

Category Key:

Client Client Brief/ User Requirements
 Team Consultants, Contractors, Suppliers, Procurement
 External Town Planning, Third Parties, Statutory Bodies
 Design Consultant/ Contactor Design
 Construction Construction, Logistics, Decanting

Responsible person

SURV: Surveyor/ consultants
 PM: LB Brent building project manager
 LIB: Library, Arts & Heritage Manager
 CON: Contractor
 ALL: All parties

KEY:

Key/Critical 6-10
 Intermediate 3-5
 Minor 1-2

RISK IDENTIFICATION & MITIGATION						RISK ASSESSMENT - RESIDUAL RISK					Allowance made - Cost Plan (CP)/ Contingency (C)	ACTION PLAN - RESIDUAL RISK				COMMENTS
Item	Category	Risk	Potential Impact	Mitigation Action	Responsible person	Probtly. 1-3	Impact 1-3	Risk Score/ Category 1-9	Cost Impact (Project Costs) [£K]	Programme Impact [weeks]		Action Plan	Action Owner	Next Action Target Date	Date Achieved	
1	Client	Interpreting the aims of the project incorrectly.	Final outcome of the project does not meet the Library requirements or strategic plan	Clarify the Client brief and issue Stage drawings and cost plan/ outline scope to Client team for review and commentary.	CON/LIB	1	2	2	£0.00	0		Establish regular design team meetings an updates, agree method of communication				
2	Client	The end result does not fulfil the aims and desired outcomes of the Life Improvement Fund criteria	Final outcome of the project does not provide the benefits to local populace as intended	Cross reference the proposed scheme against the LIF criteria with Client team to interrogate and ensure that a meaningful benefit will be created by the scheme.	LIB	1	2	2	£0.00	0		Assign a 'champion' of the outcomes to check and cross reference benefits vs the desired outcomes				
3	Client	Low take up for use of the community event room	New facilities under utilised	Ongoing engagement with community partners and local stakeholders to develop and promote the space. Affordable rates to be determined.	LIB	1	2	2	£0.00	0						
4	Client	Failure to engage local community with co-production process	Project not sufficiently responsive to local need; failure to increase participation with local community	Development of co-production approach with key local stakeholders; community steering group established; sufficient time allotted to enable recruitment and participation in the process to take place.	LIB/PM	1	2	2	£0.00	6	Y	Client team to agree steering group and milestones dates for presentation of information and feedback period				
5	Client	Failure to obtain full funding for the works	Reduced scope of works and benefits arising.	Engage with strategic leadership team and prepare robust application to align with corporate priorities as well as LIF outcomes for best chance of success	LIB/PM	1	3	3				Design and Client teams to work closely to ensure a robust application is made				
6	Team	Late appointment of specialist consultants	Potential to create design conflicts or changes to the design at a later stage	Identify consultants and specialists required and seek early engagement with each	PM	2	2	4	£0.00	4		Seek quotations and agree early appointments				
7	Team	Late instruction of intrusive and specialist surveys	Delay the design phase or lead to increase cost in unforeseens	Identify all specialist or intrusive surveys required and seek quotations for instruction. Information to be gathered as early as possible to factor in conclusions and recommendations	PM	2	2	4	£9,200.00	4	CP	Seek quotations and commence intrusive surveys where required				
8	External	Planning consent for new build extension	Programme delay, change of approach strategy	Early engagement, initial contact to be made upon appointment. Milestone for planning submission with project float identified in programme	SURV	1	2	2	£0.00	4		Develop the design, engage with the local authority Planning Department and prepare planning consent in line with project milestones				
9	External	Building Control Compliance	Unacceptable design details	Early liaison with London Borough of Brent Building Inspector. Early issue of the compliance report to be pursued, and the actions closely monitored and incorporated with the finalised design. Use of a tracker should be instigated.	SURV	1	3	3	£5,000.00	6	C	Develop the design, engage with the local authority Building Control to ensure that design details are in accordance with expectations				
10	Design	End user engagement and design changes	Design is changed mid tender or post contract leading to additional consultancy and construction costs through re design of signed off scheme.	Each RIBA Stage design is issued to the Client and end user with feedback sought and design freeze milestones agreed. Interrogate design against brief to mitigate risk of changing design.	LIB/ SURV	1	3	3	£0.00	4	C	Maintain engagement with end user team throughout early design phase. Stage 4 plans to be reviewed and signed off by Client and End User prior to procurement stage.				
11	Design	Quality - Ensuring materials and products are good quality with reasonable lifecycle.	Over or under specifying quality levels on materials and products.	Materials to be reviewed and discussed with Client before tender. Utilise client standard specification materials where possible. Provide advise on materials options and highlight cost and life expectancy differences.	SURV	1	3	3	£0.00	0		Ensure that value of money is reviewed on all product selections, where possible obtain warranties on works and design out future maintenance requirements wherever possible.				
12	Design	Health and Safety: Asbestos	Asbestos may be identified in the building leading to delays to programme an increased costs	3no. Asbestos Survey quotes to be obtained.	SURV	1	3	3	£2,500.00	4	CP	Review report as part of collating Pre construction information and highlight to contractor. Consider enabling package pre contract.				
13	Design	Acoustics - Increase in hard surfaces, high reverb time	Difficult to hear around large groups and to concentrate	Site discreet acoustic panels around the building to improve sound attenuation	SURV	1	2	2	£0.00	0		Ensure supplier demonstrate benefits of acoustic panelling during design phase				
14	Design	Coordination of Design	This could cause delays.	Regular design team meetings are to be held with early engagement /opening up works upon commencement of the contract period.	SURV	1	3	3	£0.00	6		All members are to ensure that all information is to be issued and checked before distributing to the relevant parties.				
15	Design	Change of key personnel	This could cause a delay and critical information being lost.	Difficult to mitigate, with market conditions dictating the movement of resources. Where changes occur, sufficient planning and handover periods are to be implemented.	ALL	1	3	3	£0.00	0						
16	Design	Health and Safety: Means of escape	Lack of clear means of escape signage could lead to loss of life occupants and general public	Review exit signage ensure clearly visible and correct	SURV	1	2	2	£0.00	0		Undertake survey of wayfinding and emergency exit signage and plot onto floor plans. Review Fire Risk Assessment				
17	Procurement	Preparation and collation of tender documents	Delay to project delivery/programme - main works	Early engagement with procurement department required to agree procurement strategy.	SURV	2	2	4	£0.00	6		Procurement officer to be established early in project. Design to work alongside to prepare ITT documents and set milestones				
18	Procurement	Fluctuations of materials and labour prices is rising regularly	Cost plan is not accurate at the time of tender submission	Allow for fluctuations percentage increase between RIBA Stage 3 and Stage 4 cost plans, assume 5% as a worst case scenario	SURV	2	2	4	£26,526.19	0	CP					
19	Construction	Damage to Existing Building	Damage could be made to the existing structure	Contractor to implement protection measures to the existing building.	CON	2	2	4	£0.00	0		Full condition surveys are to be completed for all areas prior to occupation.				
20	Construction	Unknowns below ground	Unforeseen construction details or problems could affect the detailed design at Stage 4	Early opening up and site investigation works, where possible, with the findings discussed and overcome in regular workshops/design team meetings.	SURV	2	2	4	£10,000.00	6		Progress the site investigations/opening up works as early as possible.				
21	Construction	Lack of Labour, or trade contractor shortages	This could delay the project	Ensure resources are procured in sufficient time to meet the programme obligations.	CON	1	3	3	£0.00	4		Orders are to be placed in good time to meet the design periods/sign off prior to them starting on site. Successful bidder to be interviewed and undertaking to commit resources obtained prior to contract award.				
22	Construction	Site Security	This could be risk to members of the public an injury could occur	Secure fencing and signage are to be installed to the working areas.	CON	1	3	3	£0.00	0		Daily checks are to be carried out to all hoardings and the implemented control measures.				
23	Construction	Site Traffic	This may cause disruption to the local community	Site traffic management plan to be put in place , utilising and taking note of the control measures.	CON	1	2	2	£0.00	0		All visitors are to be made aware of the restrictions prior to visiting the site, and signage is to be checked on a daily basis.				
24	Construction	Manual handling	This could cause a person injury	Identify within pre construction phase plan that the contractor shall use mechanical lifting equipment if possible, with all staff to have manual handling training, in the event that mechanical lifting is not possible.	CON	1	3	3	£0.00	0		Manual handling certs to be checked during induction, with checks also carried out on the safe working practices to be adopted.				

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25	Construction	Working at Height	A person could fall from height and be injured.	All operatives are to have working at height training, all platforms and scaffolds are to be signed by competent persons, and checked at the required periods.	CON	1	3	3	£0.00	0		Working at height training and other relevant certs to be confirmed in the induction.				
26	Construction	Falling materials from high level works	These could fall and injure someone	Scaffold to be closed in with brick guards and debris netting, with standards on perimeter scaffold extending above 8ft and sheeted to prevent materials falling. No loose materials are to be left at high level, with all sheeting secured down.	CON	2	2	4	£0.00	0		The risks are to be covered during the site induction, and RAMS will be monitored regarding surplus materials at high level. Site supervisors are to check the working area at high level at the end of each working shift to ensure that these plans are being followed.				
27	Construction	Dust	This could cause damage to a worker, damage to the building and valuable contents of the library. Dust could inhibit the continued opening of the library.	All works carried out with the possibility to create dust are to be identified in weekly updates, with the necessary control measures implemented - e.g. sheeting, dampening, vacuum control etc.	CON	1	2	2	£0.00	0		Site management to assess the weekly works, and those with potential to create dust, ensuring that control measures have been put in place.				
28	Construction	Noise complaints from staff and visitors	Disruption to business operations, reduced occupancy and use by general public	Plan period of closure, phase works where possible to re open. Inform management of the planned works, and identify noisy operations (on a weekly basis). Planning conditions will be adhered to.	CON	3	1	3	£0.00	4		Weekly update meetings to be held between site management and school to identify upcoming works and plan for any contentious issues.				
29	Construction	Emergency routes. Avoid obstructing escape routes.	Loss of life, injury	Contractor to identify escape routes and keep clear all escape routes during works.	CON	1	3	3	£0.00	0		To be checked throughout the works on a twice daily basis. Operatives to be told which areas are to be kept clear.				