

LONDON BOROUGH OF BRENT CIVIC CENTRE RISK REGISTER – MOVE TO THE CIVIC

Risk No.	Project Name	Description	Risk Type	Raised On	Raised By	Impact	Probability	RAG Status	Preventative/ Mitigating Actions	Update to actions	Updated By	Owner	Due Date	Status	Timescale of Risk Impact
R001	Move to the Civic Centre	EFFICIENCY SAVING: Further benefits modelling yet to be done yet there is a risk that LB Brent will be unable to make £2.6m pa efficiency savings, meaning that the project will require additional (not borrowed) funding to complete and there will be pressure on future years' budgets.	Benefit realisation	Oct-10	Civic Centre team	4	2	Green	Undertake a detailed review of all cost centres with support from Finance to identify savings in excess of £2.6m pa – allowing sufficient contingency.	03/10/11 - One Council Programme Board confirmed efficiency savings realised through other One Council projects will be apportioned to these savings where there is a direct correlation to savings in the civic centre. 04/05/11- Finance section agreed at One Council programme Board on 13/04/2011, further work to be done on identifying £2.6million efficiency.	Alice Hephby	Civissea	Jun-13	Open	Distant (12 Months+)
R002	Move to the Civic Centre	COMMERCIAL INTEREST: There is a risk that there is low interest from Commercial occupiers, catering companies and partners in operating within the Civic Centre, resulting in a loss of income and reduced customer service offer for the council.	Benefit realisation	Oct-10	Civic Centre team	4	2	Green	Marketing strategy to be developed as part of Move to Civic project plan alongside procurement of agent to act on the council's behalf	29/06/11 AC has met with Job Centre Plus and CNWL to discuss potential joint working in the Civic Centre. Both organisations keen and CNWL considering delivering further education business management courses from the Civic Centre. 04/04/11 - Meetings taking place with interested parties, e.g. Large venue catering	Alice Hephby	Aktsor	Jun-13	Open	Distant (12 Months+)

									suppliers, suggesting a keen level of interest. Civic Centre prospectus to be produced (with external support) by October 2011						
R003	Move to the Civic Centre	OFFICER CAPACITY: There is a risk that officers have insufficient capacity to devote to the project, resulting in the project being delayed, the target completion date being missed and officers' other duties being compromised.	Project Resource - capability and capacity	Oct-10	Civic Centre team	3	4	Amber	Additional resources to be employed /redirected where necessary. Central coordination of project to reduce duplication elsewhere and minimise service disruption. Consultant support to be used where necessary.	04/03/11 - Departmental Move action team workshop held on 11.03.2011, clarifying roles and responsibility for a number of officers across the council, ongoing monitoring of action plans to take place by Civic Centre team and Programme Board to ensure that staff are able to devote sufficient time to preparations for the Civic Centre and look at addressing this where it is not the case.	A	A k t a r C o r s s e y	Jun-13	Open	Approach (5 - 11 Months)

R004	Move to the Civic Centre	<p>ENGAGEMENT BY STAFF AND CULTURAL CHANGE:</p> <p>There is a risk that staff are not sufficiently involved in the preparation for the Civic Centre and do not take ownership of the process and required cultural change, leading to delays in the implementation of EDM, New Ways of Working and associated savings and staff becoming demoralised.</p>	Reputational	Oct-10	Civic Centre team	3	3	Amber	<p>Communications strategy to consider involvement of staff and actively involving staff with workshops, open days and team away days. Model office training to be run and Move Champions to be recruited to motivate staff to adopt New Ways of Working. Directors and ADs to actively encourage participation by their staff.</p>	<p>15/12/2011 Two departments have been through the Ready workshop and been invited to Model Office visits, with evidence of changes taking place in the move to clear desks and paperless working.</p> <p>03/10/2011 - DMATs set up. Regular dialogue and monitoring of action plans. Model Office and Ready training started.</p> <p>26/08/2011 - The Civic Centre team are working with Learning and Development and Communications colleagues to use a range of channels to develop training and communication materials for staff to keep them informed, involved and equipped to prepare for the move to the Civic Centre.</p> <p>27/05/2011 - Communication strategy agreed at Civic Centre Programme Board - implementation ongoing, including staff briefings and ebulletins. Keen uptake from staff following recent staff briefings offer - staff</p>	C T B l a c k m a n	T o i M c o n v i l l e	Jun-13	Open	Approach (5 - 11 Months)
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									briefings continuing across the council. Model office concept revised to ensure that staff remain enthused and engaged about the Civic Centre offer.						
R005	Move to the Civic Centre	EXTERNAL COMMUNICATIONS: There is a risk that negative press / media attention and reporting lead to a loss of public and political support.	Reputational	Nov-10	Civic Centre team	3	4	Amber	External communication strategy to be developed, with website update and clear communication of financial benefits.	27/05/2011 - External communications strategy developed by Prafula Shah. Some positive media coverage achieved through CNN video regarding the sustainability of the building.	A C o s s e y	T o n i M s C o n v i	Jun-13	Open	Approach (5 - 11 Months)

R006	Move to the Civic Centre	REPUTATIONAL RISK There is a risk that not all council services will be ready to move into the Civic Centre, leading to reputational damage.	Reputational	Nov-10	Civic Centre team	4	4	Red	Move to the Civic Centre project plan includes testing of services and staff familiarisation / training prior to the Civic Centre's opening. ICT roll out programme to take place prior to the move to ensure minimal risk upon decant.	17/11/11 - Readiness of FCS raised at Civic Centre Programme Board. Subsequent meeting taken place with Margaret Read on 3.11.11 to discuss key issues to resolve. 03/10/11 - Rate of progress on Future Customer Services is not in line with original plans and the risk of readiness for the Civic Centre is increasing. 11/08/11 - Some One Council projects are not making sufficient progress, particularly the Future Customer Services and Business Support arrangements. Also, detailed consideration is required on all non standard ICT issues e.g. Bespoke systems, integration with external ICT systems etc.	C	A B l a c k m a n	Jun-13	Open	Distant (12 Months+)

R007	Move to the Civic Centre	MOVE CHAMPION RECRUITMENT: There is a risk that the project will be unable to recruit Move Champions, resulting in low engagement of departments.	Political or stakeholder relationship	Oct-10	Civic Centre team	2	2	Green	Work to be done with Communications around strategy for recruiting Move Champions.	Closed - decision made not to have separate Departmental Move Action team representatives and Move Champions in 2011 to avoid confusion over role.	A C C o s s e y	A k t a r y C h o u d h u r y	Jun-11	Closed	Approach (5 - 11 Months)
R008	Move to the Civic Centre	STAFF CAPACITY AND SKILLS: Staff do not have the skills to adapt to new ways of working meaning that staff do not fully utilise IT, accommodation and new ways of working.	Project Resource - capability and capacity	Oct-10	Civic Centre team	2	2	Green	The Move to the Civic Centre project plan includes the delivery of training in all areas of EDM and Flexible Working and opportunities to practice and implement this learning through the Model Office.	15/12/2011 519 staff have been through the ready workshop to date and over 175 staff have been through the Model Office tour. GO workshops to commence in January. 03/10/11 - Ready steady go training process started September 2011. 06/04/11 - Development and delivery of training built into Move to the Civic Centre project plan and detailed in Model Office briefing note. Helena Cotton has developed an outline of the longer learning journey, using the Go Make a Difference principles to ensure that behaviours are practiced and sustained. In	A C C o s s e y	C i v i l i t y H e a p h y	Jun-13	Open	Approach (5 - 11 Months)

									discussions with ITU colleagues about whether the SharePoint roll out training can coordinate with Move to the Civic Centre Model Office training . Concerns raised at some DMATs regarding capacity to sort through documents alongside day to day work.						
R009	Move to the Civic Centre	HUMAN RESOURCES: Council staff are transferred by TUPE to a contractor (e.g. facilities management, cleaning, catering) resulting in a reduction in staff morale and support for the project plans, alongside opposition from trade unions.	Political or stakeholder relationship	Oct-10	Civic Centre team	2	2	Green	Council to identify suitable alternative positions for staff. Council to consider redundancy provision in respect of TUPE staff. Council to take steps to apply good change management and	11/03/11 - To be considered following clarity on Facilities Management strategy and its HR implications - see Risk 10 for details.	A C C o s s e y	C i v e H e a p h y	Jun-13	Open	Distant (12 Months+)

									communicati on to ensure TUPE is positive experience.						
R010	Move to the Civic Centre	FACILITIES MANAGEMENT: There is a risk that adequate facilities management plans are not in place resulting in poor maintenance, health and safety breaches and public staff perception of the building deteriorating.	Performance or service level target specific	Oct-10	Civic Centre team	3	2	Green	Work with Property and Asset Management to define, procure and implement a facilities management strategy covering all parts (catering etc.). On this basis, details of any facilities not provided to the required specification and any missing or deficient items can be identified, with agreed	12/01/2012 - Report to Exec on FM due February 2012.26/8/11 FM strategy due to be taken to October Civic Centre Programme Board.27/7/11 FM consultants appointed and engaged in meetings with key stakeholders.29/6/11 Out to tender for FM consultants who will recommend the FM strategy that should be put in place for the Civic Centre and the wider estate. 5 bids received. Evaluation due for completion 1/7/2011.	A R C O S S E Y	R i c C o h s a r d	Jun-13	Open	Distant (12 Months+)

									plans for addressing any outstanding issues to be provided to design team.						
R011	Move to the Civic Centre	ALIGNMENT: There is a risk that timetables for other One Council Programme projects are not aligned with the Move to the Civic Centre project, resulting in delays, confusion and the organisation not being ready to move in 2013.	Timescale, critical path	Nov-10	Civic Centre team	4	3	Amber	The Move to the Civic Centre project has identified clear dependencies and established communications channels with key projects to ensure a joined up	11/08/11 - Some One Council projects are not making sufficient progress, particularly the Future Customer Services and Business Support arrangements. Also, detailed consideration is required on all non standard ICT issues e.g. Bespoke systems, integration with external ICT systems etc. 29/6/11 - Coordination	C B l a c k m a n	A k t a r C h o u d h u r	Jun-13	Open	Approach (5 - 11 Months)

									approach.	through measures outlined for dependencies, further clarification sought through meetings e.g. Print post and scanning workshop 6/6/2011, attended by FCS, IT, CC officers.	y			
R012	Move to the Civic Centre	WILLESDEN GREEN LIBRARY: Timetable for wider Customer Service offer and property portfolio not aligned or not co-ordinated as the project moves forward.	Timescale, critical path	Oct-10	Civic Centre team	3	3	Amber	Close liaison with the Future Customer Services project and Willesden Green project to ensure joined up approach.	19/9/11 - 3 tenders received from potential development partners to redevelop the Willesden site. 27/7/11 - Discussion on timescales at Budget and Service Planning away days July 2011. Priority for Willesden Green to be open in 2014. 06/04/11 - Gap between Civic Centre and Willesden Green opening dates discussed at Civic Centre programme board 18.10.2010 - agreed to look at options including interim provision of customer services at MG House - leased until 2016. Ongoing discussion with Property and Asset Management. Implications for data	A R C O S S E Y B a r r e t t	Jun-11	Open	Approach (5 - 11 Months)

									centre discussed with ITU 16.02.2011						
R013	Move to the Civic Centre	DISASTER RECOVERY PLANS: There is a risk that non ICT disaster recovery plans are not in place or disaster recovery sites are not procured in adequate time, leading to a delay in response times, a threat to staff and public health and safety and loss of reputation.	IT and Technology	Oct-10	Civic Centre team	4	3	Amber	Secondary CCTV and BECC locations to be agreed through discussion with Property and Asset Management.	03/10/11 - Secondary CCTV/BECC not being provided at Willesden Green. Alternative to be confirmed. 04/04/11 - Discussions regarding Willesden Green BECC opening ongoing.	A C o s s e y	A k t a r C h o u d h u r y	Jun-11	Open	Distant (12 Months+)

R014	Move to the Civic Centre	ICT RECOVERY PLANS: ICT disaster recovery plans not in place, disaster recovery sites are not procured in adequate time and functionality not available.	IT and Technology	Oct-10	Civic Centre team	2	2	Green	LB Brent to prepare ICT backup/disaster recovery plan for the new building.	03/10/11 - Strategy being reviewed by CIO26/08/2011 - Project set up in ITU to look at business continuity regarding data centres.04/04/11 - Link to Willesden Green dependency re. provision of a second data centre in 2013.	C l i v e H e a p h y	Mar-13	Open	Approach (5 - 11 Months)
R015	Move to the Civic Centre	ICT ACCREDITATION: ICT accreditation incomplete resulting in disruption to business function, delay to occupation and low levels of user tolerance.	IT and Technology	Oct-10	Civic Centre team	2	2	Green	ICT accreditation requirements to be defined. Roles and responsibilities agreed. Programme to be established.		C l i v e H e a p h y	Mar-13	Open	Approach (5 - 11 Months)
R016	Move to the Civic Centre	ICT EQUIPMENT: Damage to ICT provision and equipment during physical relocation resulting in a lack of business continuity.	IT and Technology	Oct-10	Civic Centre team	2	2	Green	Mitigation response to be developed as part of Move Management.		C l i v e H e a p h y	Mar-13	Open	Approach (5 - 11 Months)

R017	Move to the Civic Centre	PROPERTY DAMAGE / LOSS: There is a risk of loss / damage to property during move causing financial loss.	Budget	Oct-10	Civic Centre team	2	2	Green	Move to the Civic Centre project to ensure that appropriate insurance cover is held including specific cover for moving items. Move to be planned early and well managed with recruitment of dedicated Move Manager.	04/04/11 - Move management built into Move to the Civic Centre project plan and budget	A C o s s e y	A k t o r s e y	Mar-13	Open	Approach (5 - 11 Months)
R018	Move to the Civic Centre	MODEL OFFICE: Unable to secure affordable location suitable for model office training	Performance or service level target specific	Nov-10	Civic Centre team	3	2	Green	Move to the Civic Centre Project Manager to liaise with Property and Asset Management regarding potential locations.	04/04/11 - 1st floor, 1 Olympic Way space secured. Location has been visited by architects who have drawn up initial layout plans, which are due to be costed. September start date agreed for the Model office experience and quotes being obtained for IT cabling work required. Risk closed.	A C o s s e y	A k t o r s e y	Mar-11	Closed	Approach (5 - 11 Months)

R019	Move to the Civic Centre	FFE PROCUREMENT: There is a risk that procurement of sufficient and operational furniture, fittings and equipment infrastructure is delayed, resulting in a reduced level of service and possible loss of staff support.	Performance or service level target specific	Oct-10	Civic Centre team	2	2	Green	LB Brent Procurement department to facilitate procurement according to the Move to the Civic Centre project plan. Detailed plan to be linked to furniture pilot.	15/12/2011 Over 175 staff have been through Model Office tours, providing feedback on the furniture to develop a specification. Detailed furniture list in development [SJ] 03/10/11 - Model Office started. Detailed list of FFE required will commence October. 27/7/11 - FFE procurement developed for 2012 and work to commence as part of the Model Office to develop the FFE specification requirements. 04/04/11 - FFE procurement built into Move to the Civic Centre project plan. Procurement due to provide suggested shortlist of furniture suppliers to invite to participate in Furniture trial as part of the Model Office. Procurement kept up to date on upcoming procurement activities through schedule discussed at monthly commercial workstream meetings	A C o s s e y	A k t a r C h o u d h u r y	Mar-13	Open	Approach (5 - 11 Months)
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R020	Move to the Civic Centre	SITE ACCESS: There is a risk that accessing the site is difficult on event days (Weekdays) after the building development is complete, meaning that staff and visitors are unable to access the building, impacting upon income generation and also meaning that crowd control and personal safety become issues.	Benefit realisation	Oct-10	Civic Centre team	4	2	Green	To be assessed regularly through consultation with planning department, transportation and other key stakeholders.	04/11/10 - Development of event day protocols accounted for in Move to the Civic Centre project plan	A C o s s e y	A k t a r C h o u d h u r y	Jun-13	Open	Distant (12 Months+)
R021	Move to the Civic Centre	CORPORATE BRANDING: Lack of agreed corporate branding could delay the design, impact on the FFE procurement and marketing of the building. If changes have to be made to branding at a later date, this will cause disruption and reputational risk to the council.	Performance or service level target specific	Jan-11	Civic Centre team	3	3	Amber	Raise matter at CC Programme Board. Meeting held with Prafula Shah on 01.12.2010 to explain urgency. Develop a critical date schedule for information to be released for w/c 10.02.2011	15/09/11 - Verbal update on the corporate brand given to CMT 01/06/11 Corporate branding colours issued to Architects on a confidential basis. 31/05/11 - Aktar Choudhury to meet Cheryl Curling and Bryan Maloney on 05/05/11 to reenergise discussion on corporate branding.	A C o s s e y	T o n i s c o n v i l l e	Jun-13	Open	Approach (5 - 11 Months)

R022	Move to the Civic Centre	PROPERTY: There is a risk that the project is unable to find alternative accommodation for staff that are not moving to the Civic Centre.	Performance or service level target specific	Feb-11	Civic Centre team	3	1	Green	Number of affected staff to be established following wave 2 restructure. Report to go to CMT in October 2011.	25/03/11 - Discussed at CMT 03.03.2011, agreed for coordination with Property and Asset Management to consider the effect on the property portfolio given the occupancy data presented. Agreement at One Council Programme Board to appoint external consultants to develop the Property Strategy	A C o s s e y	A k t a r C h o u d h u r y	Jun-13	Open	Distant (12 Months+)
R023	Move to the Civic Centre	FINANCE: Departments are unable to fund the volume scanning, storage and remote working devices leading to lack of take up of genuine flexible working and inability to fully implement the proposed change initiative around the Model Office.	Political or stakeholder relationship	Feb-11	Civic Centre team	4	3	Amber	Recommend topslicing of budget to ensure full take up. In terms of IT devices, pooled solution proposed.	26/08/2011 - Issue raised at Commercial Workstream meeting 18.08.2011, ITU to consider this. 04/04/11 - Met with ITU on 16.02.2011 to discuss technical feasibility of pooled solution for IT devices - queries over whether this is possible as Becrypt does not have full functionality currently and encrypted laptops must be physically returned to ITU to be reconfigured for a different set of users. Discussions ongoing with finance and ITU. Becrypt pilot being restarted following assurances from supplier on functionality	A C o s s e y	A k t a r C h o u d h u r y	Apr-11	Open	Imminent (0 - 1 Month)

R024	Move to the Civic Centre	REPUTATIONAL: Potential £4m savings target that has been communciated externally is very challenging to meet.	Political or stakeholder relationship	Sep-11	Civic Centre team	1	3	Green	Ensure One Council programmes undertake process reviews for all services in the Civic Centre. Resources engaged in income generation activity are appropriate to the aspirations of the type of function/event we are trying to attract. Operate on a principle of charging for all spaces occupied by partners and contractors.	C B I a c k m a n	A k t a r C h o u d h u r y	Open	Distant (12 Months+)
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