

Brent Council Civic Centre Project

Appendix 4

Risk Matrix

Risk Area	Time	Cost	Quality	Mitigation
Project Management Structure				
Client Organisation	Without a clear decision making process and timetable, the project will suffer delay.	Risk that there is no clear commercial ownership for the project at executive level within the Council, putting the project's budgets at risk.		Identify clear chain of command from Members to CEO to Project Executive with unambiguous and significant authority to commit the Council to timely and affordable decisions.
Project Management	Decision making delayed or prevented due to unclear terms of reference, authority limits		Without clear project management leadership, the quality of the project environment will suffer.	Identify clear project management structure with defined roles and responsibilities and terms of reference for policy, executive and operational management. Submit project to OGC Gateway review process at key milestones
Project Information		Inadequate management of data and project information will hamper decision making process and give rise to unnecessary cost escalation.		Consider implementation of a project Extranet to contain all relevant information in one place
Client Brief				

Business Case	Presentation of inadequate business pushes back timetable	Business case underestimates project cost versus base option	Brief of requirements does not properly reflect Council's service needs	A dedicated, senior Council group, with the authority of the CEO, needs to crystallise the business case, supported by robust financials approved at the highest level within the Council
				Develop fall back strategy to meet future accommodation needs should implementation plan become derailed
Stakeholders	Extensive requirements for stakeholder consultation delays programme; late stakeholder requirements alter civic centre brief substantially.	Stakeholder requirements are not fully married in within affordable limits	Mixed agenda from diverse project stakeholders dilutes the clarity of the brief for the civic centre.	Develop clear stakeholder identification, limits of involvement, reporting and accountability lines and "star chamber" for resolution of all matters
Funding Availability			Lack of funding drives compromise in build quality or requirement to downsize or reduce desired components of brief.	Develop a programme for the confirmation of funding availability integrated and properly reconciled with the progressive commitment to contractual obligations.
Enabling strategies (IT, workplace, storage)	Enabling strategies not sufficiently developed in time to support move to new Civic Centre	Cashable and non cashable savings are not delivered from project	Poor workplace strategy fails to deliver expected benefits from new building. Not enough space due to failure to deliver storage solution. IT platform does not support new ways of working	Establish change management programme including all required work streams to ensure supporting strategies are delivered
Design Team				

Type of appointment / flexibility	Desire to hold an architectural competition and / or the need to comply with OJEU rules impacts adversely on the project timetable.		Unclear terms of appointment amongst the professional team give rise to overlaps or gaps in scopes of services.	Invest time now to work up a policy for architectural and other appointments.
Design approvals			Design reviews are not properly prepared and explained to the client body. Concise requests for decisions are not articulated.	Appoint robust project management organisation, skilled at managing the design process
Timetable to complete design	The civic centre brief becomes more complex and the design team underestimates the time required to undertake the design of all elements of the project.			Allow some contingency on the overall pre construction programme to absorb overruns.
Designing within budget		Designs are presented for which costs are not accurately defined.		Create robust cost plan with adequate contingency; appoint capital cost management experts.
Procurement				
Government Guidelines	OJEU procedural requirements exceed anticipated time limits	Cost of OJEU process exceeds budgeted amount		Develop clear Project Execution Plan with adequate time and budget to allow for OJEU process on build contract procurement
Permits/consents/approvals	Interference from CABE / GLA delays consent and scheme start date		Planning conditions imposed that compromise scheme design and operational effectiveness	Ensure planning officer representation within project working group
Building Contract		The building contracting policy does not give appropriate flexibility for a project of this		Undertake rigorous analysis of the options for contracting, identifying where the Council is best offloading risk and where risk is best kept with

		complexity, giving rise to constraining cost and commercial parameters.		the client
Construction				
Site Characteristics	Delay in construction programme due to unforeseen site constraints.			Undertaking full site survey work to eliminate unknowns
Variations		Design brief variations post contract commitment is expensive and time consuming.		Allow appropriate time to develop design and secure robust sign off of plans. Restrict client ability to change the brief during construction.
External Influences				
Political	Changes in political control or principle project sponsor (e.g. Chief Executive) requires review of project rationale and delay to project		Extensive delay may reduce site options open to Council if landowners develop alternative development plans	Address through a comprehensive briefing of new members prior to submission of final report to Executive
Public Relations	Project fails to secure adequate public support due to failure to engage public			Develop public relations/communications strategy with professional input
Economic		“Olympic Effect” - Build cost inflation exceeds business case expectations		Consider procurement route that locks in early to fixed price build contract and closes down risk
		Escalation of external consultancy costs.		Tender through OJEU to ensure competitive costs. Modularised work packages with fixed or capped fee agreements.

Legislation	Change in Prudential borrowing rules delays project whilst business case is reviewed, other funding arranged	Council borrowing rates increases – costs exceed those in business case	N/A	Develop alternative funding strategy to provide flexibility and test against base case.
Other General				
Fees	<p>Council required to fund significant fees prior to conclusion of binding contract.</p> <p>Financial Legal Real estate Architectural Building engineering Cost management Project management</p> <p>Other project advisers to the council would include:</p> <p>Consultation and public relations Town planning Traffic Environmental assessment Tax and accounting</p>			