

TOWN HALL PROJECT
RISK REGISTER

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Likelihood	Impact
5 = Very High	5 = Catastrophic
4 = High	4 = Critical
3 = Significant	3 = Moderate
2 = Low	2 = Marginal
1 = Very Low	1 = Negligible
Risk Score = Likelihood x Impact	
All risks with a score of 10 or more are considered serious	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
	Design & Construction Risks					
D1	Listing of existing Town Hall building	2 5 10	1 1 1	1 1 1	<ul style="list-style-type: none"> COI granted and risk now only that demolition work not completed by March 2023. 	
D2	Planning conditions requires amending which impacts on financial viability of the scheme.	2 4 8	1 1 1	2 3 6	<ul style="list-style-type: none"> Pre app meetings held between Westrock and planning officers Conditions for the scheme have been identified and so that ownership and dates can be agreed. Planning conditions project tracker created for WR. 	
D3	Errors in detailed design specification	2 4 8	1 4 4	3 4 12	<ul style="list-style-type: none"> Consultant Architects appointed as our client to oversee design brief. Board to monitor mitigation actions to reduce costs, use of value engineering and errors 	Stage 4 Comments provided to Design Team (187 comments to be signed off or carried forward for contractor negotiation)

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D4	<p>Phase 1 demolition works delay construction programme due to;</p> <ul style="list-style-type: none"> • lack of clarity between roles, hours of working and retention of materials • Drainage and sewers are damaged during demolition • Town Hall comms link relocation works delay construction programme • Decommissioning of old comms room. 	3 5 15	1 2 2	3 3 9	<ul style="list-style-type: none"> • Works/moves programme to allow sufficient contingency should programme slip • Progress ahead of construction programme • Staff move complete and waiting to commence service utilities work. • Requirements to be outlined in tender documents for demolition contract • Insurance liabilities to be established with WR • Detailed works/moves programme agreed and signed off by Project Board/CMT • Works/moves programmed to allow sufficient contingency should programme slip • Coms link in place with completion of relocation work scheduled for Feb 2019 • Decommissioning of Old Comms Room in demolition zone outstanding – ICT dealing with contractors 	<p>RISK CHANGED FROM 2 4 8</p> <p>RISK ID D4 and D5 combined</p>
D5	Combined with D4					

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D6	CBC lacking the necessary experience and/or skills to complete the development. <ul style="list-style-type: none"> • ICT & AV • Commercial letting & Mgt • Acoustics • FM & BMS 	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> • Consultant Architect and other consultants appointed to supplement in-house resources and expertise. • Appointment of new DCeX, handover given and greater involvement from CeX • Identified areas for additional support and advice 	
D7	Members facilities do not meet their requirements	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> • Regular consultation with Members and Member Working Group • Member sign-off to this element of the final design brief of these elements • Working Group to re-establish for Stage 4 design work with additional consultation with all Members. 	
D8	Staff facilities / infrastructure do not meet their requirements.	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> • Regular consultation with staff via a number of formats • Close liaison with staff groups during stage 4 design stage • Desk ratio demonstrates meeting needs and will work with staff to co-ordinate remaining elements. • Will be delivering office etiquette guidelines and trails for new ways of working • Managers Conference and staff drop in sessions took place April 2019 	<p>Managers Conference and staff drop in sessions took place April 2019 with 230-240 staff attending</p> <p>Town Hall FAQ's updated following feedback from Managers conference and Staff</p>

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						drop in sessions June 2019
D9	Customer facilities do not meet their requirements	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> • Crawley Homes Tenants Panel have been consulted. • Will undertake a consultation with customers • Will offer significant improvements to current arrangements. • Sufficient time to trail new arrangements for customers. 	
D10	Commercial office space including car park specification/design not attractive to potential occupiers.	2 4 8	1 2 2	2 3 6	<ul style="list-style-type: none"> • Design set at required level to attract commercial occupiers • Will ensure communal space and entrance area is attractive and floors will meet Grade A requirements. • Received feedback from commercial agents as part of the One Public Estate exercise • Impact of demolition area and public square may deter occupiers in first few years. 	
D11	Provision of the internal wall during the demolition period does not meet planning conditions	3 3 9	1 1 1	3 3 9	<ul style="list-style-type: none"> • Discussions with demolition contractor to ensure requirements are outlined in tender documents 	
D12	Building as completed not to required quality/specification	2 4 8	1 2 2	2 3 6	<ul style="list-style-type: none"> • Establish robust project management structure • Maintain regular contact between CBC/developers to monitor construction against design specification 	

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					<ul style="list-style-type: none"> Regular design team meetings held to ensure Stage 4 designs meet requirements. Developers appoint Clerk of Works/Site Agent to oversee construction 	
D13	District Heat Network not being progressed impacts detrimentally on overall scheme	2 2 4	1 2 2	3 3 9	<ul style="list-style-type: none"> Initial network to be constructed as part of phase 1 of the scheme with ability to extend Sufficient resources/project management allocated to project. Planning approval Nov 2018. Business case approval Dec 2018 Alignment of project plans to include links to Babcock site. 	
D14	Delivery of improved car park facilities, allocated spaces and management plan.	1 1 1	1 1 1	2 3 6	<ul style="list-style-type: none"> Car Park improvements part of development plan and costs. Need to review spaces allocations and control systems Car Park management plan to be submitted to planning. 	
D15	Impact of construction Phase 1 and Phase 2 to residents and commercial tenants	3 3 9	2 3 6	3 3 9	<ul style="list-style-type: none"> Project agreement includes timescale to build phase 2 Initial rental income projection incorporates phase 2 development impact 	
	Legal or Contractual Risks					
L1	Errors or omissions in legal or contractual documentation	2 3 6	1 2 2	1 3 3	<ul style="list-style-type: none"> Internal/External procurement and legal advice taken on all aspects of the contractual arrangements. Legal agreements signed 18Oct having sought external 	

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					advice throughout negotiations.	
L2	Decision gateways and need for CBC authority result in delays making key decisions	2 4 8	1 4 4	2 4 8	<ul style="list-style-type: none"> Clear decision making leads identified at member and officer level agreed by Cabinet Robust project management and Governance structure established Continued working with consultants to ensure work to timeline. 	
L3	Westrock unable to obtain development funding for project Phase 2 (market housing)	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> Project agreement will stipulate time period, with CBC having the option to develop. 	
L4	Impact of changes to construction market and costs to the project.	2 2 4	2 2 4	2 3 6	<ul style="list-style-type: none"> Soft market testing to consider construction and build options to reduce time for procurement 	Stage 3 Soft market testing costs within budget.
L5	Impact of changes to values of offices/housing	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> Valuations obtained, these will be refreshed during the project 	
L6	Health & Safety – ensure compliance during and after the construction period and for the future.	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> Robust project management from construction contractor(s) Consultation programme to include all relevant authorities with regard to health & safety matters 	
	Financial Risks					
F1	Project exceeds budget	2 4 8	1 4 4	3 4 12	<ul style="list-style-type: none"> Budget agreed and clearly communicated in Final design brief Regular Project Board and Steering Group meetings to review and keep cost projections up to date Identify robust contingencies sums 	

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					<ul style="list-style-type: none"> Identify value engineering opportunities Looking at procurement options to secure contractors at earliest opportunity through market testing. 	
F2	Cost of Project borrowing affected by interest rate fluctuations	2 4 8	1 4 4	1 4 4	<ul style="list-style-type: none"> Projections are currently estimating interest rates higher than the current market. 	<p>RISK CHANGED FROM 2 4 8</p> <p>Treasury advice received July 19 advised interest rates unlikely to increase.</p>
F3	Business Rates for new Town Hall higher than estimated (cannot guarantee the valuation)	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> Current projections based on business rates at existing rates and smaller Town Hall. Will work with valuation office when building works progress. Will minimise liability of vacant offices by delaying completion statements 	<p>Business Rates team liaising with Valuation Office July 19 regarding business rates liability reduction for demolition zone.</p>
F4	CAT B design specification exceeds budget.	3 3 9	1 4 4	3 3 9	<ul style="list-style-type: none"> Regular design meetings and budget reviews scheduled. 	
	Communication Risks					
C1	Loss of support/ opposition for project (Members)	2 3 6	1 2 2	3 3 9	<ul style="list-style-type: none"> Robust communication and stakeholder consultation plan Maintain involvement throughout and set out clear responses/justification to consultation responses in order to manage expectations 	<p>Continued support following May election</p>

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					<ul style="list-style-type: none"> Regular consultation with Members to ensure scheme as finally proposed has cross-party support. Local elections May 2019 	
C2	Loss of support / opposition for project (Staff)	2 2 4	1 2 2	2 2 4	<ul style="list-style-type: none"> As above (4a) but tailored approach Delivered some small scale additional benefits for staff during decant period 	<p>Managers Conference and staff drop in sessions took place April 2019 with 230-240 staff attending and providing feedback</p> <p>Air Conditioning installation on 1st and 4th Floor.</p> <p>Kitchen extension on Ground and 1st Floor</p>
C3	Loss of support / opposition for project (public)	2 2 4	1 2 2	3 2 6	<ul style="list-style-type: none"> As above (4a) but tailored approach Regular press releases More likely increase around demolition 	Communication plan updated
C4	Management of the project does not meet required standards for audit & risk. Procurement rules met for contracts	3 4 12	2 2 4	2 2 4	<ul style="list-style-type: none"> Sub Group created to consider risks, audit and procurement to ensure compliance with requirements. Regular support and attendance from team 	

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					<ul style="list-style-type: none"><li data-bbox="1503 284 1883 309">• External Audit briefed	