

Project: Grenfell Tower Regeneration Project Project Risk Register



1	A	B	C	D	E	F	Pre Control		
	No	Category	Title	Risk Cause What is it about the project that gives rise to a risk?	Risk Description What is the event or circumstance that makes the risk materialise?	Risk Effect When the risk occurs, how will it affect the project objectives?	UNRELATED (1-6)	COST IMPACT (1-5)	PROGRAMME IMPACT (1-4)
2	1	Scope	BREEAM Very Good	There is a Planning Recommendation to achieve BREEAM Very Good. We have been advised that we need to justify any areas where we do not hit the mandatory points and therefore cannot achieve Very Good.	There is a risk that the scheme will be required to achieve BREEAM Very Good despite our Scope not including works to mandatory areas.	Breach of Planning Requirement, or additional costs to earn sufficient points to achieve BREEAM Very Good	2	5	1
3	2	Planning	Planning substitution	Planning substitution was submitted on 18/10/12 and therefore the public consultation period has restarted.	There is a risk that the Planning Substitution is not well received and further amendments are required following the public consultation period.	Delay to the Planning process by one or multiple months (until next Committee mtg)	2	4	5
4	3	Planning	Highways	Loss of 2 parking spaces where proposals have not yet been approved.	Planning objections are possible as a result of loss in parking spaces.	Delay to the Planning process by one or multiple months (until next Committee mtg)	3	2	2
5	4	Design	Materials	External materials need to be signed off as a planning condition.	There is a risk that the external materials proposed will not be signed off.	Delay to cost certainty and therefore programme. The Contract sign off could potentially be delayed by one or multiple months. Start on site can be delayed.	5	1	3
6	5	Design	Materials	Difficulties in agreeing external materials on KALC mean we do not know what we are working adjacent to yet and therefore we cannot finalise our designs.	External materials from KALC have a potential to impact on our design.	Delay to finalising landscape design and design sign off.	5	1	2
7	6	Site conditions	Asbestos	For a building of this age asbestos will almost certainly be present. We have not yet had full intrusive surveys of all areas to ascertain exact extent of asbestos.	That unknown asbestos is disturbed by accident and contamination of site and work place.	Very long delays and extra costs if the risk is not managed effectively.	5	5	5
8	7	H&S	Accidents	Accidents on site due to unsafe working or lack of method statements.	Fatality or serious injury can be caused by	The site would be investigated and closed and therefore have a detrimental effect on programme and cost.	1	5	5
9	8	Site conditions	Unsure fixings	We are fixing directly to existing concrete panels and therefore cannot be certain that the fixings will be secure and will hold.	The new installation coming away from the frame and causing injury or damage.	Large cost and time delay as well as chance of injury or death.	1	5	5
10	9	H&S	Resident's Access	Works to the base and the surrounding road will mean access and fire escape routes are blocked or may be non operational.	Access for residents has to be maintained at all times.	Resident and stakeholder complaints to RBKC and safe access for both ingress and emergency egress.	2	1	2
11	10	H&S	CDMC Regs	Statutory documentation required in respect of discharging obligations under CDM regulations.	Documents not being in place when visits are conducted by HSC or an audit following accidents (see risk above).	Site closure, full audit, Contractor and all associated being investigated by the HSC.	1	5	5
12	11	H&S	Alarm systems	Damage to live supply and as a consequence supply being cut off.	There is a risk that once works are progressing on site alarm systems are inadvertently disconnected.	Damage caused by fire not being mitigated at soonest available instance. Risk to programme and cost.	1	3	3
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	J	K	L	M	N	O	P
1	2	3	4	5	6	7	8
	OVERALL RATING	UNRECORDED	Mitigation	Risk Control Owner/ Leader	Action By Date	Status	COMMENTS (Incl. notes on basis of quantification and valuation of risk provision)
2			Risk Action Plan				
3			Sitting with planning consultant to justify why our scope does not include mandatory. Syntegra mandatory points schedule that we can tick off against and therefore we can cost.	Marc Watterson	On going	Open	Currently we have enough points in pre-assessment to reach Very Good although we miss mandatory requirements for kitchen extract and water usage
4			Specifically TMO to conduct resident liaison meeting. Generally, monthly resident meetings, newsletters, focus group for the key members of the differing groups stakeholders.	Mark Anderson / Colin Chiles	12/11/12	Open	Public consultations have been taking place fortnightly and resident flyers with updates have been a periodic issue. The objections seem to be centred on the cladding material and external appearances.
5			Negotiations / discussions with highways to resolve - MW to implement.	Marc Watterson	14/12/12	Open	
6			Submitting the material samples requested in good time to allow any pre-commencement conditions to be discharged.	Chris Churchman	On going	Open	Co-ordination is not a risk here as the same consultant is working for both projects. Therefore the risk is somewhat already mitigated and hence a lower impact.
7			No further actions necessary as lead consultant is present for both projects and is aware of the risk.	Chris Churchman	On going	Open	Co-ordination is not a risk here as the same consultant is working for both projects. Therefore the risk is somewhat already mitigated and hence a lower impact.
8			Full reports to ascertain the exact amount of asbestos in the building. Contingency needed in case we find some more. We can approach HSC with method statements and our contingency allowance. We expect the others to be similar and will need to notify HSC on a rolling basis to keep updated and manage the relationship. Leadbitter to build time into programme based on the void flats - one flat has been surveyed LB to survey the 2nd void flat. Remove where work is needed, manage where works are not required.	Keith Bushell / Mark Anderson / Colin Chiles	On going	Open	Two void flats are now available, one of which has been surveyed.
9			LB to ensure all safety measures are in place in good time and that site staff are briefed and aware of hazards. Construction H&S plan to be agreed with CDMC ahead of SoS.	Colin Chiles / Keith Bushell	On going	Open	
10			LB to conduct full surveys on the structure of the building with input from Curtins.	Colin Chiles	On going	Open	
11			LB to put in place an access plan in accordance with agreed construction programme.	Colin Chiles	On going	Open	
12			CDMC to inform of requirements and all team to produce documentation when needed. All team to forward risk assessments to CDMC in the first instance.	All / Keith Bushell	On going	Open	
13			LB to have temporary system in place that keeps alarm systems live and operational.	Colin Chiles	On going	Open	

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14	12	Site conditions	Asbestos Disturbance	Risk of contaminated materials as a consequence of demolition itself, high risk from vibration caused by drilling structural frame disturbing 'dormant' asbestos that will be on pipework etc.	There is a risk that the demolition of the works cause asbestos dust to flow throughout the building and risk contamination of all units.	Will impact on method statements and time of demolition. Potentially end up with contaminated flats if we miss any asbestos.	5	5	5
15	13	Residents	Disturbance to residents	Extensive works to be carried out in occupied apartments that will be very intrusive and noisy for at least 3 floors either side of the works. Stakeholders don't fully understand the impact of works onto their flats as it is difficult to be explained.	There is a risk that works cause excessive noise and disturbance to residents who will be at home during working hours and not be prepared for the scale of intrusion.	A high chance risk of many complaints to RBKC and TMO during the course of the works.	5	5	5
16	14	Residents	Decanting	At present we have not confirmed whether or not works will be possible with all residents in attendance.	There is a risk that once works start - or confirmed method statements are produced - the works are too intrusive and therefore decanting is necessary.	Potentially huge impact on programme and cost if large scale decanting is required.	3	5	5
17	15	Residents	Social problems with demographic	Demographic of the area and daytime attendance in flats means confrontation is likely. Evidence has been witnessed of objects being thrown from windows.	There is a risk that residents are confrontational or problematic on site and aggressive to workers.	H&S is a major concern for workers on mast lifts and objects being dropped from windows. Potential for serious injury.	3	4	3
18	16	Residents	Theft or Vandalism on site	Local residents may presume that valuables/ tools are left on site and can be stolen.	There is a risk that security on site will be violated.	Impact on cost due to theft or vandalism and therefore increased security may be needed.	5	1	1
19	17	Stakeholder	Stakeholder Consensus - Tenants	TMO has a number of non-resident stakeholders that have not confirmed their new lease yet.	There is a risk that existing leaseholders will not agree to their new leases if they do not buy into the design.	Changes in brief lead to design rework, and in the worst case potential for construction rework.	1	3	3
20	18	Residents	Tenancy Agreements	The works are critically dependant on being allowed access to the residents' flats.	There is a risk that tenants and/ or leaseholders do not grant access even through the clauses are in their tenancy agreements.	Residents may not vacate flats and hold up works by disputing the improvements.	4	2	2
21	19	Stakeholder	Other Stakeholders	EMB having a strong interest in works to be carried out and on going maintenance.	EMB have control to change the scope of works if they object to the proposed development.	Delay to design or construction programmes.	1	1	3
22	20	Stakeholder	Stakeholder Consensus - Planning Substitution	Having not put the planning changes in front of stakeholders there is a chance that objections could not be have been voiced yet and may change the Scope of Works.	There is a risk that new objections are voiced during the new public consultation period that will as a result of planning substitution.	Any changes in design can lead to prolongation of RIBA Stages, novation and Contract.	1	2	3
23	21	Cost Certainty	Cost Certainty	Given programme and TMO deadlines we must have 80% cost certainty by the end of 2012.	There is a risk that the deadline is not achieved and consequently start on site will be pushed back.	Risk to programme and Contract start.	4	1	4
24	22	Timescale	Stage C value engineering	Stage C is over-budget. A value engineering exercise has been undertaken.	The value engineering exercise may not be accepted by clients/planners due to resulting unacceptable quality. We may not reach the overall budget if the project scope grows.	There may be a delay while alternative cost cutting measures are put in place.	3	1	2
25	23	Timescale	Planning / Programme Timeframes	The project has a fixed end date of September 2014 before the opening of the Academy.	There is a risk that the works may not be completed by the end of KALC (being our deadline)	Political pressure on the 'legacy' project means this deadline cannot be missed.	2	4	4
26	24	Site conditions	Works/ Emergency Access Routes	Limited access via roads around the tower will cause problems with works and emergency access. Small site surrounded by narrow roads	Vehicle access needs to be maintained at all times.	Fire fighting strategy on GT to be revised. Possible risk of delay from fire brigade. Political risk.	3	1	1
27	25	Planning	Pre Commencement Conditions	Pre Commencement conditions will be enforced as part of the planning approval.	As with KALC planners may insist on certain finishes - for example york stone paving that we have not included in cost plan.	Increase costs of higher specs and possible re-design further to enforced conditions	3	2	2

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14			Identify all asbestos throughout the building for all areas we are working in to mitigate the risk of disturbance. Management and intrusive surveys required. Ancillary areas easy enough to get into (including lift shaft) and can be surveyed now.	Colin Chiles	On going	Open	Leadbitter to arrange surveys on appropriate areas now.
15			Leadbitter to draw up programme options that minimise disturbance to residents. Design Team to draw up design options that minimise disturbance to residents. TMO to confirm exact number of void flats should large scale decanting be required. Method statements to be drawn up to allow full explanation of works to residents to allow management of expectations.	Colin Chiles / Mark Anderson / Andrew McQuatt	On going	Open	At present less than 10 units are available for decanting purposes.
16			TMO to set up vacant flats if a decant is required at this point. Max fordham have worked out initial options for the M&E to reduce exposure.	Colin Chiles / Mark Anderson / Andrew McQuatt	On-going	Open	This also links to 'Disturbance to Residents'
17			Very robust resident liaison officer in place from Leadbitter and having the troublemakers identified early to allow escalation to TMO (process to be put in place for escalation of the issues). Flowchart to explain the processes to be completed and issued to all.	Mark Anderson / Colin Chiles	On-going	Open	
18			Security plan to be proposed by LB to be approved by TMO ahead of works taking place. RLO to identify troublemakers and escalate. Possibility of phased completions may mitigate risk here - LB to propose strategy.	Mark Anderson / Colin Chiles	On-going	Open	
19			Ensure consistent involvement of stakeholders at key milestones to ensure compliance with design and the perception of deliverables are managed.	Alan Dawson / Mark Anderson	On-going	Open	
20			Client Engagement meetings to have pre planned agendas. Ensure consistent attendance at meetings and involvement of all Stakeholders in key decisions.	Mark Anderson	On-going	Open	
21			TMO are maintaining a consultation process and managing the process on a regular basis.	Mark Anderson	On-going	Open	
22			Initial consultations have been conducted with all stakeholders as a consequence of planning substitutions. Further consultations will be required and are with TMO to arrange.	Mark Anderson		Open	Likelihood reduced following confirmation from Marc Watterson on 24/10/12 that the original planning public consultation period had no objections.
23			All consultants to achieve Stage D sign off by middle of November and Stage E by the middle of December.	Colin Chiles / Design Team	15/11/12	Open	
24			VE Reviews and Client groups to discuss and agree savings. RIBA D cannot commence until fully approved.	Colin Chiles / Design Team	1/7/12	Open	
25			Scope must be finalised by 2013 to allow sufficient tender and construction time.	All	On-going	Open	
26			TMO will need to review fire strategy from Exova. LB to contact fire brigade. LB to come up with traffic management solution in terms of maintaining access in terms of fire strategy and maintaining safe access for the works to co-ordinate with KALC plan.	Mark Anderson / Colin Chiles	1/11/12	Open	
27			Studio E to chase for a steer on the conditions that may be attached. MW to pull together a list of precommencement conditions that may affect the project.	Marc Watterson	1/10/12	Open	

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28	26	Site conditions	Drugs Safety	Demographic of site leads to a high possibility of drug use being present.	There is a high risk of used drugs paraphernalia being present in flats and surrounding areas.	Additional costs and a prolonged construction period	5	1	1

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28			LB to put process in place to deal with this. TMO to put list together of red flag residents/ units for issue to team.	Mark Anderson / Colin Chiles	15/11/12	Open	

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29	27	Contract	Site Boundary	Site boundaries are not defined for Contract	Works will need to take place for GT inside KALC legal site and vice versa. Agreements/ licences to be in place to allow this on programme.	Delays to programme whilst licences are obtained for working outside the Contract site.	1	1	1
30	28	Timescale	Specialist contractor liquidation	The project relies on specialist sub-contractors.	There is a risk that a contractor could go into liquidation.	Delays to project whilst replacement found	3	0	2
31	29	Design	Part L Enhancements	There may be a need to comply with Part L requirements and therefore increase the Scope of Works.	Team unsure over exact need to provide enhancements under Part L of the building regs	Could have a cost impact if extra works are required under the regs, fire safety systems. Large cost impacts.	2	6	3
32	30	Internal Design	Regulatory Requirements - Electrics	Kitchen extract works may cause compliance with later Regulations to new wiring which may mean all electrics on that circuit that may need to be replaced.	The current approach may not be accepted.	Risk to cost of having to replace entire systems.	3	5	3
33	31	Planning	Judicial Review	Due process is not followed correctly.	There is a risk of any potential objections calling for a Judicial Review of any Planning Decisions	Delay to programme and therefore cost.	1	3	3
34	32	Site	Extreme Weather	Extreme weather is happening more often.	There is a risk of a "1 in a 100" year event such as flooding.	High winds may have a detrimental effect on programme.	1	0	3
35	33	Stakeholder	Personnel Change	There are several key roles in the project. There is currently not contingency plan should key personnel be lost.	There is a risk that key personnel may leave the project.	Delay would result while a replacement was found and "brought up to speed".	1	0	1
36	34	Scope	Party Wall	Works will need to be carried out to party walls for the leaseholders who may have a right to have an award served.	There is a risk that Party Wall Awards will need to be served on all residents as tenants over 12 months or leaseholders.	Potentially hundreds of PWA will need to be served	3	4	5
37	35	Scope	Transfer of Building Control responsibility from Design Team to Contractor	Novation of design team during RIBA stage D will have overlap with responsibility for developing & meeting Building Control	Lack of continuity affecting design	Possible changes to design	3	2	1
38	36	Cost	Euro instability	The Euro is becoming increasingly unstable as a currency.	There is a risk of severe Euro fluctuations or even meltdown.	Uncertainties would result in difficulties securing supply chain and therefore delay the programme.	2	0	0

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29			Churchman LA/LB/ Studio E to agree site boundary with KALC to agree Scope of works that will need agreement in tandem with Contract. LB to co-ordinate the dual sites to allow works to progress when needed	All	15/11/12	Open	
30			All contractors are audited thoroughly before being used by project. LB ask for price for bonds and use this as a basis for the security of the project. Preferred supplier lists have full audits of the business and direct line of sight to their sub-contractors on 6 months basis.	Colin Chiles	On-going	Open	Contractors Risk
31			Max Fordham to confirm exact requirements.	Andrew McQuatt	15/11/12	Open	
32			Full design to be undertaken at RIBA stage E	Andrew McQuatt	15/11/12	Open	
33			Allow JR period on project timeline before construction contracts awarded.	Alun Dawson	15/11/12	Open	Appleyards issued revised programme showing JRP. MW commented that any JRP would be non-contentious
34			Method of working, mast climbers are to be used to mitigate risk of high wind interruptions.	All	On-going	Open	
35			Everyone to identify the deputy in place to allow someone to step up should anything happen.	All Team	On-going	Open	
36			ADP to liaise with inhouse Surveyors and find out what the scope would be.	David Hale	28/10/12	Open	
37			Leadbitter to engage pre novation to ensure seamless overlap	Colin Chiles	30/8/12	Open	Will become Contractor's risk
38			None planned.	Colin Chiles		Open	Contractor risk