

Definitions

Likelihood		
1	rare	not expected to occur, except for exceptional circumstances, given existing controls
2	unlikely	not expected to occur given existing controls
3	possible	could occur, given existing controls
4	likely	will probably occur, given existing controls
5	certain	will occur frequently, given existing controls

Impact		
1	negligible	Minimal financial impact (less than 1k); no service disruption; no injury/minimal scratch or bruising; minor non compliance with internal standards
2	Low	Minimal or no disruption to service delivery; no litigation or adverse publicity; low financial loss/cost (up to 15k); minor laceration or first aid required; no medical treatment or intervention; failure to meet internal standards
3	Moderate	Reduced capacity to deliver service(s); likelihood of litigation; medium financial loss/cost (16-50k); Local adverse publicity/loss of confidence in Elevate; medical treatment/intervention required; failure to meet professional standards
4	Major	Serious damage to property; litigation; high financial loss/cost (51k-99k); national adverse publicity; major loss of confidence in Elevate; temporary service closure; serious injury requiring medical treatment e.g. broken bone; failure to meet legislative
5	catastrophic	Severe loss of confidence in Elevate; major litigation; substantial financial loss/cost (100k+); extended service disruption/closure; fatality or multiple injury; severe or repeated breach of legislative/professional regulatory standards

Scoring

Scoring		likelihood				
impact		1 rare	2 unlikely	3 possible	4 likely	5 certain
	1 negligible	1	2	3	4	5
	2 low	2	4	6	8	10
	3 moderate	3	6	9	12	15
	4 major	4	8	12	16	20
	5 catastrophic	5	10	15	20	25

key	risk level	action & timescales
red	16 to 25	immediate action must be taken to prevent the programme failing. Further control measures must be put in place to reduce the impact, likelihood or both to at least a score of 8 to 15. a number of new or strengthened control measures may be required
amber	8 to 15	efforts should be made to reduce the risk, but the costs of prevention should be carefully measured and weighed against the impact. Establish more precisely the likelihood of harm /extent of financial loss as a basis for determining the need for improve
green	1 to 7	at or below this level the risk is usually acceptable. Existing controls must be monitored & adjusted if minimal time and cost are involved. No further action/additional controls are required.

Brunswick Park Project - Risk Register															
Register Created: 21.04.2010					Last Review: 21.04.2010										
The main items within this section of the Risk Register relate to the project from concept to completion. Risk Likelihood: 1 to 5 Risk Impact: 1 to 5										Version: 1.1					
Domain	Objective		Principal Risks to achievement of objective	If no specific action				Group Owner	Specific actions required to achieve objective / manage risks	After Action (if any)				Action owner	Review - Timescale
				Risk - likelihood -	Risk - Impact	Risk - rating	Cost and Programme Impact			Risk - likelihood	Risk - Impact	Risk - rating	Cost and Programme impact		
STRATEGIC CASE															
1		1.1	Co-location design process cannot reach joint solution for building design/ ongoing FM arrangement	3	3	9		LBB/PCT							
		1.2	Council and General Election on May 6. Leads to decision making difficulties & delays due to purdah.	3	3	9		LBB	Planning around set dates. Early engagement with planners/councillors and cabinet members						
		1.3	BNHS Commissioning consultation affects the delivery time lines or public buy in to scheme	2	3	6		PCT	Joint communications planning. Clear separation between building the facility and commissioning process.						
		1.4	Volume of work required for Stage 1 Approval	3	4	12		PCT	Significant members of the project team are already in place						
		1.5	NHS Barnet Capital funding contribution is not available		4			PCT	This risk is mitigated by using the LIFT procurement route						
		1.6	Time required for approval process for public authorities such as DCSF impacts on the delivery programme and delays the process	3	4	12		PCT/LBB	Risk mitigated by following guidance and ensuring affordability.						
		1.7													
		1.8													
		1.9													
		1.10													
LAND AND PROPERTY MATTERS															
2		2.1	Planning permission is not achieved	3	2	6		LBB/PCT	Engagement with Planning Officers throughout. Clear planning briefs and early consultation.						
		2.2	Judicial Review	3	4	12		LBB/PCT	Assess risk associated with starting on site during Judicial Review period and balance against impact on the programme.						
		2.3		3	4	12									
		2.4													
		2.5													
		2.6													

DESIGN MATTERS											
3	3.1	Uncertainty over inclusion of Scout Hut in Phase 1	2	3	6	LBB	LBB to confirm				
	3.2	Confirmation of below ground structure	3	3	9	Thomasons	Design to be agreed on a structural and financial level.				
	3.3	Maintenance Strategy	3	3	9	Sprunt	Agreed maintenance strategy to be agreed with LBB/PCT and Sprunt prior to instruction to start construction				
	3.4	Access and egress statement to be signed off by LBB/PCT	2	3	6	Sprunt	Agreed prior to construction start on site				
	3.5	Fire strategy to be agreed by LBB/PCT	2	3	6	Sprunt	Agreed prior to construction start on site				
	3.6	Disabled parking arrangement	2	2	4	Sprunt	Client to agree strategy prior to start on site				
	3.7										
COMMERCIAL MATTERS											
	4.1	Loss of DCSF grant because opening slips past September 2011	3	4	12	Elevate	High level commitment to partnership working and delivery by 9/2011; shared communication to maintain timescales, inform planning, meet key decision dates. Clear need to work to project plan deadlines and review milestones regularly. Project Board to provide governance on delivery				
	4.2	Inherent risk associated with partnership working including dependencies associated with timeliness and access to relevant decision making bodies, complexity of aligning funding streams and capital expenditures, etc.	3	4	12	Elevate	As above and resolve many of these potential issues up front with decision on delivery model and comprehensive development agreement				
	4.3	Inaccurate project expenditure estimates	3	4	12	Turner & Townsend	Detailed feasibility study carried out looking at all elements of the proposed development. Appropriate arrangements will be put in place for cost sharing with partners if the project budget overspends, how any underspend will be shared if savings are made, or if there are variations to the scheme detail				
	4.4	Brunswick Park School HT/Gov not amicable re: required school boundary modification for MOL	2	3	6	LBB	Engage with stakeholders				
	4.6										
	4.7										
	4.8										
	4.9										
	4.10										
	4.11										
	4.12										

END USERS									
5		5.1	Sign off of room data sheets	2	3	6	LBB/PCT	Sprunt to obtain sign off from client by start of June 2010	
		5.2	Access to roof mounted operable glazing/windows for cleaning and maintenance of actuators or replacement should it be required. Need to ensure that areas of seedam/green roofs and access to roof lights for maintenance and cleaning are coordinated by contractors.	2	4	8	Sprunt	Sprunt to ensure that the proposed maintenance / access strategy meets clients' requirements. To be completed prior to start of construction phase.	
		5.3	Access and maintenance of green roof	2	4	8	Sprunt	Sprunt to ensure that the proposed maintenance / access strategy meets clients' requirements. To be completed prior to construction phase commences.	
		5.4	Access and maintenance of PV panels and roof plant	2	4	8	Sprunt	Sprunt to ensure that the proposed maintenance / access strategy meets clients' requirements. To be completed prior to start of construction phase .	
		5.5	Confirmation that car parking arrangements meets the requirments of Brunswick Park location	2	3	6	Client	Client to confirm prior to commencement of construction phase.	
		5.6							
		5.7							
		5.8							
		5.9							
		5.10							

6		6.1	Excavations in area with live services. Existing services to be surveyed to pin point potential risk areas and identified agencies to be contacted to obtain existing details	3	3	9			Existing services surveyed to pin point potential risk areas and agencies contacted to obtain details of existing elements.						
		6.2	Noise and vibration from foundation works	3	3	9			Grounds surveyed, condition analysed and potential to opt for bored piles to be confirmed						
		6.3	Ground Conditions						There is a general blanket of made ground across the site from ground level to an approximate depth of 2.00m bgl. It consists of a varied mixture of ashy dark brown Topsoil, black ashy sand, firm orange-brown sandy clay and orange-brown very clayey gravel all with various amounts of man-made material. Alluvial deposits were encountered						
		6.4	The drainage enabling works are required to be routed through existing services to the current buildings. Approximately 10 potential clashes have been identified but the full extent of some services may not be recorded on services surveys.	3	3	9			Design has shown drainage routes to minimise clashes with existing services. Detailed design to consider further mitigation if possible. Some services unlikely to be able to be disconnected / switched off.						
		6.5	Risk of hitting services	3	3	9			All surveys to be carried out as required						
		6.6	Demolition of existing structures (falling debris, underground areas...)	2	4	18		GTP	Demolition works to be appraised by Galliford Try						
		6.7	Instability during demolition	2	4	18		GTP	Specification to include requirement for method statement.						
		6.8	Retained trees on the parking location	2	2	4			Initial arboricultural survey instructed by Elevate						
		6.9	Retained trees health generally	2	2	4			Tree protection zones established						
		6.10	Restricted access (shared with the park entrance, road width) with risk to pedestrians due to lack of visibility and of damage to vehicles	3	4	12		GTP	Galliford try to develop and manage traffic system to incorporate resident, school and site traffic. The plan will be required to address foot traffic						
		6.11	Noise and Dust	3	4	12		GTP	Galliford Try to produce strategy to reduce dust and noise in construction period.						
		6.12	Work a proximity of explosives during excavation and demolition	2	5	10		GTP	Desktop survey completed. Galliford Try to have policy in place as part of the Construction Phase Health and Safety Plan						
		6.13	Risk of falling objects onto surrounding properties	2	4	8		GTP	Building site and site in use clearly separated with hoarding						
		6.14	Leaks and damage to property	2	4	8		GTP	Roof products are tested specifications proven to be appropriate in the UK						
		6.15	Falling from height	2	4	8		GTP	Roofs provided with parapets and staircase access where regular access / maintenance is required. Other roofs to have low maintenance properties with mansafe access security / all gutters accessible from roof and to protected from leaves, birds and rodents						
		6.16	Falling from height and weight of materials used	2	4	8		GTP	All plant areas to be accessible via staircases of appropriate size leading to either level areas protected by walls or parapets. All plant areas can benefit of potential material crange from stable surface near main building entrance						

	6.17	Falling from height	2	4	8	GTP	Galliford Try to control site operation when working at height with method statements, competent contractors and site supervision												
	6.18	Operators risk due to weight of materials components size and/or weight	2	4	8	GTP	All components of inappropriate size and weight to be transported by vehicles and/or crane. Specification avoids use of large heavy components which cannot be craned in												
	6.19	HV power buried in ground on site during construction	3	4	12	Elementa	Elementa to consider the routes of the cable paths relative to demolition and construction works. Confirmation required of actual cable routes and depths.												
	6.20	Craneage into below ground area - risk of collapse of retaining walls and craneage overturning caused by sloping site conditions and potential large distance from load lowering position	2	4	8	GTP	Crane to be rated at 75% for all below ground works. Confirmation for manufacturer and hire company of this approach.												
	6.21	No ventilation installed prior to plant installation	2	2	4	Elementa	Ensure that the construction including ventilation paths/systems are complete prior to equipment installation and operation in plant rooms.												
	6.22	Gas pipework buried in ground on site during construction	2	2	4	Elementa	Consider the routes of the pipe paths relative to demolition, construction works and external landscaping works.												
	6.23	Craneage of heavy equipment possibly using long jib extension - craneage overturning due to long jib extension and sloping site conditions	2	4	8	Thomasons	Thomasons to coordinate with the loading requirements and ensure that Galliford Try have accounted for the weights and developed a suitable lifting plan. If suitable plant space available in low level plant rooms install in plant room rather than on roof.												
	6.24	Risk of damage of existing electrical and gas supplies during construction of new school building and surrounding ancillary landscaping and civil works. Existing gas pipework and electrical supplies not isolated when expected to be by contractors. Existing gas pipework not vented of gas after isolation.	2	3	6	GTP	Galliford Try to identify the location of existing services on the site. Galliford Try to ensure that suitable risk assessments and working method statements are in place to ensure that the existing supplies are isolated and gas pipework drained down prior to works in the areas that may result in contact of cables or pipework.												
	6.25	The site is relatively small with limited vehicular or craneage access and the site includes sloping ground conditions and retaining walls as well as very tight restrictions on space and adjacent working/construction	3	4	12	GTP	Galliford Try to ensure that the contractors have taken account of the site conditions and restrictions and that suitable method statements are in place.												
	6.26	Hot working conditions will result during the installation of pipework and plant equipment. This will include the use of naked flames.	2	4	8	GTP	Galliford Try to ensure that the contractors have taken account of the site conditions and restrictions and that suitable method statements are in place.												
	6.27	There will be numerous services installed at high levels in hallways which will result in restricted access as well as the use of tools and installation of equipment in overhead conditions	2	3	6	GTP	Where possible, services will be designed to run at low level or below slab however in a number instances this will not be possible or suitable. Kier to ensure that the contractors have taken account of the site conditions and restrictions and that suitable method statements are in place. Suitable access points to the roof are required to be installed. Any requirements for restraint points and the use of personal safety equipment is to be considered.												
	6.28	Working at high level inside restricted shafts which incorporate high level shaft ventilation window actuators.				GTP	Galliford Try to ensure that the contractors have taken account of the site conditions and restrictions and that suitable method statements are in place. Shafts have been sized to allow for a personnel												
	6.29	Site security	3	4	12	GTP	Galliford Try to confirm in planning stage security strategy for the Brunswick Park site.												
	6.30	Sub Station location		3	12	Elementa	Elementa to obtain confirmation of location and cost prior to start of June 2010												

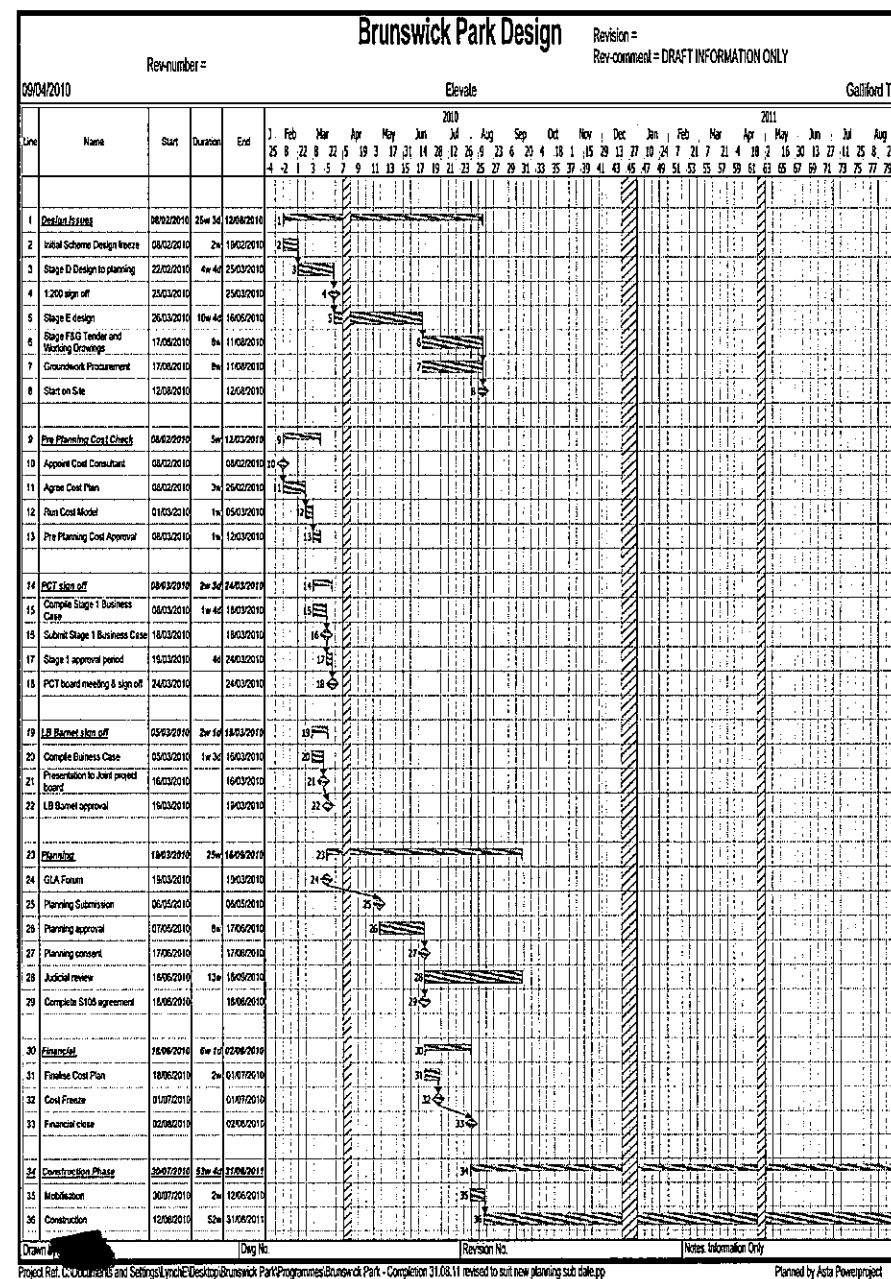
Definitions for Group+/Action Owners & Timings

sprint.

G PROGRAM

Brunswick Park Centre

G PROGRAM - Draft



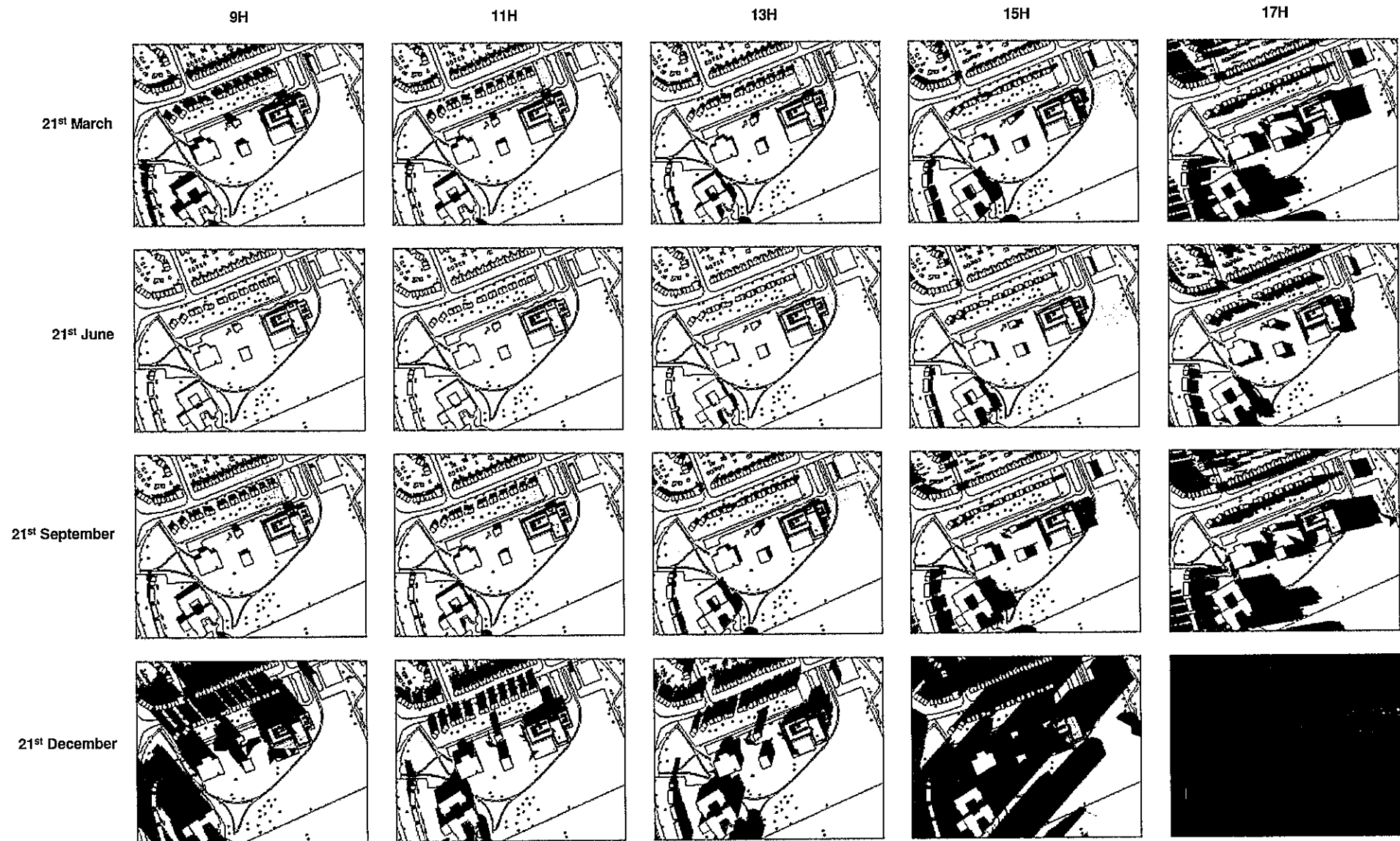
APPENDICES



X1 DAYLIGHT / SUNLIGHT (BASELINE ASSESSMENT)

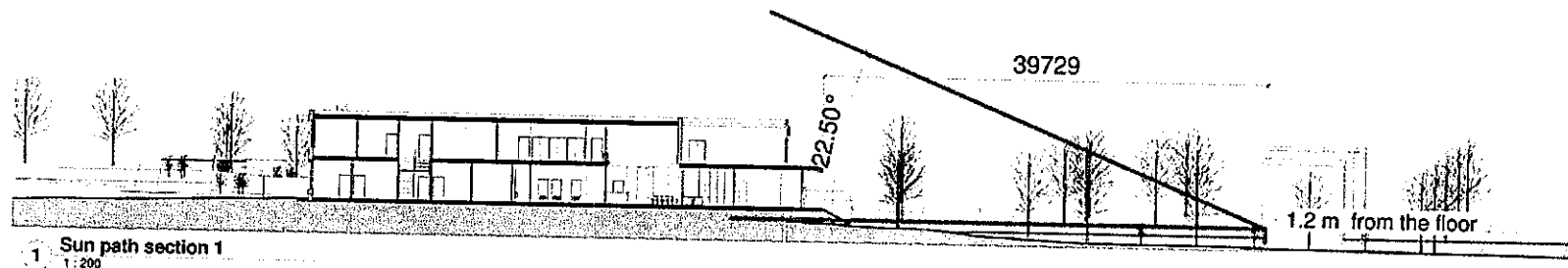
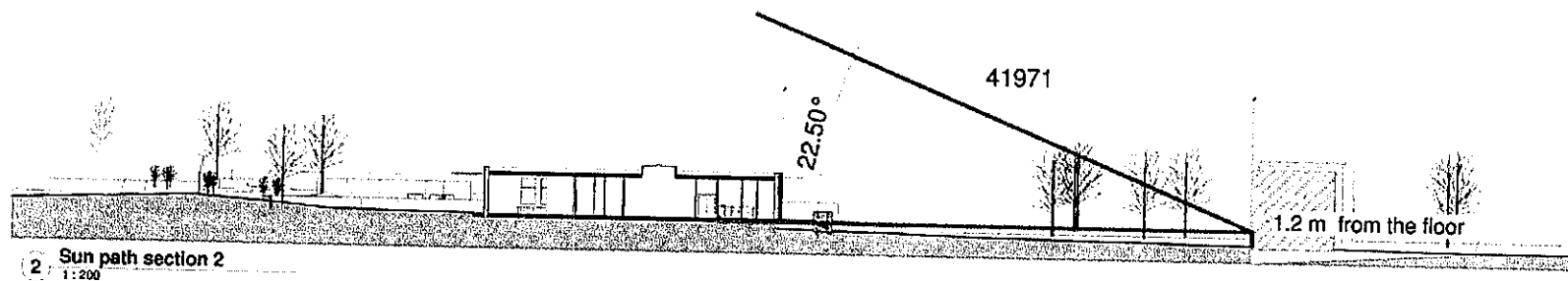
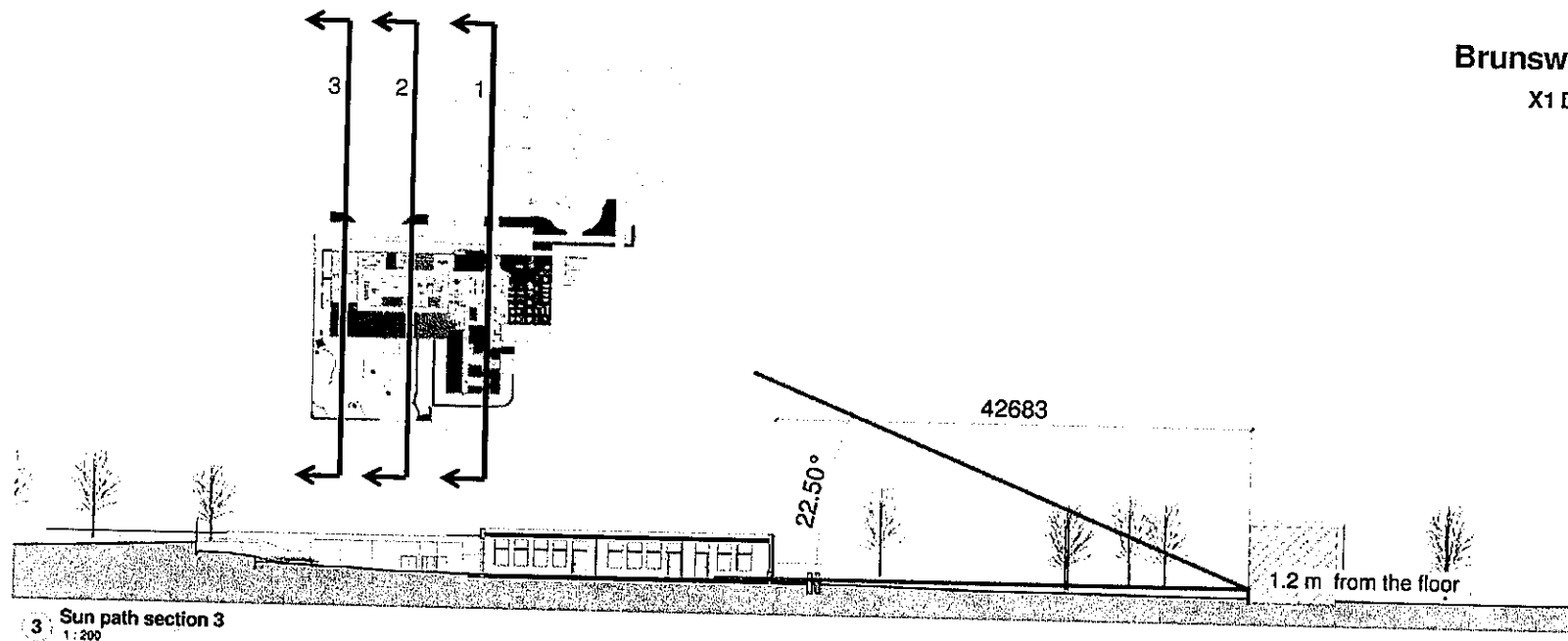
Brunswick Park Centre

X1 DAYLIGHT / SUNLIGHT



Brunswick Park Centre

X1 DAYLIGHT / SUNLIGHT



X2 SCHEDULE OF ACCOMMODATION

Brunswick Park Centre

X2 SCHEDULE OF ACCOMMODATION

Brunswick Park

Acorn center	185.50
Nursery	259.60
Children centre	85.10
Hydrotherapy pool	96.20
Shared space (Acorn/cc/nursery)	181.00
Library	280.60
Health centre	325.90
Pharmacy	61.30
Shared area (all building)	323.30
Net total	1809.60 m2

Gross Total 2490.26 m2

	max group size	average area (m2)	total area (m2)
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Acorn center			51.40
Acorn PMLD			52.10
Acorn ASD			6.90
Reception/office	3	10.00	30.00
Storage	2	6.20	12.40
Toilets	1	8.40	8.40
Hygiene room			51.90
Pre-school office open plan (9-11 positions)			185.50
Net Total			185.50

Nursery			145.60
3-5 years old classroom			37.10
2-3 years old classroom	5	24.30	121.50
Toilets	1	4.60	4.60
Hygiene room	1	14.00	14.00
Storage	3	33.20	99.60
Office			259.60
Net Total			259.60

Children centre			85.10
Parents room / meeting			9.70
Parents room storage	1	2.10	2.10
Children toilet	1	3.90	3.90
Adult toilet-nappy changing			65.10
Net Total			85.10

Hydrotherapy pool			59.50
Pool			5.40
pool storage	1	21.10	21.10
changing area			8.90
adult changing	1	3.30	3.30
DDA toilet	1		96.20
Net Total			96.20

Shared space (Acorn/Nursery/CC)			181.00
Meeting room/parents room	1	31.50	31.50
Parents room storage	1	2.80	2.80
Soft room	1	12.30	12.30
Adult toilets	1	3.50	3.50
Buggy storage/parents waiting area	1	24.90	24.90
Entrance lobby	1	8.60	8.60
Laundry	1	0.90	0.90
Kitchen	1	14.90	14.90
Dining area	1	38.20	38.20
Cleaner store	1	1.20	1.20
Interview room	1	9.40	9.40
Server room	1	4.00	4.00
Work room area	1	41.70	41.70
Net Total			181.00

TOTAL NET AREA (Acorn/Nursery/CC)			818.50
Circulation			150.20
Pool plant room (heating)+sub D			18.3
Partitions			48.00
TOTAL GROSS INTERNAL AREA (Acorn/Nursery/CC)			1031

Library			247.90
Library			3.90
Server room			25.50
Bookstart /stock			3.30
DDA toilet			280.60
Net Total			1.40
Plant (Sub D)			1.50
Partitions			263.50
GROSS INTERNAL AREA (Library)			263.50

Health centre

MAIN ENTRANCE			9.10
Interview room			0.30
Cleaner's store			17.40
Sub total 1			17.40

RECEPTION/ADMIN/STAFF SHARED			12.00
Office 2 person			50.30
Office open plan			22.70
Records storage			3.90
Sever room			4.40
Copy room (reprographics)			28.00
Meeting room/library			121.30
Sub total 2			138.70
Net Total (sub total's 1+2)			138.70

GP PRACTICES			58.70
Clinical room	4		21.70
Clinical room (training)	1		20.00
Treatment suite			9.70
Clean Store			3.70
DDA toilet			13.20
Dry utility			135.00
Net Total			135.00

OTHERS SERVICES			17.40
Outpatients/PBC	16	1	15.90
Diagnostics	16	1	7.60
Beverage bay			3.00
Storage			8.30
Store room			92.20
Net Total			92.20

TOTAL NET AREA (Health centre)			325.90
Circulation			89.50
Plant (sub D)			3.10
partitions			25.18
TOTAL GROSS INTERNAL AREA (Health centre)			420.58

PHARMACY			45.20
Pharmacy			10.1
Pharmacy storage			61.30
Net Total			1.88
Partitions			63.18
GROSS INTERNAL AREA (Pharmacy)			63.18

Shared space (All building)			11.10
Entrance lobby			9.5
cafeteria			17.20
Public toilets			132.80
waiting area			4.00
Baby feeding			34.00
Reception desk			21.70
Staff toilets			75.20
Staff room/rest room			18.10
refuse store			1.70
cleaner store			323.30
Net Total			7.50
lifts			124.10
Circulation (including vertical circ)			18.40
plant (gas motor) + switch room+sub D			58.70
Boilers room+pool plant 2			18.20
Water tank room			100.10
Plant deck (non covered)			34.70
partitions			602.00
GROSS INTERNAL AREA (All building shared space)			602.00

OVERALL NET AREA			1809.60
OVERALL GROSS INTERNAL AREA			2490.26

External Areas

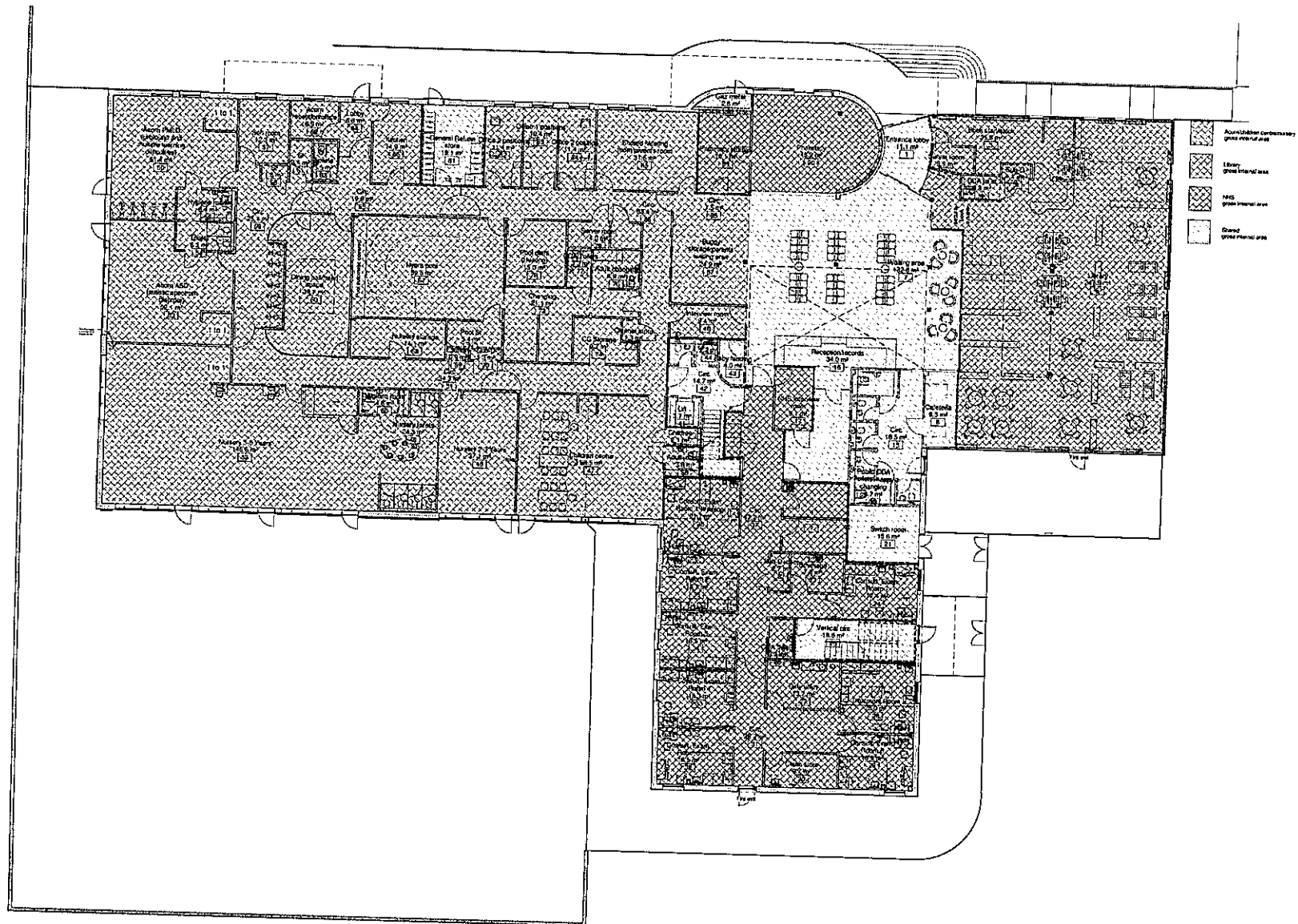
Acorn spill out space			8.00
Soft Landscape			0.00
Hard Landscape (pavement)			18.00
Informal Hard Landscape			7.00
Habitat			0.00
Float			31.00
Net Total			31.00

Nursery Playground (ins one Acorn class)			170.00
Soft Landscape			158.00
Hard Landscape (pavement)			142.00
Informal Hard Landscape			79.00
Habitat			59.00
Float			590.00
Net Total			590.00

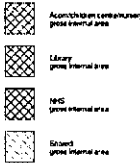
Children's Centre			50.00
Soft Landscape			48.00
Informal Hard Landscape			27.00
Habitat			0.00
Float			10.00
Additional space for parents			136.00
Net Total			136.00

Extra Over Areas			
Inclusive of all facilities within the building			
Cycle parking			5.00
Assumes 59 staff at 10%			
677 visitors (10% first 500, 7% next 177)			62.00
Net Total			68.00

Brunswick Park Centre
X2 SCHEDULE OF ACCOMMODATION
GROSS INTERNAL AREA CALCULATION METHOD

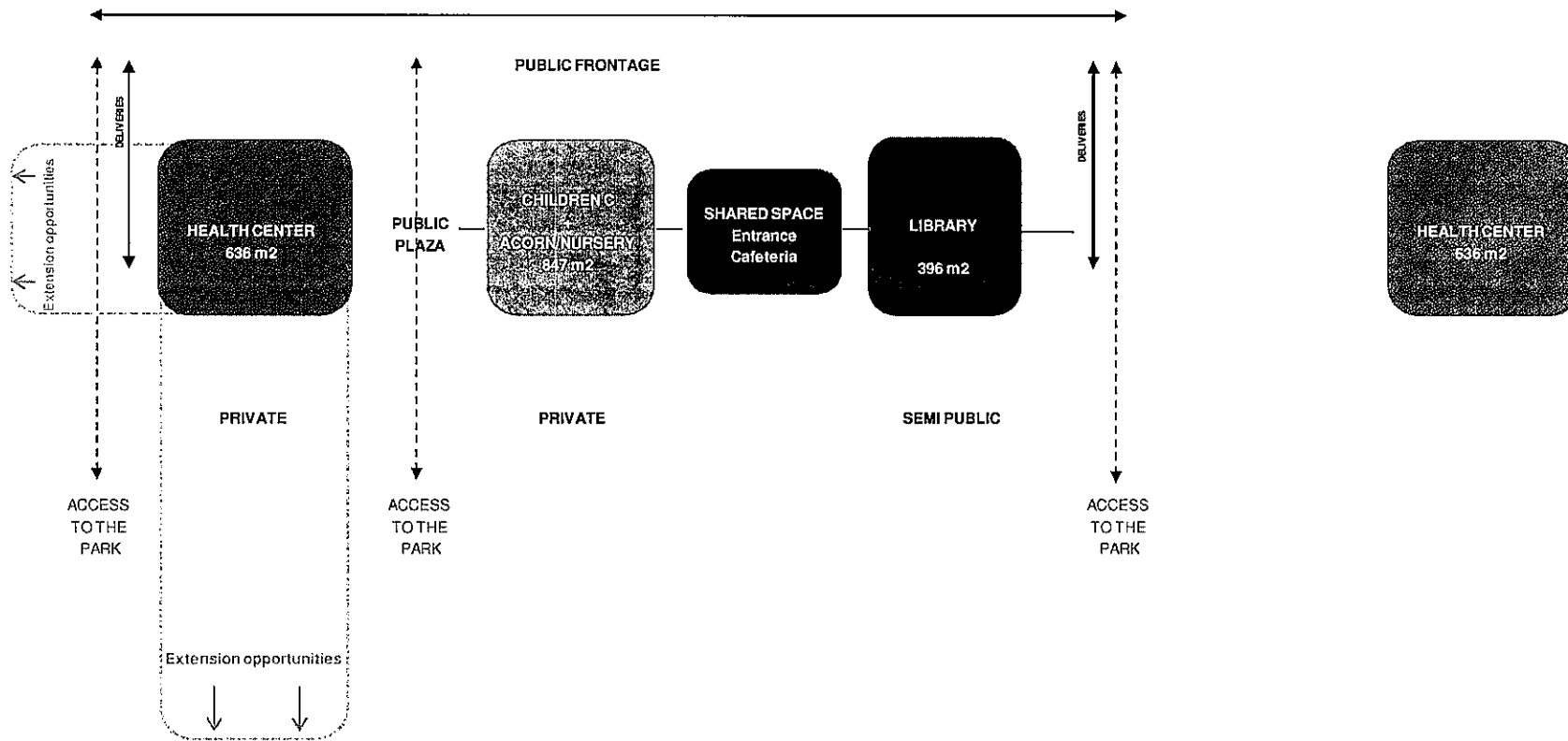


GROSS INTERNAL AREA CALCULATION METHOD



X3 OPTIONS & SKETCHES

Brunswick Park Centre
X3 OPTIONS & SKETCHES
CO-LOCATION CONCEPT OPTION 2

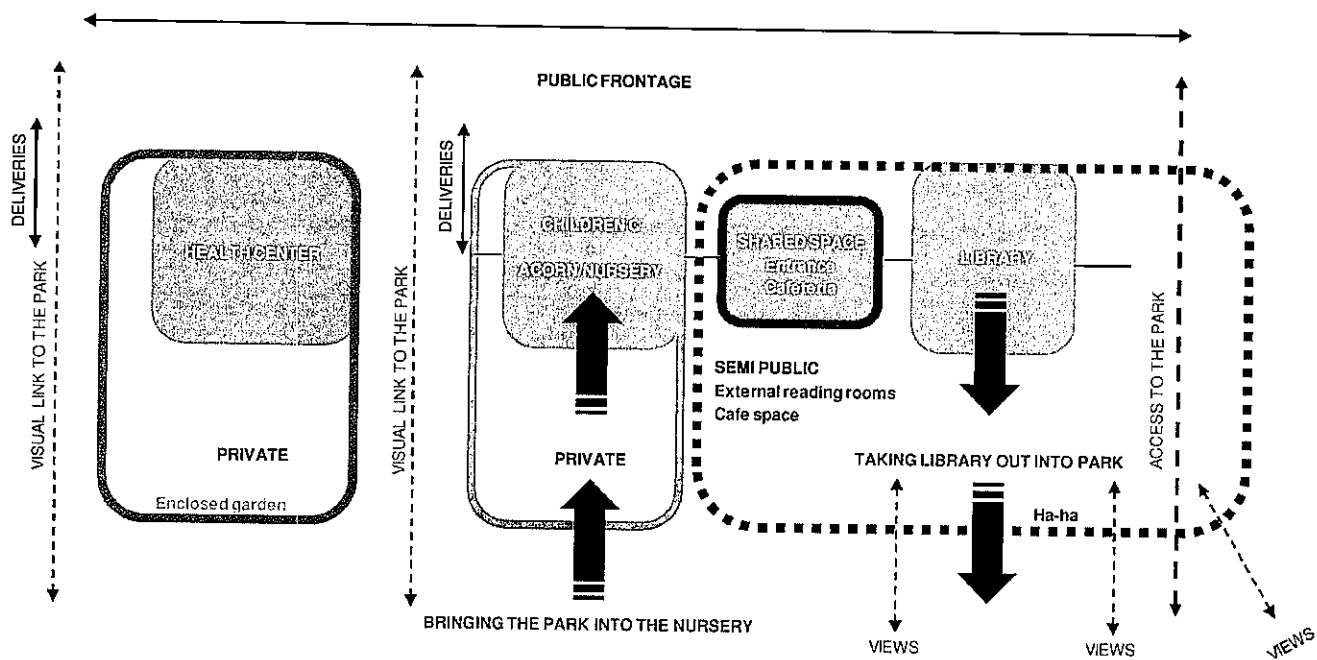


Ground floor

First floor



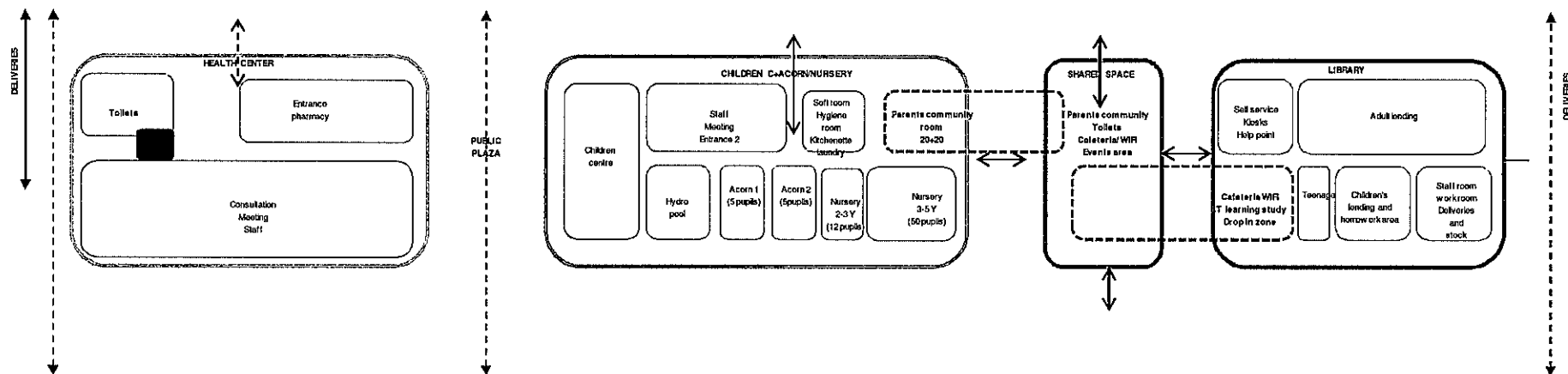
Brunswick Park Centre
X3 OPTIONS & SKETCHES
CO-LOCATION CONCEPT OPTION 2



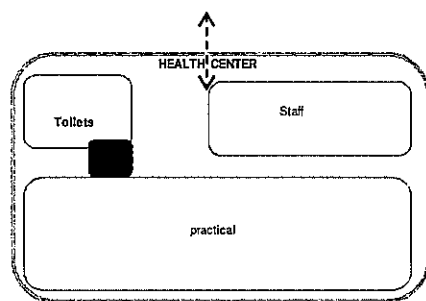
Brunswick Park Centre

X3 OPTIONS & SKETCHES

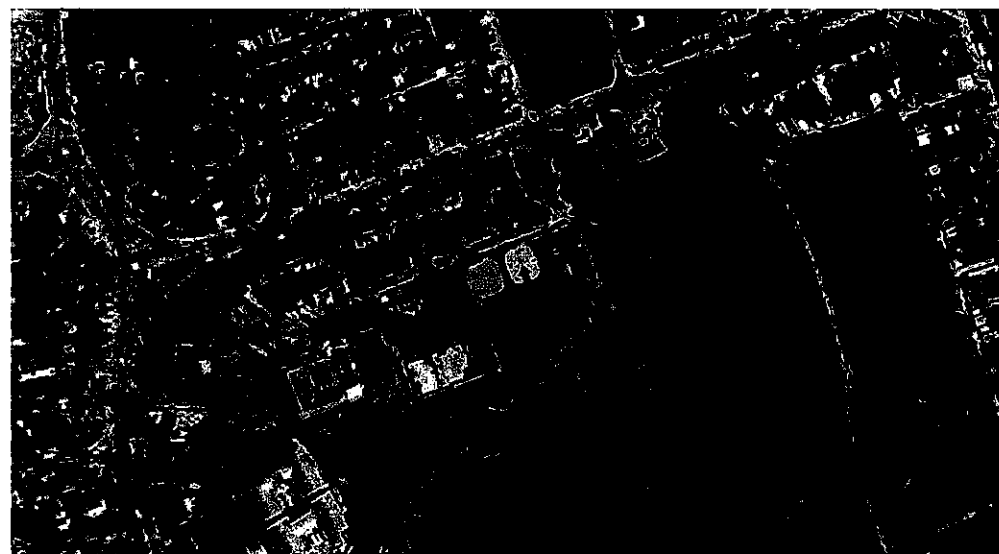
CO-LOCATION CONCEPT OPTION 2



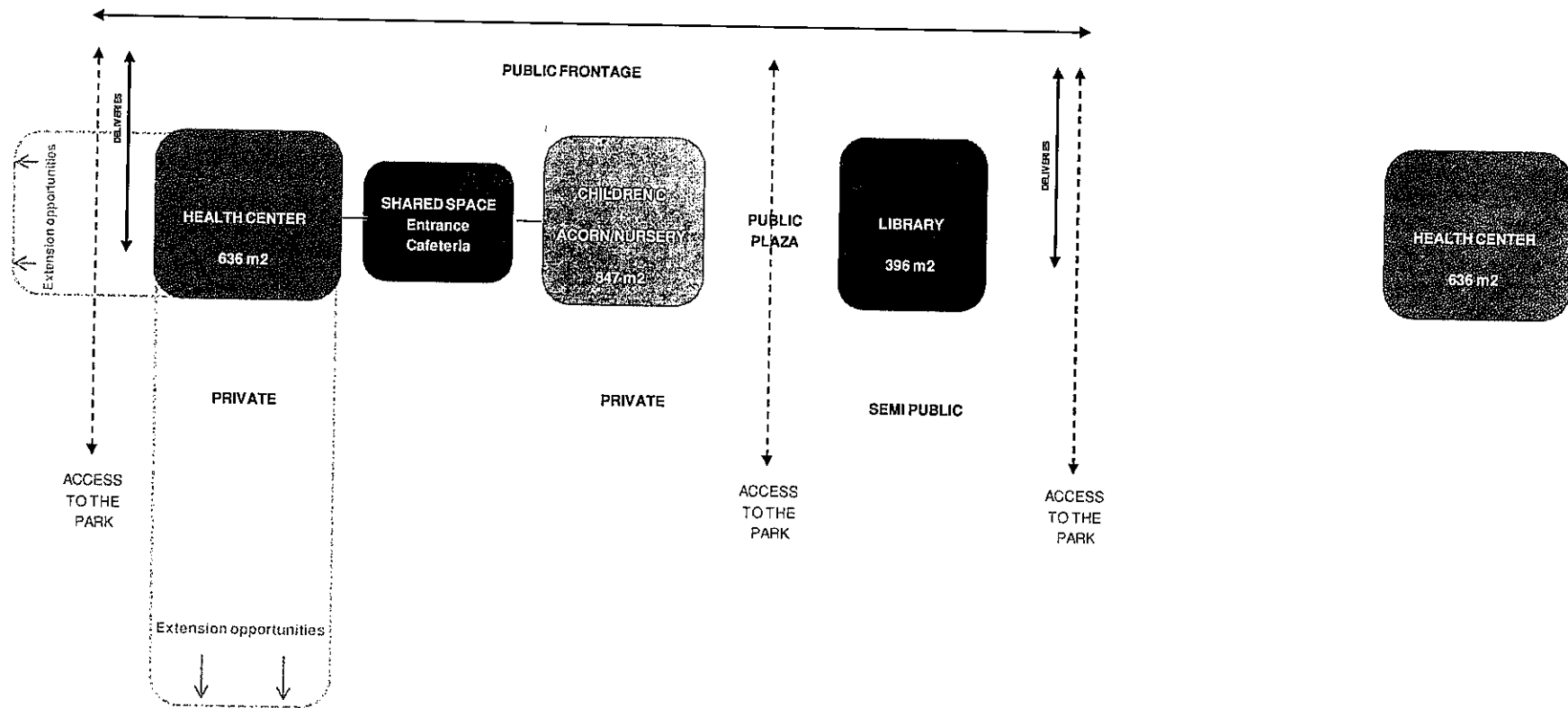
Ground floor



First floor



Brunswick Park Centre
X3 OPTIONS & SKETCHES
CO-LOCATION CONCEPT OPTION 3

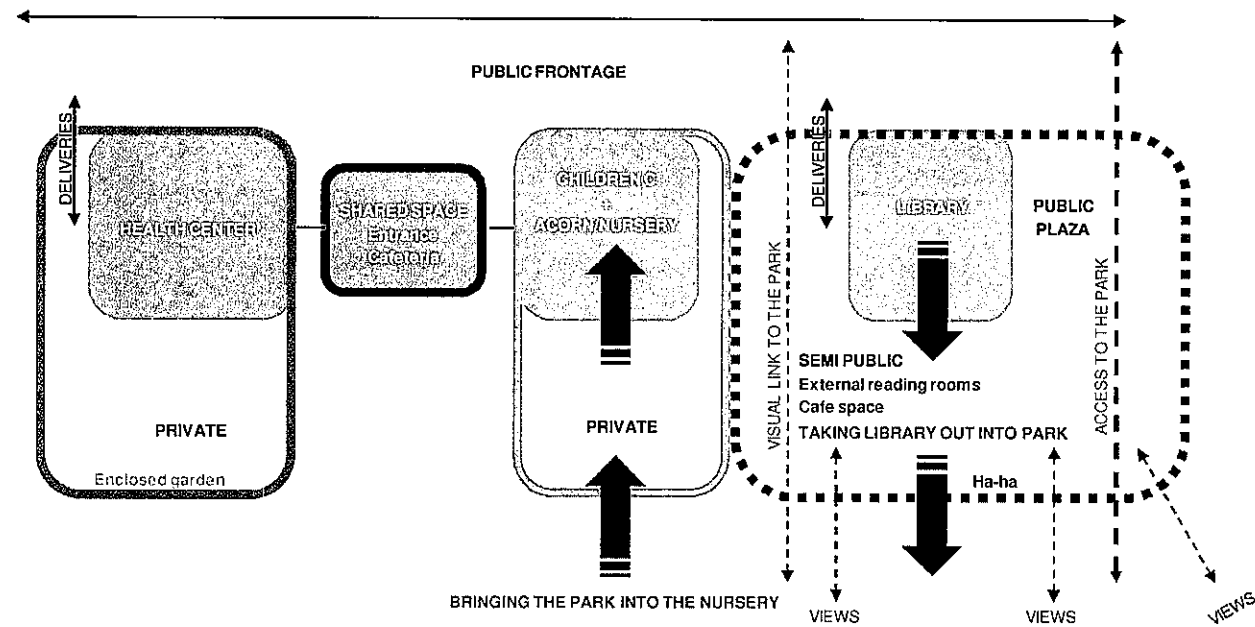


Ground floor

First floor



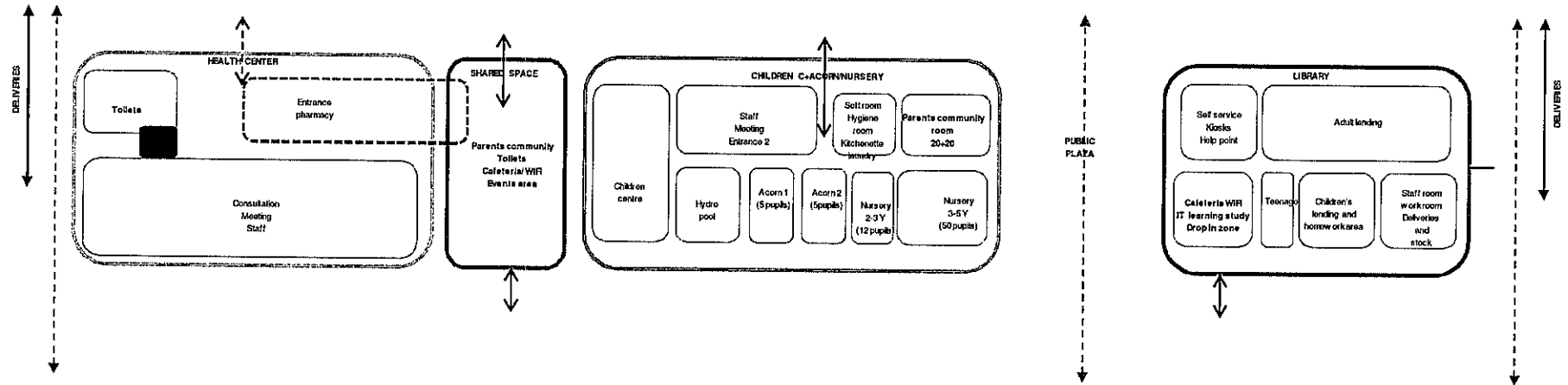
Brunswick Park Centre
X3 OPTIONS & SKETCHES
CO-LOCATION CONCEPT OPTION 3



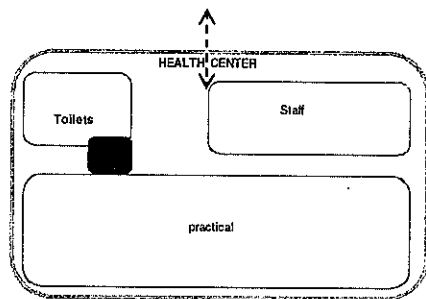
Brunswick Park Centre

X3 OPTIONS & SKETCHES

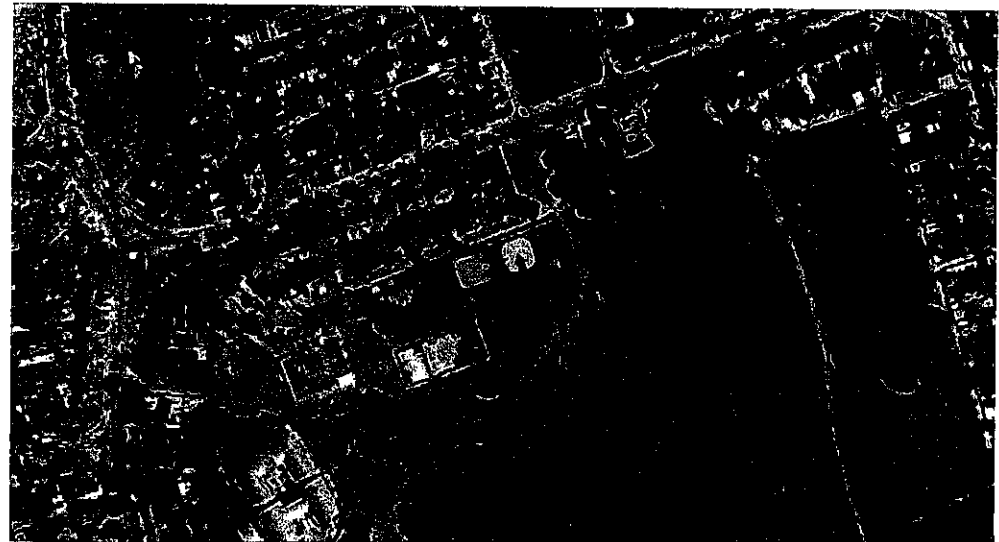
CO-LOCATION CONCEPT OPTION 3



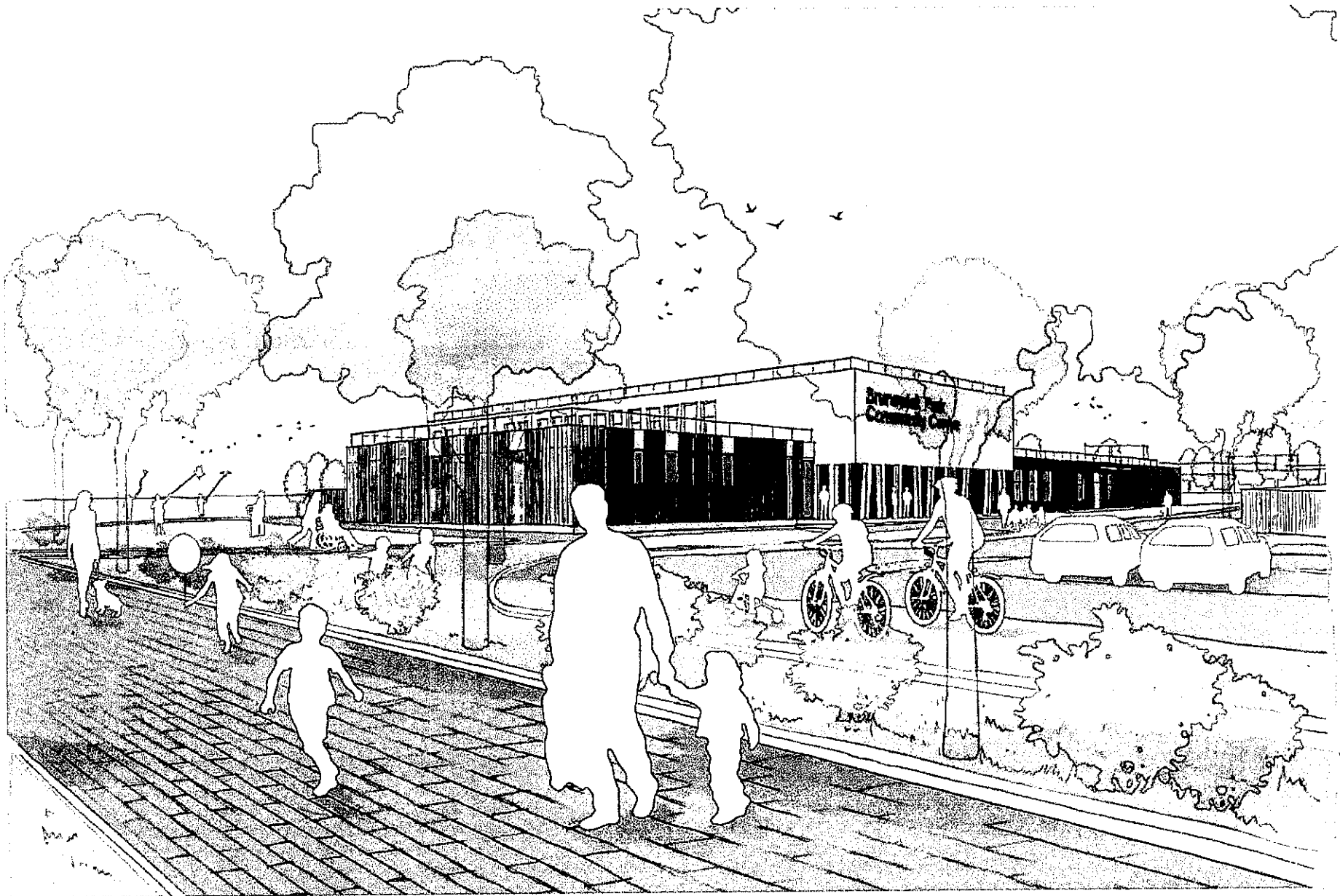
Ground floor



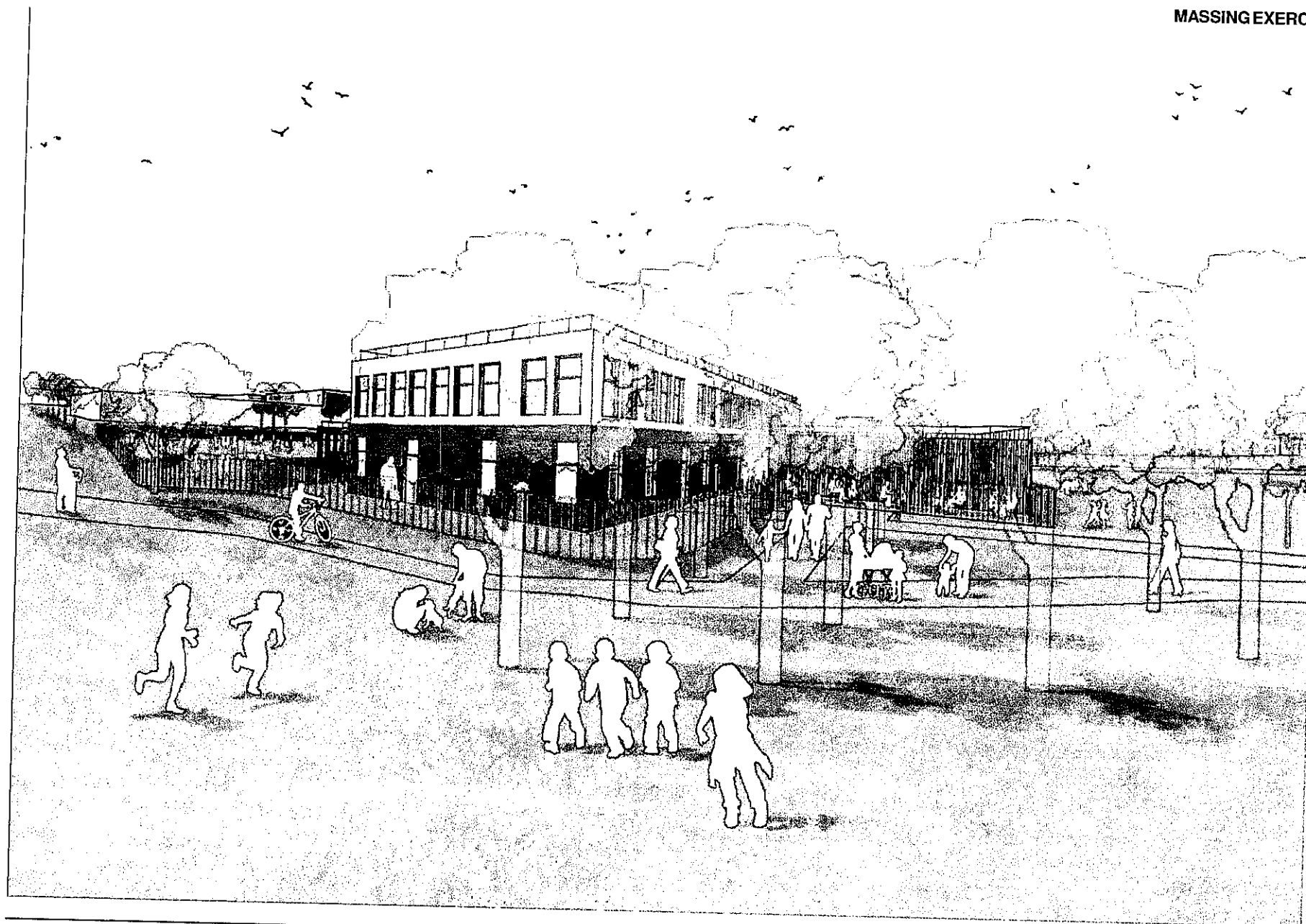
First floor



Brunswick Park Centre
X3 OPTIONS & SKETCHES
MASSING EXERCISE



Brunswick Park Centre
X3 OPTIONS & SKETCHES
MASSING EXERCISE



X4 500 METERS RADIUS AROUND THE EXISTING NURSERY