

**TOWN HALL PROJECT  
RISK REGISTER**

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<b>Likelihood</b>	<b>Impact</b>
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
	<b>Design &amp; Construction Risks</b>					
D1	Listing of existing Town Hall building	2 5 10	1 1 1	1 1 1	<ul style="list-style-type: none"> <li>COI granted and risk now only that demolition work not completed by March 2023.</li> </ul>	
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"> <li>Pre app meetings held between Westrock and planning officers</li> <li>Conditions for the scheme have been identified and so that ownership and dates can be agreed.</li> <li>Planning conditions project tracker created for WR.</li> </ul>	
D3	Errors in detailed design specification	2 4 8	1 4 4	3 4 12	<ul style="list-style-type: none"> <li>Consultant Architects appointed as our client to oversee design brief.</li> <li>Board to monitor mitigation actions to reduce costs, use of value engineering and errors</li> </ul>	Stage 4 Comments provided to Design Team (187 comments to be signed off or carried forward for

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						contractor negotiation)
D4	<p>Phase 1 demolition works delay construction programme due to;</p> <ul style="list-style-type: none"> <li>• lack of clarity between roles, hours of working and retention of materials</li> <li>• Drainage and sewers are damaged during demolition</li> <li>• Town Hall comms link relocation works delay construction programme</li> <li>• <b>Decommissioning of old comms room.</b></li> <li>• <b>NEW RISK - Telephone cable in demolition zone</b></li> <li>• <b>NEW RISK - CBC Services Decommissioning Program not completed prior to demolition handover</b></li> </ul>	3 5 15	1 2 2	3 3 9	<ul style="list-style-type: none"> <li>• Works/moves programme to allow sufficient contingency should programme slip</li> <li>• Progress ahead of construction programme</li> <li>• Staff move complete and waiting to commence service utilities work.</li> <li>• Requirements to be outlined in tender documents for demolition contract</li> <li>• Insurance liabilities to be established with WR</li> <li>• Detailed works/moves programme agreed and signed off by Project Board/CMT</li> <li>• Works/moves programmed to allow sufficient contingency should programme slip</li> <li>• Coms link in place with completion of relocation work scheduled for Feb 2019</li> <li>• <b>Decommissioning of Old Comms Room in demolition zone outstanding – ICT dealing with contractors</b></li> </ul>	<p>RISK CHANGED FROM 2 4 8</p> <p>RISK ID D4 and D5 combined</p>

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					<ul style="list-style-type: none"> <li>• <b>ICT contacting Open Reach for a survey (Sept 2019)</b></li> <li>• <b>Decommissioning Program in place for completion end of Oct 2019</b></li> </ul>	<p><b>NEW RISK</b></p> <p><b>NEW RISK</b></p>
D5	Combined with D4					
D6	<p>CBC lacking the necessary experience and/or skills to complete the development.</p> <ul style="list-style-type: none"> <li>• ICT &amp; AV</li> <li>• Commercial letting &amp; Mgt</li> <li>• Acoustics</li> <li>• FM &amp; BMS</li> </ul>	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Consultant Architect and other consultants appointed to supplement in-house resources and expertise.</li> <li>• Appointment of new DCeX, handover given and greater involvement from CeX</li> <li>• Identified areas for additional support and advice</li> </ul>	
D7	Members facilities do not meet their requirements	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Regular consultation with Members and Member Working Group</li> <li>• Member sign-off to this element of the final design brief of these elements</li> <li>• Working Group to re-establish for Stage 4 design work with additional consultation with all Members.</li> </ul>	

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D8	Staff facilities / infrastructure do not meet their requirements.	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Regular consultation with staff via a number of formats</li> <li>• Close liaison with staff groups during stage 4 design stage</li> <li>• Desk ratio demonstrates meeting needs and will work with staff to co-ordinate remaining elements.</li> <li>• Will be delivering office etiquette guidelines and trails for new ways of working</li> <li>• Managers Conference and staff drop in sessions took place April 2019</li> <li>• <b>Managers Conference / Inform Session / Staff drop in session planned for October/November 2019</b></li> </ul>	<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 drop in sessions June 2019</p>
D9	Customer facilities do not meet their requirements	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Crawley Homes Tenants Panel have been consulted.</li> <li>• Will undertake a consultation with customers</li> <li>• Will offer significant improvements to current arrangements.</li> <li>• Sufficient time to trail new arrangements for customers.</li> </ul>	

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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"> <li>• Design set at required level to attract commercial occupiers</li> <li>• Will ensure communal space and entrance area is attractive and floors will meet Grade A requirements.</li> <li>• Received feedback from commercial agents as part of the One Public Estate exercise</li> <li>• Impact of demolition area and public square may deter occupiers in first few years.</li> </ul>	
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"> <li>• Discussions with demolition contractor to ensure requirements are outlined in tender documents</li> </ul>	
D12	Building as completed not to required quality/specification	2 4 8	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Establish robust project management structure</li> <li>• Maintain regular contact between CBC/developers to monitor construction against design specification</li> <li>• Regular design team meetings held to ensure Stage 4 designs meet requirements.</li> <li>• Developers appoint Clerk of Works/Site Agent to oversee construction</li> </ul>	

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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"> <li>Initial network to be constructed as part of phase 1 of the scheme with ability to extend</li> <li>Sufficient resources/project management allocated to project.</li> <li>Planning approval Nov 2018.</li> <li>Business case approval Dec 2018</li> <li>Alignment of project plans to include links to Babcock site.</li> </ul>	
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"> <li>Car Park improvements part of development plan and costs.</li> <li>Need to review spaces allocations and control systems</li> <li>Car Park management plan to be submitted to planning.</li> </ul>	
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"> <li>Project agreement includes timescale to build phase 2</li> <li>Initial rental income projection incorporates phase 2 development impact</li> </ul>	
D16	<b>WSCC Eastern Gateway project impact on infrastructure</b>		2 2 4	3 3 9	<ul style="list-style-type: none"> <li><b>Early coordination with WSCC and Contractor on program dates</b></li> </ul>	<b>NEW RISK</b>

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D17	Condition of Trees in service road impact to the design and construction of the DHN		1 1 1	2 4 8	<ul style="list-style-type: none"> <li>Specialist advice to be obtained before commencement of phase 1 development.</li> <li>Coordination of works in line with DHN program.</li> </ul>	NEW RISK
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"> <li>Internal/External procurement and legal advice taken on all aspects of the contractual arrangements.</li> <li>Legal agreements signed 18Oct having sought external advice throughout negotiations.</li> </ul>	
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"> <li>Clear decision making leads identified at member and officer level agreed by Cabinet</li> <li>Robust project management and Governance structure established</li> <li>Continued working with consultants to ensure work to timeline.</li> </ul>	
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"> <li>Project agreement will stipulate time period, with CBC having the option to develop.</li> </ul>	
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"> <li>Soft market testing to consider construction and build options to reduce time for procurement</li> </ul>	Stage 3 Soft market testing costs within budget.

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L5	Impact of changes to values of offices/housing	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>Valuations obtained, these will be refreshed during the project</li> </ul>	
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"> <li>Robust project management from construction contractor(s)</li> <li>Consultation programme to include all relevant authorities with regard to health &amp; safety matters</li> </ul>	
<b>Financial Risks</b>						
F1	Project exceeds budget	2 4 8	1 4 4	3 4 12	<ul style="list-style-type: none"> <li>Budget agreed and clearly communicated in Final design brief</li> <li>Regular Project Board and Steering Group meetings to review and keep cost projections up to date</li> <li>Identify robust contingencies sums</li> <li>Identify value engineering opportunities</li> <li>Looking at procurement options to secure contractors at earliest opportunity through market testing.</li> </ul>	
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"> <li>Projections are currently estimating interest rates higher than the current market.</li> </ul>	<p>RISK CHANGED FROM 2 4 8</p> <p>Treasury advice received July 19 advised interest rates unlikely to increase.</p>



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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"> <li>• Current projections based on business rates at existing rates and smaller Town Hall.</li> <li>• Will work with valuation office when building works progress.</li> <li>• Will minimise liability of vacant offices by delaying completion statements</li> </ul>	Business Rates team liaising with Valuation Office July 19 regarding business rates liability reduction for demolition zone.
F4	CAT B design specification exceeds budget.	3 3 9	1 4 4	3 3 9	<ul style="list-style-type: none"> <li>• Regular design meetings and budget reviews scheduled.</li> </ul>	
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"> <li>• Robust communication and stakeholder consultation plan</li> <li>• Maintain involvement throughout and set out clear responses/justification to consultation responses in order to manage expectations</li> <li>• Regular consultation with Members to ensure scheme as finally proposed has cross-party support.</li> <li>• Local elections May 2019</li> <li>• <b>Members Working Group 1<sup>st</sup> October 2019</b></li> </ul>	Continued support following May election
C2	Loss of support / opposition for project (Staff)	2 2 4	1 2 2	2 2 4	<ul style="list-style-type: none"> <li>• As above (4a) but tailored approach</li> <li>• Delivered some small scale additional benefits for staff during decant period</li> </ul>	Managers Conference and staff drop in sessions took place April 2019 with

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						<p>230-240 staff attending and providing feedback</p> <p>Air Conditioning installation on 1<sup>st</sup> and 4<sup>th</sup> Floor.</p> <p>Kitchen extension on Ground and 1<sup>st</sup> 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"> <li>As above (4a) but tailored approach</li> <li>Regular press releases</li> <li>More likely increase around demolition</li> </ul>	Communication plan updated
C4	<p>Management of the project does not meet required standards for audit &amp; risk.</p> <p>Procurement rules met for contracts</p>	3 4 12	2 2 4	2 2 4	<ul style="list-style-type: none"> <li>Sub Group created to consider risks, audit and procurement to ensure compliance with requirements.</li> <li>Regular support and attendance from team</li> <li>External Audit briefed</li> </ul>	