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

				In	herent	Ris	k		Mitig	atior	Strategy				Residua	l risl	k	
ō	Category	Risk Description	Consequences	Probability % score	Risk value	Proximity	INHERENT RISK RATING	Strategy	Mitigation/ response	Risk Owner	Theme	Cost of mitigation	Deadline	Risk Value Internally/ externally managed	Comments	Current status	Last review	
1 0 5	t	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	0k e - £2 a 50 k	C o n t i n u o u s	G r e e n	M i t i	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)	T o n i M c C o n v il l e	4. Stakeholder Engagement, Communications, Consultation and Diversity	£300k	First Gateway review completed by Feb 09.	I n t e r n a I	Planning approval and elections completed with cross party support	I n c r e a s i n g	29/09/ 2011	LowModerate£50 k - £250k
1 0 6		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	M (e) (d) (i) II	0k - £2 a 50 k	Continuous	A m b e r		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.	Aktar Choudhury	1. Commercial	Includ ed in budget	Immediate	I n t e r n a l	Risk profile increased as inability to meet deadlines has high likelihood of additional costs. Risk also applies to Move to the Civic	I n c r e a s i n g	07/09/ 2011	MediumModerate £50k - £250k

1 0 7	i C	Poor management of the media leading to negative press	Loss of key stakeholder support. Reputational damage	M e d i u m	M £5 0k - 1 £2 50 k	S t a	Mi ti gate	Communication strategy developed. One officer to handle media enquiries to ensure consistency of message. Ensure understanding and commitment to Council's media protocol.	Toni McConville	4. Stakeholder Engagement, Communications, Consultation and Diversity	Counc il initiativ e - market ing costs and public consul tation		Dedicated communic ations officer to be allocated for the Civic Centre and Move to the Civic. Agreed on 18/10/10 but subseque ntly the One Council Programm e Bd did not approve the budget.	Increasing	29/09/ 2011	MediumMinor£50k - £250k
1 0 8	i o n a I i t	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	i	M £0 i - n £5 o Ok	r	M i t e g a t e	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.	Aktar Choudhury	3. Sustainability, Building Design, Accommodatio n, Facilities Management	£50k	l n t e r n a l	QED likely to be commerci al in any temporary relaxations	I n c r e a s i n g	29/09/ 2011	MediumMinor£0 - £50k

	e r a t i o o n s															
1 0 4	C on n st r uu c c t i o o n n substation will not be made available by QED by December 2011	Building Power On date is missed delaying commissioning activities and handover.	у Н	M £: i 5i n k co £: r m		A m b e r	M i t i gate	Include contractual clause in the land purchase agreement. Support QED in negotiations with UK Power Networks Build in some float	Aktar Choudhury	3. Sustainability, Building Design, Accommodatio n, Facilities Management		I nt e r n a l	Regualar meetings held with QED to maintain dialougue. Currently we are aware that QED and UK power networks are clarifying maintenan ce responsibil ities for 2 exhaust chutes. Outline programm e now exists. TT are monitoring QED performan ce.	I n c r e a s i n g	07/09/ 2011	Very HighMinor£250k - £1m
1 0 6	C Offsite manufacture of key building components e.g. cladding and CHP unit are not aligned to programme or delayed.	Site works delayed	e d i u m	M o d £0 e - £0 a Ol	r 5 u	A m b e r	T r a n s f e r	Risk is transferred to Contractor However given significant material is procured from abroad we need to keep a very close monitor on this activity. Obtain clear method statements and reporting from Contractor and undertake independent inspections via Mott MacDonald. This has been included in Mott MacDonald's contract.	Aktar Choudhury	Commercial		E x t e r n a l	Particularl y relevant for cladding and shutters required for concrete frame	I n c r e a s i n g	29/09/ 2011	MediumModerate£0 - £50k

1 0 7	P r o g g r a m m m e e m a a n a g Application for Town Hall to become a 'Listed Building' n t r i s k ((t t i m e e))	Potential delay to scheme; would constrain the future use/developme nt of Town Hall site and could impact on the funding available		M £2 50 h k - £1 m	Continuous	Mi i t i g a t e	Director of Planning to respond to application.		1. Property, Planning, Funding, Risk Management			l nternal		Moved to Resource Risks (ID 4)	29/05/ 2009	MediumMinor£25 0k - £1m
1 0 8	S i t e Archaeological finds during o highway and n garden works d delay the project and increases t costs. i o n s	Any delays in the project will increased costs and may compromise the vision and objectives Project may be abandoned		£5 0k - £2 50 k	r u	M i t i ga t e	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	l n t e r n a l	Possibility to transfer to contractor/ QED	O p e n	29/09/ 2011	Very LowMinor£50k - £250k
1 0 9	P As a result of o scrutiny (Overview I & Scrutiny i Committee, t internal audit or i external Gateway c review)a a fundamental I challenge to	The business case/governanc e structure for the project is challenged and overturned. Any delays in the project will increase costs	y	M £1 m n - o £5 m	t i n	M i t i g a t e	Regular internal (or where necessary external) scrutiny to be factored into project plan. Robust management of costs, funding and design. New programme management govenance health check complete. Civic Centre green on RAG rating.	A k t a r C h	6. All	See ID 9	Ongoing.	I n t e r n a I	External Gateway review conducted by 4Ps in June 2009, involving key	O p e n	29/09/ 2011	Very LowMinor£1m - £5m

	projects business case and governance is raised.	and may compromise the vision and objectives			S			u d h u r y					officers & members. Deloitte conducted an internal audit in 2010 and recently completed another audit. Both reports did not show any significant issues. Next Gateway review could be at "ready for service" stage.			
1 1 1	Changes in or loss of key sponsoring officers impacts on continuity	Delays lead to increased costs leads to an inability to fully fund the project. If proceeds the Vision & Objectives may be compromised.	L o w	M od £0 e - r £5 a Ok	C o n t i n u o u s	G r e e e p t	Large group of Council officers involved in the project. Handover process in place to ensure continuity.	C li v e H e a p h y	1. Commercial	n/a		l n t e r n a l		O p e n	29/09/ 2011	LowModerate£0 - £50k
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Project Team and consultants poor performance	Project vision & objectives may be compromised. Design and quality of the building may be compromised. Project may be delayed and cost overuns	L o w	M £2 50 k - £1 m	C o n t i n u o u s	G r e e n t e	overall responsibility for performance management of internal and external team. Project Managers responsible for performance management of consultants. Budget allocation for	Aktar Choudhury	1. Commercial	Includ ed in budget	Immediate	I n t e r n a I		O p e n	29/09/ 2011	LowModerate£25 0k - £1m

1 1 2 2	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.	M e d i u m	M	g	A m i d d d d d d d d d d d d d d d d d d	sufficient. Active dialogue with QED to ensure access remains during their build out.Contract with	A k t a r C h o u d h u r y	1. Commercial	£30,00 0	I n t e r n a l	Residuarisk of impact during construct n process (interfact between Contracts). QED have asked Hopkins design a access road. Fe problem emergin	tio see O pe n to n w s	07/09/ 2011	MediumModerate £250k - £1m
1 1 3 3	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.	M e d i u m	M o £5 d 0k e - r £2 a 50 t k	t r u	A m b e f	Early appointment of subcontractors. Recognise that LBB may have to pay a premium to the main contractor in their appointment to transfer this risk.	Aktar Choudhury	1. Commercial	Revie w	I n t e r n a l		O p e n	07/09/ 2011	MediumModerate £50k - £250k
1 1 4	Site Condit		Cost increases and programme delays. Potential redesign possibility.	L o w	M o £2 50 e r £1 m		I i t i i i i i i i i i i i i i i i i i	Detailed surveys required, remedial works undertaken where necessary	A k t a r C h o u d	3. Sustainability, Building Design, Accommodatio n, Facilities Management	£30k	I n t e r n a I	Refer to new risk 100	O p e n	06/07/ 2010	LowModerate£25 0k - £1m

	i o n s					i g n				h u r y							
1 1 5	_ C T	Late delivery/changes of the ICT strategy	Dispute over requirementsD elay to programmelncr ease costs if no agreement is reachedBuildin g does not cater for requirements	M e d i u m	M oderate	- u	A m b e r	ı	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.	C li v e H e a p h y	3. Sustainability, Building Design, Accommodatio n, Facilities Management		l n t e r n a l	Enterprise wide IBMS being investigate d	O p e n	29/09/ 2011	MediumModerate £250k - £1m
1 1 6	I C T	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.	L o	M i n o r £ 5 k	c e	ree	M i t i gate	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	I n t e r n a I		O p e n	29/09/ 2011	LowMinor£50k - £250k
1 1 7	S e c u r i t y	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.	L o w	M £ a 5 j k o £ r m	0 " - t r	Amber		Business continuity plan required, alternative building may be needed. Willesden is the second site. Ad hoc working enabled.	A k t a r C h o u d h u r y	3. Sustainability, Building Design, Accommodatio n, Facilities Management			Note: continuity plan is still required - Linked to Willesden Green project	O p e n	07/09/ 2011	LowMajor£250k - £1m

1 1 8	Ø e c u r i t y	The security threat profile changes during the construction process.	Unforeseen costs incurred to accommodate changes to the construction methodology.	M e d i u m	d e r a	£1 m	Detailed design (contractor)	Amber	M i t i gat e	Scenario planning do evaluate alternative options to continue with constrcution.	Aktar Choudhury	3. Sustainability, Building Design, Accommodatio n, Facilities Management			Appointme nt of main contractor made, risk will be a change to the contract to enhance security.	Open	07/09/ 2011	MediumModerate £250k - £1m
1 1 9	F i n a n c i a l	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.	V e r y L o w	o d e r a t	£2 50 k - £1 m	Continuous	Огееп	M i t i g a t e	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.	C li v e H e a p h y	1. Commercial	£0 - part of the Counc il's proced ures		LBB undertook due diligence after Hopkins changed from Ltd to LLP. Scott Wilson now merged with URC. Initial checks satisfactor V.	O p e n	29/09/ 2011	Very LowModerate£25 0k - £1m
9 4	Functional	Major Defects are found in the design of the building	Additional costs incurred to correct defects. Health and Safety implications for Council staff.	L o w	M o d e r a t e	£2 50 k - £1 m	D e t a i l e d d	Green	T r a n s f e r	Refer to Clause 8.1 of the design team appointment. Very active inspections / monitoring during defect liability period. Design reviews by Technical Advisor.	A k t a r C h o u	1. Commercial	£0 - includ ed within the bond reques ted from the		Proximity November 2010	Open	29/09/ 2011	LowModerate£25 0k - £1m

														ation in 2011/1. FM consult s appoint to prop options future F manag ent of t CC and wider estate; develop outcom based specific ons for hard & FM and events manag ent.	ed ose for M em ne e ati			
9	C o o o o o o o o o o o o o o o o o o o	Delay contract. Additional disruption costs. Occupation of building delayed. Contractors are unable to access the site during construction, delaying the development of the building	M e d i u m	i n o	£1 m - £5 m	Construction	Mitigate	Early and ongoing dialogue with LOCOG, local planning authority. Clause in D&B contract. If unresolved by end of June 2010, convene a principals meeting. Work with QED to secure alternative provisions. Also ensure site is not within red line area or restrictions. Keep site excluded from 2012 branding. To be reviewed.	Aktar Choudhury	1. Commercial	£0	Jun-10	l n t e r n a l	New Ri added 18/01/1 Cost of disrupti establis d on a day bas To be reviewe after forthco g meeting Change reques sent to Skansk to plan access and egress from sii from th Empire Way ro Skansk current underta g this w and wil	0. on he l/2 is. d nin lys. a for le e lys	Open	29/09/ 2011	MediumMinor£1m - £5m

														advise of any implication s. TT have re-started discussion s with QED based on agreement s reached by QED & Brent for use of access from Empire Way. Verbal updated given at high level meeting that Engineers Way will also be closed to pedestrian s and traffic.				
1 0 0	n	Contractor finds unforeseen ground problem (contamination underground, structures, existing services, UXO etc) during highway and garden works	Work is delayed. Extra costs	V e o d e r y e a t t e e	£2 50 k - £1 m	Construction	G r e e f f e r	Ensure warranties are back to back e.g. URS. Ensure contractors undertake their own survey post appointment. Included in JCT contract.	Aktar Choudhurv	3. Sustainability, Building Design, Accommodatio n, Facilities Management	£100k	Sep-12	I n t e r n a l	JCT to be checked. New risk added 02/06/201 0 - an amalgama tion of Risk 56-59	O p e n	29/09/ 2011	Very LowModerate£25 0k - £1m	
1 0 2	D e s	Lack of finalised future branding information	Design may be delayed. The building may not include the final agreed branding. If the branding has to be changed at a later date,	V e r y H i gh		D e t a i l e d	R e d ga	Meeting held with Prafula Shah on 1 Dec 2010 to explain urgency. Matter to be raised with at Programme Board on 17 Jan 2011. Critical date scheduled for information to be released for w/c 10 Feb 2011	A	3. Sustainability, Building Design, Accommodatio n, Facilities Management			I n t e r n a I	Partially mitigated by instructing etching to be removed from the design.	O p e n	07/09/ 2011	Very HighModerate£25 0k - £1m	

		risk this will cause disruption and damage the council's reputation.				deesi gn (contractor)			u d h u r y				Other areas remain where branding will have an impact.			
1 0 7	C o n s Use of the Yellow Car Park by QED during construction period restricts tower crane use.	Site works delayed	H i gh	;'' -	20 1 25 1 25 1 36 1 37 1		S	Need to keep close working relationship with QED. Transportation and planning have been asked to look at conditions relating to the use of the yellow	Aktar Choudhury	Commercial		E x t e r n a l		O p e n	29/09/ 2011	HighInsignificant£ 0 - £50k
1 0 8	C o n s Exceptionally r adverse weather causes delays to works on site t i o n	Site works/deliverie s delayed	L o w	9 C	22 160 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		e r	Review method statements and monitor weather.	Aktar Choudhury	Commercial		l n t e r n a l	This is a client risk as stated in the JCT contract	O p e n	29/09/ 2011	LowInsignificant£ 50k - £250k
1 0 9	C Failure to secure o fuel supply for n CHP in advance of s final commitment t to a CHP unit r given the use of u advance	CHP would be run on an alternative fuel supply. Impact on sustainability/ BREEAM	g	i -	20 1 25 1 0k 1	n r	i	Timely FM and procurement input, commence negotiations with suppliers.	A k t a r	Commercial		I n t e r n	Fleetsolve CCHP solution confirmed by Brent.	O p e n	29/09/ 2011	HighInsignificant£ 0 - £50k

	c t i o n	technologies	credits. Reputational damage. Warranty implications. Significant impact on running costs.		f i c a n t		c t i o n		е		h o u d h u r y			I				
1 1 0	Construction	Contractor fails to secure all their BREEAM credits	Failure to secure BREEAM Outstanding. Reputational damage.	M ee d i u m	g n i	£5 0k	Detailed design (contractor)	υ τ ο ο τ	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.	Aktar Choudhury	Commercial		External	Current position is BREEAM points just within Outstandin g 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	MediumInsignifica
1 1 1	Construction	Brent fails to secure all their BREEAM credits	Failure to secure BREEAM Outstanding. Reputational damage.	M e d i u m	l n s i g n i f i c a n t	£5 0k	Detailed design (con	O - O O - C	Accept	Contract requires Contractor to assist Brent to achieve further credits should Brent not be able to secure the BREEAM credits allocated to them.	Aktar Choudhury	Commercial		l n t e r n a l		O p e n	29/09/ 2011	MediumInsignifica nt£0 - £50k

							tractor)											
1 1 2	C o n s t r u c t i o n	Delay to programme leading to practical completion date missed	Council misses move in date. Some leases on existing properties may need extending.	Very High	i n o r	£5 0k - £2 50 k	Construction	A m b e r	n S	LADs have been included in the contractor's contract. In the event of a high probability of the risk becoming real, consider acceleration measures; phased handover; shorter installation duration for FFE. Regular monitoring & minimise change requests.	A k t a r C h o u d h u r y	Commercial	£50k	l n t e r n a l	Currently Skanska reporting delay to the concrete frame programm e however no change to the PC date. Daily monitoring on and off site undertake n by project team & TT.	O p e n	29/09/ 2011	Very HighMinor£50k - £250k

1 1 3 0	9	Health and Safety legislation is breached. The building is not safe to use or to maintain.	e r y L o	50 k -	r u e e e e e e e e e e e e e e e e e e	S f	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	I n t e r n a l	H&S integral to procureme nt process and the contractor demonstra ted during tender stage. Any breach will be the responsibil ity of the contractor to manage.	Reducing	29/09/ 2011	Very LowModerate£25 0k - £1m
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	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	V e r y L o w		Detailed design (contractor)	9 a	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 consistenc y with Civic Centre. QED masterpla n submitted and currently with the London Mayor.	Reduc. rg	29/09/ 2011	Very LowMinor£1m - £5m

1 1 5	Financial	The contractor becomes insolvent	The project is delayed Financial loss for LB Brent.	y	M £2 a 50 i k- o £1 r m	Continuous	A m b e r t e	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 Counc il's proced ures	Financial checks have been undertake n at PQQ stage, further checks to be undertake n 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.	Reducrg	07/09/ 2011	Very LowMajor£250k - £1m
1 1 6	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.	y	M £1 i m n - o £5 r m	Continuous	G r e e p t	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	£20,00 0 legal advice	Reducing (QED share price improving)	Reducing	29/09/ 2011	Very LowMinor£1m - £5m

1 1 1 1 7 i 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	and combined with another borough's) to form new London 'super' boroughs. Building	Business case for building no longer supported as new borough located elsewhere.	V e r y L o w	a r	25 m 21 0	Continuous	Accept	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.	C li v e H e a p h y	1. Commercial	n/a - under review	I n t e r n a I		13/01/ 2011	Very LowMajor£5m - £10m
	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	L o w	i n	£5 Dk £2 50 ¢	P o s t C o n s t r u c t i o n	M i t i g a t e	Full L&D programme to up-skill staff in new areas	A k t a r C h o u d h u r y	2. Ways of working (HR, ICT, NWW, Customer Interface)	n/a - Counc il initiativ e	l n t e r n a l	The flexible working project is taking this forward. Added imptetus given at Civic Centre Away Day (30 June) for rapid progress. Transferr ed to Move to the Civic	04/11/2010	LowMinor£50k - £250k
1 0 1 1 1 1 9 0 1 1 1 1	Discovery of unrecorded contamination	Cost increases and programme delays. Prohibits construction on the site.	L o w	e k	22 50 < - 21 m	O u t l i n e e D e e s i g n n	M i t i g a t e	Detailed surveys required, remedial works undertaken where necessary	Aktar Choudhury	3. Sustainability, Building Design, Accommodatio n, Facilities Management	£30k	l n t e r n a l	Refer to new risk 100	06/07/ 2010	LowModerate£25 0k - £1m