

TOWN HALL PROJECT INCLUDING HEAT NETWORK
RISK REGISTER
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RISK REGISTER

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	

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Responsibility – Project Board

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
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"> 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. 	Risk still active due to Planning conditions on the construction of the New Town Hall
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"> 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. 	Risk still active due to Planning conditions on the construction of the New Town Hall

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
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"> Project agreement includes timescale to build phase 2 Initial rental income projection incorporates phase 2 development impact 	
PB3	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 18 Oct 2019 having sought external advice throughout negotiations. We are now in a fixed price contract with Keir 	
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"> 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. Management structure regarding the relationship with the contractor, the Council and the Development manager is in place. Steering group set up between key officers from CBC and Westrock to discuss issues. 	
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"> Project agreement will stipulate time period, with CBC having the option to buy back. 	
PB6	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 	
PB7	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 Contingencies sums identified covering 10% of project costs. 	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
					<ul style="list-style-type: none"> Value engineering opportunities being explored at Stage 5 Monthly reports and Client meetings to ensure works are agreed and information provided to design team. Regular budget review meetings between Westrock and CBC Cat A and Cat B are now fixed price. 	
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"> 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. The latest results from the contractor see improvements. 	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 18/02/2021
G1-1	Errors in detailed design specification – New Town Hall	2 4 8	1 4 4	2 4 8	<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 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. Expert advice was given when designing the commercial space and canopy. 	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
G1-1 DHN	Errors in detailed design specification - DHN	2 4 8	1 4 4	2 4 8	<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 • Regular design team meetings held to ensure variations are discussed before change requested. Consultant procured (Ramboll) 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. 	
G1-2	New Town Hall not delivered on time	2 3 6	1 2 2	3 3 9	<ul style="list-style-type: none"> • Robust monitoring governance agreed with all parties. • Monthly meetings with Contractor and Design Team to ensure programme is monitored and changes communicated. • Covid-19; Keir and the CMT (Construction Management team) are monitoring the situation. • Kier are reporting that they are on programme. 	Provision for financial penalties built into the contract however the impact of Brexit and the Coronavirus could impact
G1-2 DHN	DHN not delivered on time	2 3 6	1 2 2	3 3 9	<ul style="list-style-type: none"> • Provision of temporary heating boilers are included in the Town Hall Contract 	
G1-3	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, they are aware of decisions that need to be made • Member sign-off to this element of the final design brief of these elements 	
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"> • Regular consultation with staff via a number of formats • 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 • Links with the transformation plan 	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
G1-5	Customer facilities do not meet their requirements	2 3 6	1 2 2	2 2 4	<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. • TAG (Town Access Group) are being consulted as part of the process, they have inputted into changes in detailed design. 	
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"> • Discussions with demolition contractor to ensure requirements are outlined in tender documents 	
G1-7	New Town Hall building as completed not to required quality/specification	2 4 8	1 2 2	2 2 4	<ul style="list-style-type: none"> • Establish robust project management structure • Maintain regular contact between CBC/developers to monitor construction against design specification • Regular design team meetings held to ensure Stage 4 designs meet requirements. • Developers appoint Clerk of Works/Site Agent to oversee construction • Within the contract there is a requirement for Kier to provide warranties. • Building control are regularly going to the Town Hall site to assess progress. 	
G1-7 DHN	DHN building as completed not to required quality/specification	2 4 8	1 2 2	2 2 4	<ul style="list-style-type: none"> • Establish robust project management structure • Maintain regular contact between CBC/developers to monitor construction against design specification • Regular design team meetings held with Ramboll to ensure Stage 4 designs meet requirements. • Developers appoint Clerk of Works/Site Agent to oversee construction • Within the contract there is a requirement for Kier to provide warranties. • Building control are regularly going to the Town Hall site to assess progress 	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
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"> All trees removed or topped in phase 1 development at start of construction of DHN 	
G1-9	Health & Safety – ensure compliance during and after the construction period and for the future.	2 3 6	1 2 2	3 3 9	<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 Covid-19; Kier CMT (Construction Management Team) to monitor the situation. Kier have implemented their “COVID19-STAYING SAFE” procedures Discussions have been taking place with the contractor they have reviewed site safety and they are implementing further health and safety measures. 	
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"> Covered by the contract Early warning of any problems so that the impact of the risk could be prepared for; Impact of Covid is being managed well, early warning notifications will be issues by the contractor, no big issues at the moment. 	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"> Possible for commercial tenants to use the Council staff entrance until the commercial entrance is complete. Included in the Kier delivery programme 	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"> Car Park improvements part of development plan Need to review spaces allocations and control systems Car Park management plan to be submitted to planning. 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. 	

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 18/02/2021
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"> Structured approach through Digital & IT Strategy to deliver key projects The transformation plan is a working document which looks to work in new ways 	
G2-2	Delays in mobilisation to new building impacting on service to customers	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> Current plans allow for six month mobilisation, there would be financial penalties if we exceed the six months 	
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"> 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; 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; Phased transfer of staff to the new Town Hall so not to disrupt operations; Managers will plan contingency measures if key staff were to leave before the New Town Hall is completed; The transformation programme looks at digital transformation and new ways of working and changing the culture around agreed values and behaviours 	Ongoing risk

Responsibility – Group 3 – Commercial Space

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
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"> Financial projections are cautious for letting, work will take place with Westrock to minimise the impact 	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
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"> Design set at required level to attract commercial occupiers Use of consultant architect to provide advice and support External advisors state that the quality of the car park is not material to commercial customers Consultant letting agents who will provide advice appointed in June 2020. Professional advice received from the Commercial Agents will help to decrease the impact of the risk. Regular meetings with Commercial Agents on and changes to the design. 	
G3-3	Letting the top floors commercial office space may be difficult in the new business environment due to: <ul style="list-style-type: none"> An oversupply of available office space in the Borough and with neighbouring Councils The impact of home working on the need for organisations to require new office space to accommodate their staff. <p>This risk could be reduced by the potential for London based organisations to move to Crawley where the costs will be cheaper.</p>	2 4 8	1 1' 2	2 5 10	<ul style="list-style-type: none"> Consultant letting agent appointed to market and promote the letting of the office space. Consultant letting agents consider that there is not an oversupply of new, Grade A office space. The ability to let half floors will enable a flexible letting strategy thus marketing the building to those occupiers requiring smaller floor sizes. 	19/11/20 Risk G-3 and G-4 amalgamated

Responsibility – Group 4 – Facilities Management (FM)

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
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 4 8	<ul style="list-style-type: none"> Work with commercial letting agent to clearly define requirements. Ensure FM provisions are flexible and adaptable to meet various tenants needs Visiting other providers to see how they operate both public and private sector FM 	

Responsibility – Group 5 – Heat Network

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
G5-1	District Heat Network not being progressed impacts detrimentally on overall scheme	2 2 4	1 2 2	2 4 8	<ul style="list-style-type: none"> See comments above, O&M contract progressing. 	

Responsibility – Group 6 – Benefits Realisation

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 18/02/2021
G6-1	WSCC Eastern Gateway project impact on infrastructure	1 3 3	2 2 4	3 4 12	<ul style="list-style-type: none"> Early coordination with WSCC on programme dates. Discussions taking place with WSCC on the risk to delivery to the scheme. 	

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