

London Borough of Brent - Civic Centre Risk Register – Construction and Development Risk

ID	Category	Risk Description	Consequences	Inherent Risk			Mitigation Strategy						Residual risk				
				Probability % score	Programme Impact	Risk value	Proximity	Strategy INHERENT RISK RATING	Mitigation/ response	Risk Owner	Theme	Cost of mitigation	Deadline	Risk Value Internally/ externally managed	Comments	Current status	Last review
105	Political	Conflicting drivers of decision makers and difficulty in achieving consensus on the way forward.	Loss of public and political support. Project may be delayed. If project proceeds the Vision & Objectives may be compromised.	Low	Moderate	£50k - £250k	Continuous	Green	Clearly defined governance structure and brief in place. Communications strategy. Project Director chairs the Project Working Team and responsible for achieving consensus within the Council. Sign off at clearly defined milestones. Assurance framework to support project (i.e. Gateway reviews)	Toni McConnville	4. Stakeholder Engagement, Communications, Consultation and Diversity	£300k	First Gateway review completed by Feb 09.	Internal	Planning approval and elections completed with cross party support	Increasing	29/09/2011
106	Governance	Officers have insufficient capacity to devote to project	The target completion date of 12/2012 is missed. Delays lead to increased costs leads to an inability to fully fund the project. If project proceeds the Vision & Objectives may be compromised. Officers other duties are compromised	Medium	Moderate	£50k - £250k	Continuous	Amber	Governance structure to be streamlined to reduce number of meetings. Additional resources to be employed/redirected where necessary. Consultant support to be used where necessary. £1.6m included in budget to cover internal resources. Appointed officer to project team.	Akhtar Choudhury	1. Commercial	Included in budget	Immediate	Internal	Risk profile increased as inability to meet deadlines has high likelihood of additional costs. Risk also applies to Move to the Civic	Increasing	07/09/2011

LowModerate£50k - £250k

MediumModerate £50k - £250k

107	Communications	Poor management of the media leading to negative press	Loss of key stakeholder support. Reputational damage	Medium	Minor	£50k - £250k	Communication and Stakeholder Management	Mitigate	Communication strategy developed. One officer to handle media enquiries to ensure consistency of message. Ensure understanding and commitment to Council's media protocol.	Toni McConnville	4. Stakeholder Engagement, Communications, Consultation and Diversity	Council initiative - marketing costs and public consultation				Dedicated communications officer to be allocated for the Civic Centre and Move to the Civic. Agreed on 18/10/10 but subsequently the One Council Programme Bd did not approve the budget.	Increasing	29/09/2011	MediumMinor£50k - £250k
108	Functionality/operation	Accessing site is difficult during construction on other developments (site constraints, adjacent QED development works).	Disruption to day to day operations and reduced customer and staff satisfaction	Medium	Minor	£0 - £50k	Construction	Mitigate	Research now, review during feasibility stage and design development; establish bespoke risk to the contractor in brief. Site restrictions during the olympics needs to be determined and written into contract and tender. Reinforce partnership approach with QED at next Chief Exec level meeting.	Akhtar Choudhury	3. Sustainability, Building Design, Accommodation, Facilities Management	£50k			Internal	QED likely to be commercial in any temporary relaxations.	Increasing	29/09/2011	MediumMinor£0 - £50k

107	Programme management risks (time)	Application for Town Hall to become a 'Listed Building'	Potential delay to scheme; would constrain the future use/development of Town Hall site and could impact on the funding available	Medium	Minor	£250k - £1m	Continuous	Mitigate	Director of Planning to respond to application.		1. Property, Planning, Funding, Risk Management			Internal		Moved to Resource Risks (ID 4)	29/05/2009	MediumMinor£250k - £1m
108	Site Conditions	Archaeological finds during highway and garden works delay the project and increases costs.	Any delays in the project will increase costs and may compromise the vision and objectives. Project may be abandoned	Very Low	Minor	£50k - £250k	Construction	Mitigate	Early site research on the site to ascertain likelihood of and allow contingency in programme. Site surveys to be undertaken by specialist consultant.	Aktar Choudhury	1. Commercial	£30k	Sep-12	Internal	Possibility to transfer to contractor/QED	Open	29/09/2011	Very LowMinor£50k - £250k
109	Procurement	As a result of scrutiny (Overview & Scrutiny Committee, internal audit or external Gateway review)a fundamental challenge to	The business case/governance structure for the project is challenged and overturned. Any delays in the project will increase costs	Very Low	Minor	£1m - £5m	Continuous	Mitigate	Regular internal (or where necessary external) scrutiny to be factored into project plan. Robust management of costs, funding and design. New programme management governance health check complete. Civic Centre green on RAG rating.	Aktar Choudhury	6. All	See ID 9	Ongoing.	Internal	External Gateway review conducted by 4Ps in June 2009, involving key	Open	29/09/2011	Very LowMinor£1m - £5m

112	Functionality / Operations	The new civic centre is unable to properly function as highways and access routes by QED are late or incomplete, or additional restrictions are applied by QED/LBB.	The opening of the civic centre is delayed because the access routes are not built in time. LB Brent 'step in' to undertake to build the access road. Legal claims. Income generation affected.	Medium	Moderate	£250k - £1m	Detailed design (contractor)	Amber	Mitigate	Director of Regeneration & major Projects and Director of Finance attend Project Board meetings. The issue of masterplanning should be raised with the designers asap. The building is designed to be wholly self sufficient. Active dialogue with QED to ensure access remains during their build out. Contract with QED updated to clarify responsibilities. Design and timescales includes temporary measures for services, access and ENVAC (cost included with Stage E design).	Actor	Choudhury	1. Commercial	£30,000		Internal	Residual risk of impact during construction process (interface between Contractors). QED have asked Hopkins to design an access road. Few problems emerging.	Open	07/09/2011	MediumModerate £250k - £1m
113	Construction	Availability / capacity of subcontractors reduced by demands from 2012 Olympics and other local construction activity	Potential shortage in the market place of suitable resources may give rise to increased costs Handover of the completed building is delayed and hence relocation to the new facility is also delayed and increase costs incurred.	Medium	Moderate	£50k - £250k	Construction	Amber	Transfer	Early appointment of subcontractors. Recognise that LBB may have to pay a premium to the main contractor in their appointment to transfer this risk.	Actor	Choudhury	1. Commercial	Review		Internal		Open	07/09/2011	MediumModerate £50k - £250k
114	Site Conditions	Unforeseen ground conditions / unknown underground structures	Cost increases and programme delays. Potential redesign possibility.	Low	Moderate	£250k - £1m	Outline Design		Mitigate	Detailed surveys required, remedial works undertaken where necessary	Actor	Choudhury	3. Sustainability, Building Design, Accommodation, Facilities Management	£30k		Internal	Refer to new risk 100	Open	06/07/2010	LowModerate £250k - £1m

	ions																		
115	ICT	Late delivery/changes of the ICT strategy	Dispute over requirements Delay to programme Increase costs if no agreement is reached Building does not cater for requirements	Medium	Moderate	£250k - £1m	Construction	Amber	Mitigate	Head of IT to develop ICT vision/strategy with reference to project plan timescale. External support from T&T enlisted. ICT design progressed to RIBA Stage E and ICT technical advisor appointed June 2010. Any changes being explored could potentially save money, however may provide greater risk to business resilience.	Critical Heaphy	3. Sustainability, Building Design, Accommodation, Facilities Management			Internal	Enterprise wide IBMS being investigated	Open	29/09/2011	Medium Moderate £250k - £1m
116	ICT	Late procurement of ICT active end-systems and/or support function (e.g. Room booking system not in place, access smart cards)	Delay to programme Building not ready for service as designed Increase costs.	Low	Minor	£50k - £250k	Recant	Green	Mitigate	LB Brent Procurement department to facilitate procurement. Fit out period built into project plan. ICT procurement programme to be developed by early 2011.	Aktar Choudhury	2. Ways of working (HR, ICT, NWW, Customer Interface)	TE		Internal		Open	29/09/2011	Low Minor £50k - £250k
117	Security	Building becomes inoperable due to CTM (Counter Terrorism Measures) risk in operation	Exclusion zone requires building to be shut down. Service provision and business continuity impacted.	Low	Major	£250k - £1m	Post Construction	Amber	Mitigate	Business continuity plan required, alternative building may be needed. Willesden is the second site. Ad hoc working enabled.	Aktar Choudhury	3. Sustainability, Building Design, Accommodation, Facilities Management				Note: continuity plan is still required - Linked to Willesden Green project	Open	07/09/2011	Low Major £250k - £1m

118	Security	The security threat profile changes during the construction process.	Unforeseen costs incurred to accommodate changes to the construction methodology.	Medium	Moderate	£250k-£1m	Detailed design (contractor)	Amber	Mitigate	Scenario planning do evaluate alternative options to continue with construction.	Akhtar Choudhury	3. Sustainability, Building Design, Accommodation, Facilities Management				Appointment of main contractor made, risk will be a change to the contract to enhance security.	Open	07/09/2011	MediumModerate £250k - £1m
119	Financial	The consultant / design team go into administration or become insolvent or one or more subconsultants break contract with Hopkins	The project is delayed The design is incomplete or difficult to interpret by contractor Financial loss for LB Brent.	Very Low	Moderate	£250k-£1m	Continuous	Green	Mitigate	Procurement team review financial position at commissioning stage. Legal to ensure adequate legal contract to mitigate the risk of financial loss. Undertake another financial check.	Clive Heaphy	1. Commercial	£0 - part of the Council's procedures			LBB undertook due diligence after Hopkins changed from Ltd to LLP. Scott Wilson now merged with URC. Initial checks satisfactory.	Open	29/09/2011	Very LowModerate £250k - £1m
94	Functional	Major Defects are found in the design of the building	Additional costs incurred to correct defects. Health and Safety implications for Council staff.	Low	Moderate	£250k-£1m	Detailed	Green	Transfer	Refer to Clause 8.1 of the design team appointment. Very active inspections / monitoring during defect liability period. Design reviews by Technical Advisor.	Akhtar Choudhury	1. Commercial	£0 - included within the bond requested from the			Proximity November 2010	Open	29/09/2011	LowModerate £250k - £1m

ity / operations					esign (contractor)			d hurry		Design team.							
95	Functionality / operations Adequate facilities management plans are not in place.	The requirement of facilities management to reflect the future operational model for FM are not considered in the resourcing of FM to reflect the management requirements for the building. Future FM operational model and team not in place to allow effective handover.	Medium	Moderate	£250k - £1m	Construction	Mitigate To prepare a clear plan for implementing the future FM arrangements in time to work with the contractor during commissioning and witnessing activities. Ensure the future FM team are in place to receive effective handover of the building from Skanska.	Richard Barrett	3. Sustainability, Building Design, Accommodation, Facilities Management	£120k	March 2012 (for new arrangements to be in place)	Interim	FM high level option study ready. Waiting on property project review. Agreed to send out at meeting 5 May 2010. Now agreed to report to the Board in July 2010. FM discussions are taking place in other non Civic Centre groups. Proposals for medium term future of the service to be brought forward, ready for implement	Open	29/09/2011	MediumModerate £250k - £1m	

	ct ion	technologies	credits. Reputational damage. Warranty implications. Significant impact on running costs.	f i c a n t	c t i o n	e		h o u d h u r y												
1 1 0	C o n s t r u c t i o n	Contractor fails to secure all their BREEAM credits	Failure to secure BREEAM Outstanding. Reputational damage.	M e d i u m	I n s i g n i f i c a n t	£0 - £50k	D e t a i l e d d e s i g n (c o n t r a c t o r)	T r a n s f e r	Risk transfer to Contractor. Contract allows for LBB to retain an element of the retention monies should Skanska not achieve their BREEAM credits as stipulated in the Contract.	A k t a r C h o u d h u r y	Commercial					E x t e r n a l	Current position is BREEAM points just within Outstanding zone. Skanska are confirming the last few innovation requirements before submitting to BRE for assessment for the design & procurement stage.	O p e n	29/09/2011	MediumInsignificant £0 - £50k
1 1 1	C o n s t r u c t i o n	Brent fails to secure all their BREEAM credits	Failure to secure BREEAM Outstanding. Reputational damage.	M e d i u m	I n s i g n i f i c a n t	£0 - £50k	D e t a i l e d d e s i g n (c o n t r a c t o r)	A c c e p t	Contract requires Contractor to assist Brent to achieve further credits should Brent not be able to secure the BREEAM credits allocated to them.	A k t a r C h o u d h u r y	Commercial					I n t e r n a l		O p e n	29/09/2011	MediumInsignificant £0 - £50k

113	Health and safety management is not integrated into construction project management processes.	Health and Safety legislation is breached. The building is not safe to use or to maintain.	Very Low	Moderate	£250k - £1m	Construction	Green	Transfer	Involve Brent Health and safety in planning for construction. Contractor compliance with H&S standards to be checked as part of the procurement process. Principal contractor to produce a construction phase health and safety plan. CDM coordinator providing independent advice.	Aktar Choudhury	1. Commercial	£0		Internal	H&S integral to procurement process and the contractor demonstrated during tender stage. Any breach will be the responsibility of the contractor to manage.	Reducing	29/09/2011	Very Low/Moderate £250k - £1m
114	QED outline planning is not signed off; and delays QED taking decisions around the access road. Council design progresses in isolation from any business.	Late changes to the Action Plan impacts Civic Centre design and brief	Very Low	Minor	£1m - £5m	Detailed design	Green	Mitigate	LPA to ensure the Action Plan is consistent with Civic Centre requirement. Regular meetings /discussions taking place with QED & LPA.	Aktar Choudhury	1. Commercial	N/a			Aktar's knowledge of recent changes to propose OPP suggests design has greater consistency with Civic Centre. QED masterplan submitted and currently with the London Mayor.	Reducing	29/09/2011	

115	Financial	The contractor becomes insolvent	The project is delayed Financial loss for LB Brent.	Very Low	Major	£250k - £1m	Continuous	Amber	Mitigate	Procurement team review financial position at commissioning stage. Legal to ensure adequate legal contract to mitigate the risk of financial loss. Consider taking out a performance bond. Secure PCG.	Aktar Choudhury	1. Commercial	£0 - part of the Council's procedures			Financial checks have been undertaken at PQQ stage, further checks to be undertaken prior to award of contract. Appointed contractor has very significant turnover and global presence. PCG has been provided and facility in place for a PB if required at a later date.	Reducing	07/09/2011	Very Low Major £250k - £1m
116	Financial	Quintain becomes insolvent	The project is delayed because access road may not be built on site, 'power on' may not be achieved. Financial loss for LB Brent. Quintain is unable to develop the site in line with its original masterplan. s106 payments are withheld. The Wembley area is sold on to a number of developers making its development slower.	Very Low	Minor	£1m - £5m	Continuous	Green	Accept	Procurement team review financial position at commissioning stage. Legal to ensure adequate legal contract to mitigate the risk of financial loss.	Aktar Choudhury	1. Commercial	£20,000 legal advice			Reducing (QED share price improving)	Reducing	29/09/2011	

117	Political	LB Brent abolished and combined with another borough's) to form new London 'super' boroughs. Building no longer needed because new borough located elsewhere.	Business case for building no longer supported as new borough located elsewhere.	Very Low	Major	£5m - £10m	Continuous	Accepted	The Leader of the Council, the CE and legal department will be aware in advance of any decision. Any decision made will have a process which identifies future options for the provision of office space. Civic Centre could be the HQ for the super borough. Liaise with any potential successor authorities if this becomes apparent.	Clive Heaphy	1. Commercial	n/a - under review		Internal		13/01/2011	Very Low Major £5m - £10m
118	Human Resources	Staff do not have the skills to adapt to new ways of working.	Staff unable to offer improved service, not fully utilising IT, accommodation and new ways of working	Low	Minor	£50k - £250k	Post Construction	Mitigate	Full L&D programme to up-skill staff in new areas	Aktar Choudhury	2. Ways of working (HR, ICT, NWW, Customer Interface)	n/a - Council initiative		Internal	The flexible working project is taking this forward. Added impetus given at Civic Centre Away Day (30 June) for rapid progress. Transferred to Move to the Civic	04/11/2010	Low Minor £50k - £250k
119	Site Contaminations	Discovery of unrecorded contamination	Cost increases and programme delays. Prohibits construction on the site.	Low	Moderate	£250k - £1m	Outline Design	Mitigate	Detailed surveys required, remedial works undertaken where necessary	Aktar Choudhury	3. Sustainability, Building Design, Accommodation, Facilities Management	£30k		Internal	Refer to new risk 100	06/07/2010	Low Moderate £250k - £1m