

Appendix 1a: Centenary Phase 2 Risk Register

Serial	Description	Likelihood	Impact	Grade	Action	Managed by
1	Construction Programme Delayed	low	high	low	Control – All aspects of the project from feasibility – development – delivery will be closely overseen by the Project Board. The Enterprise Zone budget for the project has been made available and appropriate delivery partners appointed. The Works Order will be placed with the appointed Construction West Midlands (CWM) Framework contractor based on an agreed programme of delivery under Option C of NEC Contract. CWM Framework Lot 7 Contractors are monitored against Constructing Excellence UK Industry Key Performance Indicators for Time, Cost, Quality, Client Satisfaction and Health and Safety.	Client
2	Change in BCCs development priorities for the area.	low	high	severe	Control – The city council has outlined its long term plans for this part of the City. The site is located adjacent to the Enterprise Zone. As well as fronting the iconic Library of Birmingham, REP Theatre and ICC, the square is a focal point for the whole site and connects with key new developments including, Paradise Circus, Arena Central, HSBC and Metro . The site is currently undergoing transformational development as part of the City's growth strategy. It is in the city's interest to ensure that this connectivity is in keeping with the new development and features highly in the City's developmental aspirations for the area.	Client
3	Significant Stakeholder opposition to the project	low	medium	tolerable	Control – All stakeholders have been consulted as part of ongoing developments of all phases of the project. Stakeholders have forwarded positive support for the project. Continued communication will be maintained with stakeholders to manage expectations throughout the delivery of the scheme.	Client & Acivico
4	Not meeting spend projections as approved by the Enterprise Zone Executive board will expose the project to risk losing the available budget for the project.	low	high	severe	Control – Client Officer to maintain communication with the Enterprise Zone Programme Officer, completing highlight reports and reporting on any change in project spend. The Enterprise Zone grant offer has approved spend over financial years 2016/17, 17/18 and 18/19. A robust project delivery plan will be agreed in order to mitigate any risk of slippage in project delivery timescales. The Works Order will be placed with the appointed Construction West Midlands (CWM) Framework contractor based on an agreed programme of delivery under Option C of NEC Contract which will provide the relevant contractual protections between the City as the client and the delivery partner.	Client & Acivico

5	Insufficient funds to cover unanticipated works to complete full extent of project.	low	high	severe	<p>A robust assessment has been undertaken by Acivico and the delivery partner taking into account the cost estimates supplied by the design partner Graeme Massey Architects Ltd. This this basis a capped budget of £10.55m was agreed for the delivery of the scheme.</p> <p>The project manager will provide progress reports to the Major Project Board at regular meetings providing updates on project progress, raising and addressing any risks and issues associated with the project, budget and delivery timescales.</p>	Client
6	Cost increase/Time overrun of delivery	low	severe	severe	Acivico have been appointed as consultant project managers who will contract manage the project, and will report to the Client Manager on progress of the project against the KPIs throughout the delivery of the scheme. Any variance to the cost milestones and overall timescales of the delivery phase will be reported to scheduled project boards with recommendations. A robust cost assessment and delivery schedule for the scheme will be agreed with the construction partners before implementation.	Client
7	Project Impact on existing neighbours and new developments	low	medium	severe	The Centenary Square Design/Delivery team will liaise with Centro, Arena Central, HSBC and Paradise Forum, Library of Birmingham, Rep Theatre, International Convention Centre and other businesses located on Broad Street via a 'project working group' in order to ensure that all materials and design principles will be synchronised, ensuring seamless integration between the new schemes. All public access and walkways will be coordinated agreed between stakeholders, Highways and Transportation colleagues to ensure the pedestrian movement is maintained and access to services are not restricted.	Client & Acivico
8	Planning Approval not gained	low	severe	severe	The project delivery partner will be required to produce the scheme to RIBA Stage 4 Design. The Client Project Manager will ensure that all stakeholders and the respective Planning Officers and City Design and Conservation Team are consulted on the design throughout its development. Acivico will ensure that the project delivery partner is meeting timescales and milestones in order to meet the planning requirements and application deadlines.	Client & Acivico