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TOWN HALL PROJECT  
RISK REGISTER

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Likelihood	Impact
5 = Almost Certain	5 = Catastrophic
4 = Likely	4 = Major
3 = Possible	3 = Moderate
2 = Unlikely	2 = Minor
1 = Rare	1 = Negligible

Risk Score = Likelihood x Impact

All risks with a score of 10 or more are considered significant

**Responsibility – Project Board**

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
PB1	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>	Risk still active due to Planning conditions on the construction of the New Town Hall.
PB2	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>	
PB3	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 18 Oct having sought external advice throughout negotiations.</li> <li>We are now in a fixed price contract with Keir.</li> </ul>	
PB4	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> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
					<ul style="list-style-type: none"> <li>• Robust project management and Governance structure established.</li> <li>• Continued working with consultants to ensure work to timeline.</li> <li>• Management structure regarding the relationship with the contractor, the Council and the Development manager is in place.</li> </ul>	
PB5	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 buy back.</li> </ul>	
PB6	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>	
PB7	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>• Contingencies sums identified covering 10% of project costs.</li> <li>• Value engineering opportunities being explored at Stage 5.</li> <li>• Monthly reports and Client meetings to ensure works are agreed and information provided to design team.</li> <li>• Regular budget review meetings between Westrock and CBC.</li> <li>• Cat A and Cat B are now fixed price, the largest risk is now Cat C (fit out).</li> </ul>	
PB8	Contractor is declared bankrupt and is unable to complete the construction contract.	2 2 4	2 2 4	2 3 6	<ul style="list-style-type: none"> <li>• Contract retention of 8% of the contract value has been agreed in lieu of a performance bond as part of Due Diligence process. The mechanism agreed is a 5% retention of construction costs until practical completion of the project. This is in addition to a further 3% retention previously negotiated for quality purposes.</li> </ul>	Ongoing

**Responsibility – Group 1 – New Town Hall Design and Build**

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G1-1	Errors in detailed design specification.	2 4 8	1 4 4	2 4 8	<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> <li>• Regular design team meetings held to ensure variations are discussed before change requested. Consultant procured to provide advice and support to ensure Employers Requirements (ER's) are met and where necessary any changes are in line with original ER's.</li> <li>• Expert advice was given when designing the commercial entrance.</li> </ul>	Employers Agent monitoring information from Kier. Robust change procedure in place to ensure Employer Requirements are met
G1-2	New Town Hall not delivered on time.	2 3 6	1 2 2	3 3 9	<ul style="list-style-type: none"> <li>• Robust monitoring governance agreed with all parties.</li> <li>• Monthly meetings with Contractor and Design Team to ensure programme is monitored and changes communicated.</li> <li>• Covid-19; Keir and the CMT (Construction Management team) are monitoring the situation.</li> <li>• June 2020; Keir advised that the risks for their supply chain being disrupted following Covid19 can be reduced.</li> </ul>	Provision for financial penalties built into the contract however the impact of Brexit and the Corona virus could impact
G1-3	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> </ul>	
G1-4	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>• Desk ratio demonstrates meeting needs and will work with staff to co-ordinate remaining elements.</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
					<ul style="list-style-type: none"> <li>Will be delivering office etiquette guidelines and trails for new ways of working.</li> <li>Links with the transformation plan.</li> </ul>	
G1-5	Customer facilities do not meet their requirements.	2 3 6	1 2 2	2 2 4	<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> <li>TAG (Town Access Group) are being consulted as part of the process, they have inputted into changes in detailed design.</li> </ul>	
G1-6	Provision of the internal wall during the demolition period does not meet planning conditions.	3 3 9	1 1 1	1 1 1	<ul style="list-style-type: none"> <li>Discussions with demolition contractor to ensure requirements are outlined in tender documents.</li> </ul>	Retain to be removed shortly
G1-7	Building as completed not to required quality/specification.	2 4 8	1 2 2	2 2 4	<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> <li>Within the contract there is a requirement for Kier to provide warranties.</li> </ul>	
G1-8	Condition of Trees in service road and possible impact to the design of the DHN.	2 2 4	1 2 2	2 2 4	<ul style="list-style-type: none"> <li>All trees removed or topped in phase 1 development at start of construction of DHN.</li> </ul>	
G1-9	Health & Safety – ensure compliance during and after the construction period and for the future.	2 3 6	1 2 2	4 3 12	<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>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
					<ul style="list-style-type: none"> <li>• Covid-19; Kier CMT (Construction Management Team) to monitor the situation. Kier have implemented their "COVID19-STAYING SAFE" procedures.</li> </ul>	
G1-10	Unforeseen circumstances with the development delay the project; Examples: Problems with any of the utilities, adverse weather; industrial disputes Links to group 2	2 2 4	2 1 2	2 1 2	<ul style="list-style-type: none"> <li>• Covered by the contract.</li> <li>• Early warning of any problems so that the impact of the risk could be prepared for.</li> </ul>	Ongoing risk
G1-11	The commercial entrance for the building is delayed.  Links to group 3	2 2 4	2 2 4	2 1 2	<ul style="list-style-type: none"> <li>• Possible for commercial tenants to use the Council staff entrance until the commercial entrance is complete.</li> <li>• Included in the Kier delivery programme.</li> </ul>	Ongoing risk
G1-12	Delivery of improved car park facilities, allocated spaces and management plan. Consider risk of staff morale by using the Orchard St car park instead of Exchange Road.  Links to group 2 and 3	1 1 1	1 1 1	2 3 6	<ul style="list-style-type: none"> <li>• Car Park improvements part of development plan.</li> <li>• Need to review spaces allocations and control systems.</li> <li>• Car Park management plan to be submitted to planning.</li> <li>• Shorter and longer term risks of spaces to meet all the demand there will be sufficient in phase 1 but will be a bigger risk in phase 2.</li> </ul>	

#### Responsibility – Group 2 – Cat C Design and procurement, mobilisation and decant

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G2-1	Unable to deliver new ways of working to support reduced council operating space	3 3 9	1 2 2	3 3 9	<ul style="list-style-type: none"> <li>• Structured approach through Digital &amp; IT Strategy to deliver key projects.</li> <li>• The transformation plan is a working document which looks to work in new ways.</li> </ul>	Retain
G2-2	Delays in mobilisation to new building impacting on services to customers.	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Current plans allow for six month mobilisation, there would be financial penalties if we exceed the six months.</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/072020
G2-3	<p>The Council and its staff are unprepared to move into the New Town Hall.</p> <p>There is a lack of succession planning for key staff involved in the New Town Hall Project.</p> <p>Managers are unprepared to manage their staff in the changed environment.</p> <p>Links to group 4</p>	3 3 9	2 3 6	2 3 6	<ul style="list-style-type: none"> <li>Facilities will ensure that all of the infrastructure including IT is ready for the New Town Hall to be ready for occupation with all statutory permits and insurances in place.</li> <li>Staff and managers will plan and prepare for the new building by visiting the new office accommodation to confirm where they will be located and when they will move.</li> <li>Phased transfer of staff to the New Town Hall so not to disrupt operations.</li> <li>Managers will plan contingency measures if key staff were to leave before the New Town Hall is completed.</li> <li>The transformation programme looks at digital transformation and new ways of working and changing the culture around agreed values and behaviours.</li> </ul>	Ongoing risk

### Responsibility – Group 3 – Commercial Space

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G3-1	Impact of demolition of phase 2 and the public square may discourage occupiers of commercial space over first few years.	3 3 9	2 2 4	3 3 9	<ul style="list-style-type: none"> <li>Financial projections are cautious for letting, work will take place with Westrock to minimise the impact.</li> </ul>	
G3-2	Commercial office space including car park specification/design not attractive to potential occupiers.	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> <li>Design set at required level to attract commercial occupiers.</li> <li>Use of consultant architect to provide advice and support.</li> <li>External advisors state that the quality of the car park is not material to commercial customers.</li> <li>Letting agents appointed in June 2020.</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G3-3	Letting the top floors commercial office space may be difficult in the new business environment with an oversupply of available office space in the Borough and with neighbouring Councils.  London based organisations may be looking for regional offices to stop commuting but will want high specification office accommodation.  This risk could be reduced by the potential for London based organisations to move to Crawley where the costs will be cheaper.	2 4 8	1 2 2	3 4 12	<ul style="list-style-type: none"> <li>Consultant letting agent appointed to market and promote the letting of the office space.</li> </ul>	Reduced rating agreed to 3-4-12
G3-4	Letting the top floors commercial office space could be affected due to the impact of home working on the need for organisations to require new office space to accommodate their staff.	2 4 8	1 2 2	3 4 12	<ul style="list-style-type: none"> <li>Consultant letting agent appointed to market and promote the letting of the office space.</li> </ul>	Reduced rating agreed to 3-4-12

#### Responsibility – Group 4 – Facilities Management (FM)

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G4-1	Facilities management services provided do not meet expectation of commercial tenants / building not kept at a level satisfactory to the commercial tenant.	2 5 10	1 3 3	2 5 10	<ul style="list-style-type: none"> <li>Work with commercial letting agent to clearly define requirements.</li> <li>Ensure FM provisions are flexible and adaptable to meet various tenants' needs.</li> <li>Visiting other providers to see how they operate both public and private sector FM.</li> </ul>	

#### Responsibility – Group 5 – Heat Network

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G5-1	District Heat Network not being progressed impacts detrimentally on overall scheme.	2 2 4	1 2 2	4 3 12	<ul style="list-style-type: none"> <li>A report to Cabinet was made on 11 March 2020 which raised the issue; this risk will be reviewed by the Project Board on 2<sup>nd</sup> July 2020.</li> </ul>	Retain





**Responsibility – Group 6 – Benefits Realisation**

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 16/07/2020
G6-1	WSSC Eastern Gateway project impact on infrastructure	1 2 2	2 2 4	2 2 4	<ul style="list-style-type: none"> <li>Early coordination with WSSC on programme dates.</li> </ul>	

**Risk Scoring = impact x likelihood (I x L)**

Impact/ Consequence	Likelihood				
	1	2	3	4	5
	Rare	Unlikely	Possible	Likely	Almost certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5