2	6	Open		**18/03/2019** - seating reduction likely and being discussed from both overlay and legacy perspectives.	Risk will be closed once final decision on seating numbers have been made by both parties.	£ -		£ -	
DE20	18/03/2019	Project	Design	A higher standard of internal finish is required by the client than current allowences.	2	3	6	eliminate	1. Arup to define level of finish to internal areas and seating. 2. BCC to sign off Finish assumption at the conclusion of stage two. 3. Arcadis to price the potential uplift and include within RR.	Arup	James Watts	2	2	4	Open				TBC	Proposals required for pricing	TBC	
Cost & Commercial																						
CO03	31/08/2018	Project	Project	Cost are insufficient and unable to meet the design aspirations of BCC.	3	3	9	Control	1. Stadium PM to work with wider CWG programme team(BCC & OC) to ensure that all costs are covered in either BCC or OC budgets. 2. Identify grey areas surrounding works outside of know redline to understand capital work stream best placed to pick up.	Mace	Paul Robertson	3	4	12	Open		**03/12/18** - OC budget currently unknown. Currently gaps with regards to access and wider transport strategy. Risk picked up in transport section of RR.		£ -	Included elsewhere	£ -	
CO04	31/08/2018	Project	Project	Financial risks caused by overly commercial / contractual contractor	3	4	12	Control	1. QS & PM to manage contractor as per agreed form of contract	Mace/Acivico /Arcadis	Paul Robertson/Richard Page	2	3	6	Open				TBC	Dependent upon form of contract. Design and Build Form envisaged which would mitigate risks to a degree.	TBC	
CO05	03/12/2018	Project	Project	Capital cost does is not sufficient to meet client expectations.	3	4	12	Control	1. At the commencement of design Arup to hold an aspirations workshop to help develop the brief and help BBC understand the level of finish that can be attained. 2. PM and design to help manage client expectations in line with available funding. 3. VE solutions to be developed in conjunction with stage 2 design to ensure project is achievable with in budget.	Mace/Arup/Arcadis	Paul Robertson	2	3	6	Open				£ -		£ -	
CO06	04/12/2018	Project	Project	Additional Scope and or Work streams are added into the cost plan post tender of design team.	3	3	9	Control	1. Identify additional work streams and gaps in scope which are currently not included in the current budget. 2. Identify potential costs for additional works. 3. BCC to establish additional funding for works if required as these will have not been factored into original tenders.	BCC/Mace/Arup	James Watts/Paul Robertson	2	2	4	Open		18/03/2019 - a scope review has been undertaken by Arup and it is noted that the following are not included within current appointments: 1. Fire Engineering 2. Planning 3. Wind Engineering 4. Crowd Dynamics 5. Risk and Security whilst Arup have engaged many of the above these still require written sign-off through change procedures.		Mace to advise fees		Mace to advise fees	
CO07	31/08/2018	Project	Construction	Inflation increases resulting additional costs	3	3	9	Control	1. Allowance to be made based on mid point of construction and in line with BCIS indices. 2. Rate of inflation to be tracked through the design process.	Arcadis	Phil Mendelsohn	3	3	9	Open			Mitigation - cost plans to build in inflation, make sure required stakeholders are aware of possible effect.	£ 1,400,000.00	Inflation based upon Arcadis TPI. 1% increase in inflation equates to £700,000. Say 2% increase.	£ 840,000.00	
CO10	31/08/2018	Project	Project	Capital cost - risk that £72m budget is not achieved.	4	4	16	Control	1) CM validating initial cost plan to ensure budget adequate for scheme 2) PM to control Designer through a 'Design to' methodology, 3) VE proposals produced inline with evolving design to ensure budget deliverability. 3.CM to develop RIBA cost plan that sits within the project budget.	Arcadis	Phil Mendelsohn	3	3	9	Open		**18/03/2019** - Current stage 2 estimates note the scheme is currently over budget by c £6-7m. The team are currently reviewing a reduction in legacy seating and an amendment to stand design to bring the scheme back in line with the budget. Further VE reviews are on going.		£ -	Scheme has been reviewed and is now in line with required budget.	£ -	
CO13	12/12/2018	Project	Cost	Cost estimates and plans are delivered late causing delay to programme and lack of clarity around project cost as design develops.	2	3	6	Control	1. Acivico/Arcadis to regularly update and review cost estimates. 2. Evolving costs to be discussed at bi weekly design meetings to ensure issues a regularly raised. 3. A revised cost plan is to be submitted at the end of each stage. 4. additional scope and works to be picked up outside of current budget as additional scheme costs.	Arcadis	Phil Mendelsohn	2	2	4					£ -		£ -	
CO14	12/12/2018	Project	Cost	Inflation is higher than current assessments.	3	3	9	Control	1. Arcadis to asses inflation on today's rates and monitor through out the project noting when an increase is realised and its effect on the project budget. 2. Initial assessment to be included in cost plan 1 and monitored though subsequent revisions.	Arcadis	Phil Mendelsohn	2	2	4					£ -	Duplication of C007 above.	£ -	
CO15	12/12/2018	Project	Cost	Budget and scope creep. Budget does not have sufficient float to incorporate additional works without increase. (Eg current issues centred around roads…)	3	3	9	Control	1. Set an appropriate budget. Be realistic when additional scope is added and be clear within the cost plan of the implications and their effects on the budget/scheme.	Arcadis	Phil Mendelsohn	2	2	4	Open					Budget is based upon defined scope. Additional requests will be a change which will require additional funding.	£ -	
CO16	13/12/2018	Project	Cost	Asbestos - Additional asbestos identified post intrusive survey that is beyond current assessments	3	4	12	Control	1. Commission asbestos survey to identify additional asbestos. 2. Arcadis to include budgetary figure within cost estimates and price the risk beyond that allowance.	Arcadis	Phil Mendelsohn	2	3	6	Open		**03/12/2018** - it is know that there is Asbestos with in the existing west stands set for demolition. A full R&D survey is required and will procured prior to demo. Cost allowance added to the cost plan.		£ 250,000.00	Allowance only	£ 100,000.00	Left in as Asbestos could still be found in earth works package?
CO17	18/12/2019	Project	Cost	A vague project brief could result in unexpected cost creep as it is developed during a live project.	3	3	9	Eliminate	1. Develop Legacy focused brief asap 2. Pause where applicable design progression to ensure a robust brief is being/has been developed. 3. Regularly review brief requirements with client to reduce scope creep.	Mace	Paul Robertson	2	2	4	Open				£ -	Design development allowance of 10% included in cost plan. Additional requests will require additional funding.	£ -	
CO18	18/12/2019	Project	Cost	Further funding is required for additional site acquisition as part of legacy redevelopment.	1	4	4	Eliminate	1. BCC to confirm land ownership and adjacent land ownerships. 2. Arup to confirm deliverability of scheme within legal boundary associated to the stadium. 3. BBC to confirm whether any adjacent land would be required for the development.	BCC	Dave Wagg	1	2	2	Open					Budget is based upon defined scope. Additional requests will be a change which will require additional funding.		
CO19	19/12/2019	Project	Cost	Impact of brexit - Depending on the final terms of Brexit there could be a potential for a reduced labour Supply and increased cost of materials. Additionally a final decision may lead to tighter border controls further leading to delays in procurement lead-ins.	3	5	15	Monitor	1. Monitor evolving brexit process 2. engage contractors with established and strong supply chains and labour forces 3. Develop fix price with chosen contractor 4. allow risk within programme for extended lead-in's.	BCC		3	3	9	Open				TBC		TBC	
CO20	20/12/2019	Project	Cost	Demo tender cost exceed current assumptions.	3	4	12	Monitor	1. BBC to competitively and openly tender the works. 2. Arcadis to make allowance within RR for increased tender costs	BCC / Arcadis	Charlie Short / Phil Mendelson	2	3	6	Open				£ -	Design development allowance of 10% included in cost plan. Cost plan allowance based upon DSM budget received.	£ -	
Transport & Infrastructure																						
TI01	31/08/2018	Project	Project	Proposed Athletes Access Road does not currently sit within stadium redevelopment scope or cost plan. Scope gap will require additional funds and appointments if included as part of the stadium project. Currently full design is not being picked up by any of the capital work streams.	4	5	20	Modify	1. Agree Access strategy with Twfm and BCC transport team. 2. Agree team best placed to pick up additional works and assign responsibility. 3. BCC to develop strategy to pay for uplift in scope and construction outside of stadium budget. 4. Price risk of inclusion.	BBC (Client Lead)	Steve Hollingsworth	3	3	9	Open		**18/03/19** - Arup currently reviewing scope. Arcadis have provided high-level costs for development of infrastructure. Note - Still awaiting confirmation of funding stream and responsibility of the works.	Athletes road was not included within design team tender as scheme was not developed at time of procurement. This is also the case with the project budget. Additional funds will be required for works or will need to be funded from a different capital package. Note - the road is not required for legacy.		£2.4m cost shown below the line in cost plan. This would represent additional scope to the project and is not a risk per se.	£ -	
TI02	01/09/2018	Project	Project	Unknown spectators drop off strategy and or design scope / construction responsibility. Once design is developed it could have implications on legacy strategy	3	4	12	Modify	BCC to undertake gaps analysis for Northern Cluster works relating to games time access to the stadium.	BCC Transport & Tfwm	John Myatt	3	3	9	Open		**06/11/12** - BCC undertaking review of scope gaps. Issue to be reviewed at next transport working group meeting. DG of TfWM undertaken exercise to determine likely size.		TBC		TBC	
TI05	04/09/2018	Project	Project	Access to Stadium during construction and Games time is inadequate and / or affected by other schemes e.g. A34/Aldridge Rd works. Site access, egress, logistics, labour materials etc. could be restricted for construction traffic due to associated other construction works taking place in the vicinity (i.e. adjacent development, Village and Sprint Rail upgrade, Utility works or work associated with neighbouring schemes	3	3	9	Control	Development of Access / transport strategy for the Stadium in line with wider Perry Barr Redevelopment Strategy. 1. BCC appoint a Project manager for co-ordinating all works associated with CWG. 2. BCC to ensure that there is an agreed set of rules that all contractors working in Perry Barr are signed up to and that there is a regular forum which all contractors attend to co-ordinate works. 3. CM to ensure that rules are issued at tender stage to tendering main contractor for the Stadium. 4. Logistics plan to be submitted with planning app.	Arup	Jonny Ojeil	2	3	6	Open				£ -		£ -	
Construction																						
CO01	31/08/2018	Project	Construction	Failure to achieve quality levels in construction	3	3	9	Control	1. Project Manager to implement a quality management plan at the outset of the design process to agree benchmark quality and track quality through the design and construction	Mace	Paul Robertson	3	3	9	Open			Professional team working within quality assurance plan (not materials).	£ -	Not a cost risk	£ -	
CO03	31/08/2018	Project	Construction	Shortage in building materials due to the volume required.	3	3	9	Control	1. CM to engage with the supply chain to determine material availability. 2. Design team to where possible avoided the use of materials that are known to be under supply pressure.	Acivico	Richard Page	3	3	9	Open			Specific Risk - supply chain risk that other projects including games capital projects in the Birmingham area will put a strain on the supply chain and product availability - brick availability known to be a current issue.		Material selections need to reflect availability.	£ -	
CO04	31/08/2018	Project	Construction	Ecological, arboricultural survey findings cause delays due to nesting seasons etc.	2	3	6	Control	1. Surveys have been commissioned to identify any such risks. These will be detailed should they arise with separate mitigation strategies. 2. Arup to identify additional surveys required.	Arup	James Watts	2	2	4	Open		**03/12/18** - Whilst all initial surveys have been procured and or undertaken there will likely need to be some more specific surveys undertaken with regards to ecology, noise quality and transport.	Additional survey (mitigation) look at preliminary ecological survey.	TBC	Dependent upon outcome of surveys	TBC	
CO05	31/08/2018	Project	Construction	Inclement weather may stop work on site during contraction resulting in delays to agreed programme.	3	3	9	Accept	1. PM to review contract conditions and review allocation for weather related delays. 2. PM to ensure contract programme allows sufficient time allowance and float for inclement weather.	Mace	Paul Robertson	3	2	6	Open			1. Risk and Float allowance to be built into contractors programme ensure allocation is sufficient and contract relates. 2. Arcadis to put risk allowance against increased programme cause by poor weather.		Inclement weather not generally grounds for an EOT therefore any cost associated likely to be a contractor rather than client cost.	£ -	
CO06	31/08/2018	Project	Construction	Contaminated Land 1. Some land areas may be contaminated and require remediation. 2. Remediation may add significant costs and programme delays	3	4	12	Control	1. Procure up-to-date SI to understand current ground conditions. 2. Review early demolition of west stand to mitigate potential ground risk prior to engagement of main contractor.	Acivico / Mace	Richard Page / Paul Robertson	3	3	9	Open		**03/12/18** - SI has been procured and survey works have commenced on site. Early demolishing strategy has been proposed and accepted by project board.		£ 3,425,000.00	10,000m3 of contamination @ £200/m3 plus 37% add ons Allowance of £500,000 plus 37% add ons included for UXO	£ 2,055,000.00	AH to include Risk associated to UXO

Project Name: CWG Alexander Stadium
Risk Register
Last Reviewed 16/04/19 (Design Team)

Risk is defined as the uncertainty to an outcome, be it a positive opportunity or a negative threat that may impact on ability to achieve its objective. It refers to the combined likelihood the event will occur and the impact on the project if it does occur. If the likelihood of the event happening and impact to the project are both high, you identify the event as a serious risk. The log includes a description of each risk, analysis and a plan to manage it.

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ID	Date Recorded	Work stream Raising Risk	Work stream	Risk Description & Impact	Likelihood	Impact	Severity	Risk Response	Mitigation Plan	Organisation	Action Owner	Likelihood	Impact	Residual Sc	Status	Date Closed	Progress/Update (including date)	Notes	Cost	Cost notes	Weighted cost (Assessed cost x % likelihood)	Ah Comment (April for Review)
CO07	31/08/2018	Project	Construction	Changes in legislation/regulations i.e. Building Reg. additional costs and project prolongation.	2	4	8	Control	Appoint Building Control Surveyor and Register the scheme with Building Control to agree which regulations apply and to which the project is designed to.	Arup	James Watts	2	4	8	Open				TBC	Scope to be defined	TBC	
CO08	31/08/2018	Project	Programme	Main contractor or sub contractor becomes insolvent due to poorly performing projects and cash flow issues resulting need to re-procure a main contractor/sub contractor	2	5	10	Control	1. CM to ensure that a thorough financial check is undertaken on short listed main contractors and key sub contractors. 2. BCC to consider taking out a bond to enable them to complete the works without the need for a lengthy re-procurement exercise. 3. Early Financial assessment to be incorporated into tender docs.	Arcadis	Phil Mendelsohn	2	3	6	Open				£ -	Cost of bond included within preliminaries allowance.	£ -	
CO09	31/08/2018	Project	Programme	Subcontractors/suppliers being commissioned by the main contractor not being paid back to back with the parent contract. Also consider long lead-in for materials/components e.g. lifts, bricks.	2	3	6	Control	1. Insert requirement into contract amends 2. Mandatory requirement by BCC as part of BCC's Social Value Charter	Arcadis	Phil Mendelsohn	2	2	4	Open			Note - cash flow critical	£ -	Not a cost risk	£ -	
CO10	31/08/2018	Project	Construction	Site restrictions could impact on design, contractor access & egress, Games-time access and egress	2	3	6	Modify	1. Designer to review design assumptions factoring in access / egress points for design, build and games time and accept / modify working proposals	Arup	James Watts	2	2	4	Open		**12/12/18** - Design Team have transport baseline approach in principle.		£ -	Allowance for preliminaries included in cost plan. Logitics proposals to be developed	£ -	
CO10	12/12/2018	Project	Construction / Programme	Prolonged Redevelopment Construction due to complexity of project.	2	2	4	Modify	1. Review the project programme and ensure that it is a realistic proposal. Engaging with the contractors on time consuming aspects of the project e.g. piles/foundations to get realistic programme.	Mace	Paul Robertson	2	2	4	Open				£ 400,000.00	Risk of additional preliminaries. West Stand preliminaries equate to £50k per week, 8 week prolongation.	£ 160,000.00	
CO11	12/12/2018	Project	Demolition	Contamination not picked up from previous surveys (Asbestos)	4	3	12	Control	1. Know Asbestos in building (full extent unknown) a full R&D survey to be procured prior to demo to mitigate unknowns. programme to allow time required. 2. Carrying out surveys after the demolition to ensure that all traces of asbestos are cleared and any other potential contaminants.	Mace	Paul Robertson	2	3	6	Open		**12/12/18** - Full R&D survey to be procured Jan/Feb 2018 prior to programme demo of West Stand.		£ -	Duplicaton of CO16	£ -	
CO12	12/12/2018	Project	Demolition	Stadium access during construction is risk as events have been pre scheduled at the Stadium (2019) when demo is to set to take place, access to larger site is likely to be maintained especially for the diamond league.	3	3	9	Control	1. Obtaining the event schedule to manage the programme around the key dates will help aid with Stadium Access. 2. Demo to be undertaken through a phased approach to lessen impact on programme.	Mace	Paul Robertson	2	3	6	Open		**12/12/18** - Full R&D survey to be procured Jan/Feb 2018 prior to programme demo of West Stand.		£ -	Not a cost risk	£ -	
CO13	12/12/2018	Project	Construction	Construction traffic in residential areas.	2	3	6	Control	1. Adopt CLOCS. Write into tender document general conditions. Ensure robust CMP and TMP are produced by the successful tenderer prior to commencement.	Mace	Paul Robertson	2	3	6	Open				£ -	Not a cost risk	£ -	
CO14	12/12/2018	Project	Demolition	Waste removal strategy on what is a confined site. Both construction and event waste.	3	3	9	Control	1. Engage with end users. Identify and design in for requirements.	Mace	Paul Robertson	2	3	6	Open				£ -	Not a cost risk	£ -	
CO15	12/12/2018	Project	Construction	Size of site/ length of access road and requirement to maintain a secure boundary	3	3	9	Control	1. Ensure sensible costs are allowed for in cost plan in Contractor prelims to ensure sufficient money is available to properly hoard and secure the site. Ask the tenderer to identify their allowance to ensure these are appropriate for what is required.	Mace	Paul Robertson	2	2	4	Open				£ -	Allowance for preliminaries included in cost plan. Logitics proposals to be developed	£ -	
CO16	13/12/2018	Project	Construction	Site is not completely vacant when handed to the contractor for main build works.	2	3	6	Control	1. All agreements with lease holders to be agreed and signed prior to the completion of stage 3.	BCC	Dave Wagg	2	2	4	Open				£ -	Not a cost risk	£ -	
CO17	14/12/2018	Project	Construction	Substantial works are required outside of normal working hours.	3	3	9	Control	1. Develop draft construction programme post stage 2. 2. ensure that construction period has allowance for time risk and float on critical path tasks.	Mace	Paul Robertson	2	3	6	Open		**18/03/2019** - the design team have produced an accelerated design programme in order to provide sufficient allowance for onsite activity.		£ 500,000.00	Cost plan assumes work during normal working hours.	£ 200,000.00	AH - noted to review in minutes. PH to comment. Review Cost
CO18	15/12/2018	Project	Construction	Excavated Material needs to be removed from site.	3	4	12	Control	1. Develop draft earth works and site levelling plan. 2. identify locations requiring additional material such as south plaza. 3. Ensure material is reusable 4. Develop contingency for removal if required (i.e. if usable there would be opportunity to sell.	Arup	James Watts	2	3	6	Open				£ 2,589,500.00	42,000m3 currently assumed to be reused. Risk that say 50% cannot be used @ £50/m3 for disposal (assuming inert) and £40/m3 for imported fill to make up levels. Plus 37% add ons.	£ 1,035,800.00	Review Cost
CO19	18/03/2019	Project	Construction	Capacity of existing services - a risk that the existing capacity of the infrastructure will not be able to support the re-developed site.	3	4	12	Control	1. Manage through early applications and regular review of application and developments associated to other projects within the local area.	Arup	James Watts	2	2	4	Open				TBC	Information to be provided to assess		
CO20	18/03/2019	Project	Construction	Additional or increased service diversions required to accommodate the new scheme.	3	4	12	Control	1. review current utilities strategy 2. liaise whir local utilities providers re design and needs 3. Design to take into account current services where possible to limit requirements. 4. include sufficient time within programme for diversions	Arup	James Watts	2	2	4	Open				£ 250,000.00	Allowance only	£ 100,000.00	
CO21	18/03/2019	Project	Construction	Archaeological investigations required leading to additional costs and programme delays.	2	3	6	Control	1. Undertake heritage desktop survey regarding sites previous use.	Arup	James Watts	2	2	4	Open				£ 750,000.00	Inflation forecast 0.6% per quarter which equates to £500,000 plus £250,000 for main contractor attendance. Potential further additional costs for acceleration measures.	£ 300,000.00	Potential 3 month delay
CO22	18/03/2019	Project	Construction	Removal of unidentified Forna (such as Japanese knot weed)	2	3	6	Control	1. undertake preliminary ecological survey of site to identify plant and wildlife within the redline.	Arup	James Watts	2	2	4	Open				£ 250,000.00	Allowance only	£ 100,000.00	
CO23	18/03/2019	Project	Construction	Refurbishment to the back straight (East) stand.	2	3	6	Control	1. BCC to define whether any works are required to the back straight stand as part of the re-development works.	Arup	James Watts	2	2	4	Open				£ -	This would represent additional scope to the project and is not a risk per se.	£ -	
CO24	19/03/2019	Project	Construction	Increased loading above current allowances is required for the roof increasing size and scope of steel work and bracing.	2	4	8	Control	1. Roof loading requirements to be set at the conclusion of stage 2. 2. Arup to clearly identify the load baring capacity of roof structure	Arup	James Watts	2	2	4	Open				£ -	Roof included in cost plan as currently designed.	£ -	
CO25	20/03/2019	Project	Construction	An unknown level of reinstatement is required post games that has not been accounted for.	2	2	4	Control	1. Define whether any works beyond those known or phased will be required post the games. 2. Include removed allowance from the cost plan within the RR.	BCC	Dave Wagg	2	2	4	Open				£ -	Duplication of CO02	£ -	
CO26	21/03/2019	Project	Construction	Additional retaining and or structural works are required around the reservoir that are not accounted for.	2	4	8	Control	1. Review developing access road in relation to reservoir local. 2. Liaise with British water ways re standoff and required access arrangements. 3. Review potential works required within the local of the reservoir.	Arup	James Watts	2	2	4	Open				£ 250,000.00	Allowance only	£ 100,000.00	
CO27	22/03/2019	Project	Construction	Unknown ground conditions under existing west stand.	3	4	12	Control	1. Review current site survey info. 2. Update GI post demolition 3. Ensure time is allowed within programme to test ground condition under the stand. 4. Make allowance for the removal of poor material	Arup	James Watts	2	2	4	Open				£ 500,000.00	Allowance only	£ 200,000.00	
CO28	23/03/2019	Project	Construction	Excavation more difficult and time consuming than initially anticipated.	3	3	9	Control	1. Review current site survey info. 2. Trial investigation during demo works 3. SI results given to the contractor 4. PM to include within contractor contract and novate risk to the contractor as part of the works.	Mace	Paul Robertson	2	2	4	Open				£ 250,000.00	Allowance only	£ 100,000.00	
CO29	24/03/2019	Project	Construction	Crush created from demo of existing stands is not suitable for reuse and needs to be removed from site.	3	4	12	Control	1. Undertake building and asbestos surveys 2. Trial investigation during demo works 3. Price for removal from site as a risk	Mace	Paul Robertson	2	2	4	Open				£ 685,000.00	Allowance for 10,000m3 at £50/m3 plus 37% add ons	£ 274,000.00	
Health & Safety																						
HS01	31/08/2018	Project	Construction	H&S accidents may occur on site resulting in suspension of activities whilst investigations are undertaken.	2	5	10	Control	1. H&S Strategy to be formulated for the programme and to be fed into the Corporate strategy. 2. PM / CM to ensure that approach to H&S and track record is a key criteria in awarding the construction contract. 3. Construction H&S risks to be developed by PD during design stages.	Arup	Ben Mabbett	2	3	6	Open				£ -	Not a client cost risk - would be the contractors risk	£ -	
Overlay & Games																						
OG01	31/08/2018	Project	Design	The brief is not clearly defined regarding Games mode vs Legacy Mode. Due to the Games mode Functional Brief not being made available at the start of the design process could result in redesign of the legacy design.	2	3	6	Control	1. Acivico have developed a Games Mode Functional brief to inform Design. 2. Arup to develop brief response to the CGF and OC for buy-in.	Arup	James Watts	2	3	6	Open		**12/12/2018** - Brief development is a live conversation will be finalised prior to commencement of full stadia design.	Live Conversation		Budget is based upon defined scope. Additional requests will be a change which will require additional funding.		
SE03	01/09/2018	Project	Design	There is a risk that changes to specification for venues cause time delays and cost increases due to late changes by stakeholders, no sign off process or a lack of a change freeze.	4	2	8	Control	Ensure sign-off procedures are in place and timelines are understood by all parties. Develop a change control process. Engage with Legal to provide support where any changes to agreed specifications are required.	BBC (Client Lead)	Steve Hollingsworth	3	2	6	Open		It is expected that changes will be made - but there is a period of over 2 years to clarify this, which should not impact on delivery. Discussions are ongoing between venue capital project leads and CGFP as part of venue design phase.	Security - safety. Arup design. Arup for design transferred to contractor during construction.		Budget is based upon defined scope. Additional requests will be a change which will require additional funding.		
SE04	02/09/2018	Project	Design	Unclear Overlay Programme and required time allowances leads to late hand over of redeveloped stadium which jeopardises the quality of the games.	4	2	8	Control	1. Project team to work with the OC and CGF to determine handover date. 2. Draft overlay programme to be developed by the team to understand OC requirements. 3. Regular reviews with OC 4. project programme to be accelerated during design to provide float during construction to ensure stadium is delivered on time.	Mace	Paul Robertson	3	2	6	Open		**12/12/2018** - programme assumptions made. Programme has been developed to ensure sufficient time is allowed for Overlay to be undertake.		£ 250,000.00	4 weeks additional preliminaries allowed for.	£ 150,000.00	
SE05	31/08/2018	Project	Legacy	Handover & return - not well managed resulting in financial and ops issues.	3	3	9	Control	1. Budget to include costs for legacy conversion of Stadium Contractor to make requisite changes to facilities to be procured ready to commence directly after Games.	Mace / Arcadis	Paul Robertson / Phil Mendelson	2	2	4	Open		**03/12/2018** - Mace to develop handover strategy at appropriate time. Acivico to ensure allowance is made for post games conversions and asses against developing design.		£ -	Operational costs outside of cost plan	£ -	
SE06	01/09/2018	Project	Legacy	Converting back to legacy post games creates damage to permanent structure.	3	3	9	Control	1. Design spaces as flexible as possible 2. seek to limit any temporary fixtures to any permanent structures. 3. Ensure the OC and CGF are aware of maximum loadbearing capacity of permanent structures. 4. Make an allowance for conversion of spaces and final finishes post games.	Mace / Arup	Paul Robertson / James Watts	2	2	4	Open		**03/12/2018** - Mace to develop handover strategy at appropriate time. Acivico to ensure allowance is made for post games conversions and asses against developing design.			Reinstatement allowance has been removed from RIBA 2 cost plan as it is currently ourside of the project scope. If added in it will be funded as a project change. Duplication of item CO02	£ -	
SE01	31/08/2018	Project	Programme	Cyber attacks amongst the projects supply chain, damage to reputation e.g. through social media, personal data etc.	3	4	12	Control	1. Corporate IT to be engaged and protocol to be shared to all client, contractor, consultancy and 3rd party suppliers. May require additional expertise. 2. No disclosure agreements to be used within contracts both for contractor and supply chain. 3. Games Security plans to be redacted from public information	BBC (Client Lead)	Steve Hollingsworth	3	3	9	Open			Data control etc.... Cloud system, cyber attacks, access control. No disclosure agreements. Games security - plans redacted from public information. View point for team correspondence	£ -	Not a cost risk	£ -	
SE02	31/08/2018	Project	Security	Additional Anti-terrorism and security upgrades required in legacy mode.	2	3	6	Control	1. Review current site security 2. Develop new strategy where required 3. Fix security needs at the end of stage 2 design.	BBC (Client Lead)	Dave Wagg	2	2	4	Open		**12.12.2018** - currently there is now none games security strategy. Appoints of security leads are currently being established.	open - red risk		Budget is based upon defined scope. Additional requests will be a change which will require additional funding, assumed from security budget.		
SE03	01/09/2018	Project	Security	Lack of NDA's as part of the project leads to information leaks risking the security of both the stadium.	3	5	15	Control	1. Non disclosure agreements or something similar to be used with contractors and the supply chain to ensure sensitive information is not shared.	BBC (Client Lead)	Steve Hollingsworth	3	3	9	Open		**12.12.2018** - currently there is now none games security strategy. Appoints of security leads are currently being established. BCC to review whether NDA's are required with project team members.		£ -	Not a cost risk	£ -	
																			£ 20,758,501.00		£ 10,653,600.60	

Project Name: CWG Alexander Stadium
Risk Register
Last Reviewed 18/03/19 (Design Team)

Risk is defined as the uncertainty to an outcome, be it a positive opportunity or a negative threat that may impact on ability to achieve its objective. It refers to the combined likelihood the event will occur and the impact on the project if it does occur. If the likelihood of the event happening and impact to the project are both high, you identify the event as a serious risk. The log includes a description of each risk, analysis and a plan to manage it.

ID	Date Recorded	Work stream Raising Risk	Work stream	Risk Description & Impact	Likelihood	Impact	Severity	Risk Response	Mitigation Plan	Organisation	Action Owner	Likelihood	Impact	Residual Sc	Status	Date Closed	Progress/Update (including date)	Notes	Cost	Cost notes	Weighted cost (Assessed cost x % likelihood)
Scope Risk as Identifed in March																					
DE09	31/08/2018	Project	Construction	Additional design requirements requested by BCC Building Control leading to increased costs.	2	2	4	Control	1. Early engagement with Building Control once initial concept established.	Arup	James Watts	2	2	4	Open				£ 250,000.00	Indicative allowance for minimal additional requirements.	£ 100,000.00
DE13	12/12/2018	Project	Design	Additional Parking Required beyond that currently included for within stadium strategy leading to additional costs.	2	3	6	Control	1. Arup to confirm and agree current parking assumptions as part of the overall transport strategy for the re-development 2. Arcadis to allow provisional sum for uplifted parking requirements.	Arup	James Watts	2	2	4	Open				£ 1,370,000.00	500 spaces x 20m2 per space x £100/m2 for reinforced grass. Plus 37% add ons	£ 548,000.00
DE14	12/12/2018	Project	Construction	Lack of specific site information and surveys available during concept design leads to programme delays as design is adjusted to include updated info.	2	3	6	Control	1. Survey requirements to be reviewed monthly to understand any further needs.	Mace	Paul Robertson	2	2	4	Open		**18/12/2018 -** Intrusive asbestos survey being established for end of April/beginning of May.		£ -	Inflation forecast 0.6% per quarter which equates to £500,000. Potential further additional costs for acceleration measures. Length of delay to be discussed.	£ -
DE16	15-2/12/2018	Project	Construction	late change is made to current brief in-order to future proof the stadium for multi-sports use in legacy mode.	3	3	9	Control	1. Arcadis to price any required uplifts associated with future proofing the stadium for use by another sport in legacy mode. 2. BCC to confirm whether this needs to be included within revised leagacy brief	Mace	Paul Robertson	2	2	4	Open		**29/03/2019** - Risk to be priced as part of the risk register.		£ 1,700,000.00	Change of brief. Legacy use to be defined. Infield use for football / rugby would equate to additional cost to main track. Infield area = 10,350m2 x £120/m2 for 3G pitch plus 37% add ons	£ 680,000.00
DE17	18/03/2019	Project	Design	Additional gas is required to Box level - catering requirements currently to use induction hobbs.	2	3	6	eliminate	1. Catering requirements to be fixed end of stage 2 design freeze.	Arup	James Watts	2	2	4	Open				£ 100,000.00	Additional distribution requirements from track level plantrooms.	£ 40,000.00
DE18	18/03/2019	Project	Design	All fields of play need to be additionally designed for football, rugby or multi sports in general (Beyond Stadium)	2	3	6	eliminate	1. BCC to confirm whether the site will need to be future proofed for multi sports as part of legacy redevelopment.	Arup	James Watts	2	2	4	Open		18/03/2019 - Arcadis to price upgrading filed areas within the RR.		£ 1,700,000.00	Change of brief. Legacy use to be defined. Infield use for football / rugby would equate to additional cost to warm up track. Infield area = 10,350m2 x £120/m2 for 3G pitch plus 37% add ons	£ 680,000.00
DE21	18/03/2019	Project	Design	Roof cover needs to grow to both the front line and north/south west stand.	2	4	8	Control	1. Arcadis to price the risk of growth as per the difference in roof size from current scheme to that produced at the end of RIBA stage 2.	Arup	James Watts	2	2	4	Open				£ 2,462,000.00	Reversal of VE from reduced seating options study.	£ 984,800.00
DE22	18/03/2019	Project	Design	Achieving facades within the clients vision/expectations not feasible within current budget.	2	4	8	Control	1. Engage with client and stakeholders to align expectations within budget. 2. develop mock up's of render types to ensure client can visualise current façade strategy. 3. price for uplift as part of the RR	Arup	James Watts	2	2	4	Open				£ 1,269,000.00	3,708m2 of cladding in cost plan. £250/m2 enhancement plus 37% add ons.	£ 507,600.00
DE23	18/03/2019	Project	Design	Drainage - adjusted or reduced discharge rates could require an change in strategy and either additional pumping or increased on site attenuation.	2	3	6	Control	1. Confirm discharge rates required regarding increased building. 2. develop fit for purpose drainage strategy. 3. Price additional pumping and or attenuation as a risk for inclusion in the priced RR	Arup	James Watts	2	2	4	Open			Moved to Scope Risk Tab	£ 250,000.00	Allowance only	£ 100,000.00
DE24	18/03/2019	Project	Design	Unknown sustainability criteria or aspirations leads to development of design and use of materials that do not meet once confirmed sustainability requirements.	2	3	6	Control	1. Understand local authorities policy on sustainable design 2. Understand project teams aspirations re sustainability 3. Where possible design and use materials that help to increase the building long term sustainability	Arup	James Watts	2	2	4	Open			Moved to Scope Risk Tab	TBC	Proposals required for pricing	TBC
TI04	03/09/2018	Project	Project	Any required section 278 works do not currently sit within appointed design team scope and or project budget. If included will lead to cost implications.	3	3	9		1. BCC - to review likely public highways works required for games time. Scope out additional works and determine which capital funding stream will fund potential junction modifications (278's). 2. Arup transport to develop understanding of possible requirements relating to legacy. 3. Arcadis to price the risk.	BCC/Arup	Dave Wagg / Jonny Ojile	3	3	9	Open		**06.12.2018** - Section 278 agreement works to existing highways confirmed as not being with in scope. No allowance has to date been included in the cost plan because works to existing public highways are not required for the stadiums legacy.	Arcadis to price the risk of inclusion.	£ 1,000,000.00	Allowance only, scope to be defined.	£ 600,000.00
																			£ 10,101,000.00		£ 4,240,400.00

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