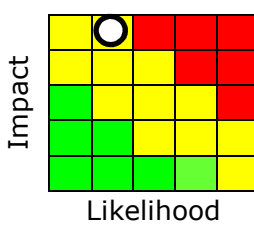
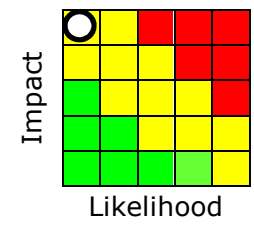
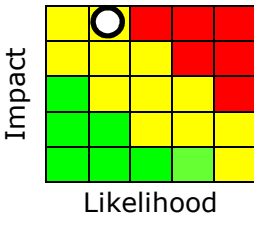


**Appendix D –Commonwealth Games Project Risk Register**

<b>Risk Register Governance</b>	
<b>Accountable</b>	Chief Executive/Project Sponsor (CE)
<b>Responsible</b>	Rose Winship (RW), Paddy Herlihy (PH), Christina Boxer (CB)
<b>To Be Consulted</b>	Members’ Working Group, Project Board
<b>Informed</b>	Executive
<b>Review Date</b>	6 <sup>th</sup> March 2019

**NOTE:** This Risk Register currently addresses high level risks on a project-wide basis. As the project progresses more detailed Risk Registers will be maintained for the work

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
1. Birmingham2022 unable to deliver Commonwealth Games due to shortfall in Birmingham City Council (BCC) and UK Government's committed budget	<ul style="list-style-type: none"> <li>i. Short-term economic impact of Brexit</li> <li>ii. BCC unable to raise all the funds they committed towards hosting Birmingham2022</li> <li>iii. Commonwealth Games Federation Partnership fails to attract anticipated sponsorship and broadcasting rights</li> </ul>	<ul style="list-style-type: none"> <li>i. The 2022 Commonwealth Games (CG2022) unable to proceed</li> <li>ii. CG 2022 re-awarded again. Possibly to a recent previous host (e.g Gold Coast, Glasgow), or jointly with two previous hosts, to ensure continuation of the Games</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular engagement with key senior personnel within the full Birmingham2022 Organisational Structure to monitor their risk</li> <li>ii. Continue to monitor ongoing legal liabilities</li> <li>iii. To consider offering to host an 'Open Commonwealth Lawn Bowls and Para Bowls Competition' to nations entered for Birmingham2022 if Games cancelled</li> </ul>	<ul style="list-style-type: none"> <li>i. CEO to continue to pursue Coventry &amp; Warwickshire LEP funding, CIL and other potential regional non-sport specific funding</li> <li>ii. To update WCC legal adviser on the Project Board</li> <li>iii. CB/PH to produce a contingency plan to maximise alternative Lawn Bowls and Para Bowls competitive opportunities</li> </ul>	Chris Elliott Paddy Herlihy Christina Boxer	
2. The Executive decide not to proceed with the project	<ul style="list-style-type: none"> <li>i. Objectives are considered too expensive to be delivered</li> <li>ii. The full performance and legacy (community and economic) benefits of the project not realised</li> <li>iii. Project considered politically unacceptable</li> <li>iv. Executive prefer different objectives to those presented</li> </ul>	<ul style="list-style-type: none"> <li>i. WDC renege on their commitment to host the CG2022 Lawn Bowls and Para Bowls events, causing reputational damage and potential legal proceedings</li> <li>ii. Alternative objectives have to be developed delaying critical delivery phase and limiting long term impact of project</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular, detailed liaison with Executive and Members' Working Group</li> <li>ii. Regular review of the objectives operational considerations</li> <li>iii. Enhanced ongoing evidence provided to the Executive and Members' Working Group regarding positive performance and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>i. Report to Executive in June and Feb 2021</li> <li>ii. Regular meetings with Members' Working Group</li> <li>iii. Reduce wider legacy objectives of the project to ensure all available resources directed towards hosting CG2022 Lawn Bowls and Para Bowls events in 2022</li> </ul>	Rose Winship Paddy Herlihy Christina Boxer	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Required Action(s)	Responsible Officer	Residual Risk Rating
<p>3. Unachievable CGF/International Federation (IF – World Bowls) greens specification upgrade prior to summer 2021</p>	<ul style="list-style-type: none"> <li>i. CGF/IF underestimating risk involved in their programme of works required within shortened timescales re: CG2022 being re-awarded in December 2017</li> <li>ii. Inability to control impact of severe weather occurrences impacting on the scheduling of works and/or resulting maintenance programme</li> <li>iii. Executive objecting to setting aside funds to cover works while other funding opportunities pursued</li> <li>iv. Executive objecting to special measures for speedy procurement process re: required works</li> </ul>	<ul style="list-style-type: none"> <li>i. Birmingham2022 Organising Committee (BOC) unable to leverage any leeway with CGF/IF regarding their specifications and work programme</li> <li>ii. Delays to proceeding with greens upgrades and maintenance works escalating risk of non-completion</li> <li>iii. Negative impact on users/stakeholders leading up to 2022 if works compacted even further</li> <li>iv. All 4 greens, required to host a CG, not playable to international level and the event taken away from Royal Leamington Spa</li> <li>v. Other high profile events in 2022 (e.g. Nationals) unable to take place as scheduled</li> <li>vi. Negative impact on local economy if CG and Nationals unable to take place in 2022</li> <li>vii. Reputational damage to Royal Leamington Spa’s Victoria Park being known as the Home of English Bowls</li> </ul>	<ul style="list-style-type: none"> <li>i. Continue to liaise with BOC with regard to timeline, stakeholder and legacy risks; lobbying them to highlight this with the CGF/IF</li> <li>ii. Nominate specialist internal member of staff to monitor greens programme of works</li> <li>iii. Investigate additional funding opportunities</li> <li>iv. Ensure WDC reputation and liabilities minimised</li> </ul>	<ul style="list-style-type: none"> <li>i. Request CGF/IF provide a risk register for the work and schedule they are insisting on</li> <li>ii. Produce an objective pros and cons table with regard to CGF/IF greens requirements</li> <li>iii. Request a follow up meeting with BOC (and CGF/IF) to discuss concerns and risks in more detail</li> <li>iv. Ensure Project Board WCC legal member fully informed</li> <li>v. Pursue funding opportunities to contribute to venue upgrade</li> <li>vi. Work with Finance colleagues to determine funding options to ensure works on greens can commence in a timely fashion</li> </ul>	<p>Rose Winship Christina Boxer</p>	
<p>4. Problems are experienced with the management of the work area</p>	<ul style="list-style-type: none"> <li>i. Insufficient staff resource is available to deliver the work area</li> <li>ii. Costs and quality of venue upgrades are not contained within the contracted process</li> <li>iii. Costs of legal fees, and protracted legal consultations, become uncontained within the project management process</li> </ul>	<ul style="list-style-type: none"> <li>i. Workloads on Project Team, or contracted staff, regarding venue upgrades and legacy objectives become unachievable</li> <li>ii. Work is delayed or ceased due to legal considerations/liabilities</li> </ul>	<ul style="list-style-type: none"> <li>i. Monitor and review the Project Timetable regularly</li> <li>ii. Regular reporting to Members will ensure effective project governance</li> <li>iii. Ensure sufficient staff resource is available</li> <li>iv. Monitor financial performance regularly</li> </ul>	<ul style="list-style-type: none"> <li>i. Regular reviews and reports on timetable</li> <li>ii. Regular project reports to Project Board and Members’ Working Group</li> <li>iii. Monitor Project Team and contracted staff workloads</li> <li>iv. Regular meetings with finance to review financial performance</li> </ul>	<p>Paddy Herlihy Christina Boxer</p>	