

# Phoenix Property Solutions Ltd/Surfacing Standards Ltd

## Project risk assessment

Project name: Newbury Football Foundation

Date 18th November 2021

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REF	DESCRIPTION	CAUSE	Status	IMPACT	PROBABILITY RATING	IMPACT RATING	RISK INDEX	CONTROL STRATEGY	OWNER	Provisional Sum Estimate
PHEO01	Planning Conditions	Conditions received as part of the approval	Active	Potential cost and delays responding to the conditions. Risk that Statutory Periods for condition discharge may impact start on site should we only receive approval on 1st December.	4	4	16	A condition tracker to identify individual risk allocation that will be created following planning approval and will be updated throughout construction as necessary	WBC	£10,000
PHEO02	Party Wall Conditions	All associated Party Wall Conditions, Consents, Notices, Works and such like	CLOSED		0	0				
PHEO03	Construction Inflation (rising costs)	Potential increased activity in the construction sector there is a risk that costs will rise in excess of inflation rates	Active	Increased costs from supply chain subcontractors and suppliers will result in additional pressure on the cost plans meeting client budgets	1	1	1	Early and continuing engagement of the main supply chain subcontractors and suppliers to fix the costs	PHOENIX	
PHEO04	The development of the cost plans in not line with the client budgets	Design development results in costs for work packages that exceed the client budgets	CLOSED		0	0				
PHEO05	Ground conditions/investigations	Abnormal ground conditions (including contamination, mine workings, obstructions and such) being encountered that differ to the conditions identified by surveys and investigations. NOTE this risk also covers additional works and delays to piling should differing ground conditions / obstructions and such be encountered.	Active	Delays to the construction programme along with associated additional costs such as remedials and prelims	2	3	6	Will remain active and monitored until SI results due in.	WBC	£1,500
PHEO06	Redundant mining operations / pit shafts	Redundant mining operations and pit shafts encountered during construction.	Active	Delays to the construction programme along with associated additional costs	1	1	1	Still active until such time as ground and below slab works are complete.	WBC	£500
PHEO07	Cost risk to provisional sums	Potential issues surrounding requirement for costs of new incoming services and potential capacity issues in regard to water and UKPN incoming supplies.	Active	Additional cost to those anticipated	2	5	10	Earliest engagement with statutory services providers to ensure cost are firm and loads/capacities are agreed	WBC	£15,000
PHEO08	Dealing with local community issues and concerns	Local community concerns over the impact the construction will have on a day-to-day basis	CLOSED		0	0			WBC	
PHEO09	Exceptionally adverse weather conditions	Weather conditions such as heavy winds / snow / rainfall	Active	Delays to the construction programme to the extent to which Phoenix PS are not liable under the contract	3	3	9	Main issues will revolve around ground works and external walls, roof.	WBC	£5,000
PHEO10	Client Design Change	Client requiring additional or differing works to those included in the Contractor Proposals	Active	Disruption and delays for re-design along with the additional cost for the delays and the works	2	3	6	Variations are to be assessed and impact on programme reported back prior to instruction	WBC	£7,500
PHEO11	Changes to key team members	Key team members (applies to contractor, design team, client team, stakeholders and supply chain subcontractors) leave the business or organisation during the concurrency of the project	Active	Loss of knowledge and project momentum	2	2	4	To be reactively addressed if this comes to fruition. Audit trail of all evidence associated with BREEAM such as reporting, monitoring and minutes to be logged on a cloud based system.	PHOENIX	
PHEO12	Adequacy of the existing drainage capacity	Existing drainage services to which the new installations are connected may not be adequate for the works	CLOSED		0	0			WBC	
PHEO13	Location of unknown existing services and wayleaves	Potential risk of wayleave affecting construction operations due to Superior Landlord owning road adjacent to Monks Lane.	Active	Increase in project costs to deal with affects	1	4	4	Early instruction of utilities companies to engage with Superior Landlord (Newbury RFC).	WBC	£5,000

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PHEO14	Retrospective change in Standards/ Regulations	There is a risk that re-design or rework due to change in standards and/or regulations will be required	CLOSED		0	0			WBC	
PHEO15	Environmental Conditions and Restrictions	There is a risk that Environmental Conditions and restrictions will impact on the project	CLOSED		0	0			WBC	
PHEO16	Additional Works required not included in the Contract Proposals	There is a risk that additional works may be required that are not specifically included in the Contractor Proposals	CLOSED		0	0			WBC	
PHEO17	The Provision of Site Security Requirements	Phoenix PS have no site presence out of hours so there may be attempted break ins resulting in loss of plant, equipment, materials and goods and / or damage to the plant, equipment / project as not all can be stored in secure containers or equivalent.	Active	Delays in programme and associated costs plus the cost of re work to replace the lost elements and / or repair damage. Additional cost incurred by the addition to the project of security by way of manned guards and / or CCTV as appropriate	2	4	8	Timelapse cameras to be installed to look over site as deterrent. Commence works after Christmas Break to avoid long period of down time. Sub-contractors inducted to keep tools and plant off site out of hours to reduce value of plant on site.	WBC	£7,500
PHEO18	NOT USED									
PHEO19	Stopping-Up Orders	Stopping up orders are currently required to be closed out where highways become private land and vice-versa.	CLOSED		0	0			WBC	
PHEO20	Coordination / Interface With Landlord (& Associated) Works	There is no allowance for delays should Superior Landlord commence works on site whilst on site progressing construction works. These works are in close proximity to the site itself and surrounding roads / footpaths	Active	Not understanding or coordinating Landlord or Thames Water work could lead to future issues in terms of site access, interface of work, etc.	1	1	1	There is no indication that Superior Landlord will commence any works, though the Thames Water Pumping Station upgrade will occur during our construction programme.	WBC	£2,000
PHEO21	Isolation / Disconnection of Privately Owned Services	Some existing services that run through the site are known to be privately owned - i.e. not by utility providers. These will require isolation prior to the main contract commencing.	CLOSED		0	0			WBC	
PHEO22	Temporary closure (stopping up) of Cycle Paths, pedestrian paths or highways.	The risk is that the application may be refused or there is a limitation on the period elements can be closed	CLOSED		0	0			WBC	
PHEO23	Right of access to land outside WBC ownership affected by works	There is a risk that access may be required to land that is outside the ownership of DMBC during the works which cannot be provided due to construction activities	CLOSED		0	0			WBC	
PHEO24	Flood Risk	The location of the existing building	CLOSED		0	0			WBC	
PHEO25	Statutory Consents	Statutory Authorities refusing consents (including wayleaves / easements and such) or requiring additional measures for approvals to be granted	Active	Programme delays and cost for delay as a result of wayleave agreement affecting progress	1	4	4	To be reactively addressed if this comes to fruition.	WBC	
PHEO26	Delivery of Community Benefits Guidance Aspirations	Delivery of the guidance aspirations not being achieved due to practicalities of delivery	CLOSED		0	0			WBC	
PHEO27	Insurer Requirements	Any request to involve client insurers in the design development	CLOSED		0	0			WBC	
PHEO28	IT Requirements	Client IT installations not fully defined	CLOSED		0	0			WBC	
PHEO29	Restriction of access to land owned by others to facilitate construction	Access to land outside the ownership of DMBC is required to facilitate the construction may be denied	CLOSED		0	0			WBC	

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PHEO30	Archaeological Implications	Archaeological implications such as production of a written scheme of investigations, watching brief and such following planning approval	Active	Cost of implementation and any resulting delays from any findings	1	4	4	To be reactively addressed if this comes to fruition.	WBC	£1,000
PHEO31	Oversailing Rights	All associated Oversailing Rights, Consents, Notices, Works and such like	CLOSED		0	0			WBC	
PHEO32	Coronavirus	The continued spread of the virus strain known as COVID-19 and any mutations thereof affecting personnel or government induced restrictions & lockdowns	Active	Any delays to the regular progress of the Works or any part thereof due to or connected with Coronavirus and / or the consequences of Coronavirus and / or any action, decision or exercise of power taken due to on in connection with Coronavirus	3	3	9	Site set up to be COVID 19 secure and compliant with up-to-date requirements.	WBC	£5,000
PHEO33	Lack of suitable specialist supply chain subcontractors, supply chain suppliers and associated resource	Due to increased activity in the construction sector there is a risk that there will be a lack of suitable supply chain subcontractors, suppliers and associated resource to undertake the works	Active	Increased costs from supply chain subcontractors and suppliers may result in additional pressure on the cost plan meeting client budgets due to a lack of options	2	3	6	Early engagement of the main supply chain subcontractors to ensure interest in the project	WBC	£2,500
PHEO34	Long lead in times on critical elements	Due to increased activity in the construction sector some programme critical elements (e.g. steelwork, cladding, brick supply) are on longer lead ins than the programme allows	Active	Delays to the site programme (along with the associated additional costs) while waiting for deliveries	2	4	8	To work collaboratively with the project team and associated stakeholders to develop a robust strategy for providing costs and programme surety for the relevant packages to allow orders to be placed for any initial commitments in line with the programme requirements. Regular liaison with planning authority on supply issues affecting materials condition.	WBC	£2,500
PHEO35	Supply chain subcontractor and/or supplier insolvency	Due to the impact of coming out of recession a number of supply chain subcontractors and suppliers may have "legacy" issues commercially, which could still result in insolvency and subsequent administration	Active	Delays to construction programme along with the associated additional costs	2	2	4	Phoenix PS operate regular robust commercial reviews of all our supply chain subcontractors and suppliers to ensure that there is a reduced risk of selection subcontractors / suppliers that are at risk of insolvency. Potential to request PCGs/ Bonds can be requested but will come at an additional cost on larger packages.	WBC	£5,000
PHEO36	Management of change	Client (or stakeholder) change requests are not correctly managed or arise at a point beyond critical path	Active	Delays to the construction programme along with associated additional costs	3	2	6	Ensure a robust and collaborative approach to change is implemented which allows for the implication of necessary change to be modelled for both cost and programme implication sufficiently ahead of the construction programme to allow the client to make informed decisions concerning change and if necessary value engineering options explored to ensure the costs are not at risk. Early identification of design freeze milestone to secure programme to be agreed with project stakeholders.	WBC	£5,000
PHEO37	Service Strike	Potential for service strike to occur during planned works.	CLOSED		2	3	6		WBC	
PHEO38	Vehicle / pedestrian interface	Vehicle / pedestrian interface with public near working areas during enabling works.	CLOSED		2	3	6		WBC	
PHEO39	Co-Ordination and implementation of ALS Fit Out Works	Co-ordination and implementation of ALS direct works impacts on the main build programme	CLOSED		3	3	6		WBC	
PHEO40	Works in direct relation to highways or S278	Current scheme does not make allowances for works or upgrades to highways that may arise following approval of scheme from WBC Planning Officer.	Active	Delays to construction as highways works may affect critical path of programme.	2	5	6	Regular liaison with planning authority to determine any highways works at earliest stage.	WBC	£15,000

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PHEO41	Judicial Review	Further to Paul Martindills email to Sarah Watts on 15/11/21 that there is a risk of a judicial review being requested. The current scheme costs that have been sent to Paul Martindill do not make any allowance for costs associated with a Judicial Review. Once WBC confirm the grounds upon which they believe the judicial review will be made, it may be possible for the entire project team to risk assess more accurately and better estimate the financial risk. In the meantime, a provisional sum estimate of 10% of the project value has been included within this register.	Active	Judicial Review from WBCs perspective. If a JR were made in the context of planning decisions it will have a significant impact on this development project. If a JD challenge is lodged in respect of a planning permission, WBC will either delay/postpone development of the sports hub, until such time as the application is settled, thereby at best, delaying the development, and at worst, frustrating altogether the potential economic, wellbieng, social and sporting benefits that will arise from the development.	2	5	10		WBC	£332,000
									Total Risk Estimate (provisional sum)	£422,000