

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 03/03/2023
PB1	Planning conditions requires amending which impacts on financial viability of the scheme.	2 4 8	4 4 4	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. 	Project now at a stage where planning conditions are either met or do not impact on financial viability. Risk closed.
PB2	Impact of construction of 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"> Phase 1 construction complete so focus for this risk is entirely on Phase 2 Planning application for Phase 2 being developed and will need consideration to this risk. 	
PB3	Errors or omissions in legal or contractual documentation	2 3 6	1 2 2	2 3 6	<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. 	Final account and defect processes currently underway.
PB4	Decision gateways and need for CBC authority result in delays making key decisions	2 4 8	1 4 4	1 4 4	<ul style="list-style-type: none"> Clear decision making leads identified at member and officer level agreed by Cabinet 	

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					<ul style="list-style-type: none"> • 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	1 4 4	<ul style="list-style-type: none"> • Project agreement will stipulate time period, with CBC having the option to buy back. • Main risk sits with Westrock and not CBC • Key CBC risk is no delivery of remaining affordable units or public square and being located to a derelict site. 	Planning application for Phase 2 being developed and funding currently being sought
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. • Proposed rents still in line with previous estimates • Flats are not as saleable post pandemic but option to consider the buy to rent market. • Westrock have moved away from market sale to build to rent, CBC have worked to secure the 18 affordable units within this context. 	
PB7	Project exceeds budget	2 4 8	1 4 4	2 4 8	<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. 2.4% remaining • 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. • Final account processes underway. 	Final account discussions commencing which should close down remaining risk on Cat A and Cat B.

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments 03/03/2023
PB8	Contractor is declared bankrupt and is unable to complete the construction contract	2 2 4	2 2 4	2 2 4	<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 was a 5% retention of construction costs until practical completion of the project, in addition to a further 3% retention previously negotiated for quality purposes. 5% retention has now been paid given practical completions. 3% retention remains during snagging and defects period. Kier's financial reporting watched closely throughout the project. 	

Responsibility – Group 1 – New Town Hall Design and Build

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments 03/03/2023
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. Cat B Commercial Office fit out design and fixed cost has been agreed. Defect process in place to capture final errors 	
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 	Build completed and handed over. DHN providing heat and power. In defects period until May 2024.

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
					<ul style="list-style-type: none"> line with original ER's Design review undertaken with Ramboll and RPS and signed off before partial possession. 24 month defects period active to May 2024 	
G1-2	New Town Hall not delivered on time	2 3 6	1 2 2	2 2 4	<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; Kier and the CMT (Construction Management team) are monitoring the situation. Programme negotiation being undertaken with Kier and Westrock. Kier reporting ongoing problems with supply chain and any additional design changes. Practical Completion 26 October. Late delivery implications being considered as part of the final account process. Commercial space income reprofiled within the budget strategy. 	
G1-2 DHN	DHN not delivered on time	2 3 6	4 2 2	2 3 6	<ul style="list-style-type: none"> Temporary heat being provided to the New Town Hall from DHN boilers. Connection of DHN to New Town Hall will take place before PC of new Town Hall. 	Build complete and handed over. Risk closed
G1-3	Members facilities do not meet their requirements	2 3 6	1 2 2	1 2 2	<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 Procurement programme has been aligned with Member engagement to ensure sufficient input from members Sample furniture and fabrics made available as part of the selection process. Agreement on furniture for Council Chamber, Executive offices and support for principles for the shared lounge. 	Members moved across 22 February. Broad satisfaction with space, with facilities being adapted to feedback. Heritage items to be finalised.
G1-4	Staff facilities / infrastructure do not meet their requirements.	2 3 6	1 2 2	2 2 4	<ul style="list-style-type: none"> Regular consultation with staff via a number of formats, new ways of working stream within Transformation Plan is picking this up this area of work Desk ratio demonstrates meeting needs and will work with staff to co-ordinate remaining elements. Will be delivering office etiquette guidelines 	Two thirds of staff moved across at time of writing. Space well received. Feedback only highlighting minor adaptation needed.

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
					<ul style="list-style-type: none"> and trails for new ways of working • Links with the transformation plan • Regular updates at Managers Conference on key issues, activities and timeline • People Board created to consider policies and processes to support staff working in the new agile way. • Workshop to look at requirement for IT build room and post/print rooms • Storage request exceed suggested level in the design which will be targeted as part of the transformation board. • Part use of third floor increases storage and desk scope to meet requirements. • CMT agreed principles of layouts based on working environments. • Staff will need to accept some compromise and adjustments in terms of ease of access to storage to allow overall space to work for all teams. 	
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 • Trial for customer appointment booking system is underway in the current building. • 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. • Plans will reflect safe working environments and COVID restrictions where feasible • Plans around engagement have been more restricted due to the pandemic, however there will be opportunities to engage. • Payment Kiosks to be delivered after PC in line with income management tender. 	<p>Building opening to the public on 8 March 23.</p> <p>Payment kiosks have been delayed due to contractor issues. Scheduled to arrive in June. Alternative payment arrangement in place.</p>
G1-7	New Town Hall building as completed not to required quality/specification	2 4 8	1 2 2	3 2 6	<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. • 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 • Regular contact with planning to ensure design and planning conditions are 	<p>Number of defects higher than would be expected. These are being addressed with internal mitigations being put in place. CBC taking advice.</p>

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
					<ul style="list-style-type: none"> signed off. Kier reviewing BREEAM assessment score during construction to ensure excellence is achieved during construction. WR have appointed WSI (West Sussex Inspections) as Clerk of Works from end of November 2021. WR have appointed Potter Raper as architectural Clerk of Works from 14-02-2022. 	
G1-7 DHN	DHN building as completed not to required quality/specification	2 4 8	1 2 2	1 3 3	<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 site to assess progress Regular contact with planning to ensure design and planning conditions are signed off. 	Build complete and handed over. Defects period in place as covered in other risks. Risk closed
G1-9	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 Covid-19; Kier CMT (Construction Management Team) to monitor the situation. Kier have implemented their "COVID-19 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. 	Build complete and handed over. Risk closed
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 2 4	<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 issued by the contractor, no big issues at the moment. 	Build complete and handed over. Defects period in place as covered in other risks. Risk closed

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
G1-11	The commercial entrance for the building is delayed Links to group 3	2 2 4	2 2 4	2 2 4	<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. 	Build complete and handed over. Defects period in place as covered in other risks. Risk closed
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 2 4	<ul style="list-style-type: none"> • Car Park improvements part of the redevelopment plan • Kingsgate car park procured since risk identification meaning capacity no longer an issue • ANPR installed in Exchange Road Car Park and Kingsgate will be upgraded to same system Spring 2023. • Some prospective tenants indicating that allocated parking would be attractive • Strategic review of car parks upcoming 	
G1-13	WSCC Eastern Gateway project impact on infrastructure	1 3 3	2 2 4	2 2 4	<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. • Works complete and signed off by WSCC, but outstanding subsequent query to be resolved prior to closing. 	

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 03/03/2023
G2-1	Unable to deliver new ways of working to support reduced council operating space	3 3 9	1 2 2	3 2 6	<ul style="list-style-type: none"> Structured approach through Digital & IT Strategy to deliver key projects Information Gov project will support digitalisation of historic documents and reduce storage requirements although this is not a requirement prior to mobilisation. Changes to customer behaviour has resulted in less cash payments and appointments which is likely to continue going forward. Channel shift group looking at range of operational efficiencies for council processes as well as new ways of providing services. New Ways of Working programme created to manage interdependencies Staff have effectively delivered services during the pandemic remotely with hybrid working. Looking to build upon learning and embed these practices. 	Complete. Risk closed.
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"> Current plans allow for six month mobilisation, there would be financial penalties if we exceed the six months New Ways of Working programme created to manage interdependencies Additional resources and expertise to manage the mobilisation planning and decant of current building if needed Delays in procurement & delivery of key furniture can be mitigated by reuse of existing desks and other items if required. Discussions underway with contractors to support disposal of furniture and mobilisation to new building. Existing furniture being offered initially to the voluntary sector. Potential impact if current self-pay kiosks fail to operate as out of service agreement. Customers would be directed to other methods or locations. 	On track to open on 8 March after which risk can be closed if no problems.

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments 03/03/2023
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 A staff guide to the New Town Hall has been created. Procurement underway for a mobilisation and disposal contract to assist with the move. 	<p>Mobilisation nearing completion with no major complications</p> <p>Risk closed</p>
G2-4	Scanning solution isn't ready in time to avoid double handling of scanning for teams.	3 3 9	3 2 6	3 2 6	<ul style="list-style-type: none"> Information Management Board closely monitoring Tender for contract due to close 22 Nov with contract starting in January. Will look to prioritise scanning according to volumes or access requirements. Aligning scanning with the implementation of new folder structure. Programme outlined with discussions underway with key services. Services are preparing and sending boxes for scanning and undertaking quality assessments with a view to completing by end of August. 	<p>Scanning contract in place and scanning all but complete.</p> <p>Risk closed.</p>
G2-5	Purchase of furniture, fixtures and equipment exceeds budget	2 4 8	2 3 6	2 2 4	<ul style="list-style-type: none"> Still further items including glass manifestation etc. to be costed. Regular budget management taking place to review spend against available budgets. 	Approaching very end of the project and within budget, but remains open for now in case of need for further purchases.

Responsibility – Group 3 – Commercial Space

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
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 A robust communications plan will be put into place 	Planning application for Phase 2 submitted
G3-2	Commercial office space including car park specification/design not attractive to potential occupiers.	2 4 8	4 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 Market changed due to the pandemic due to more hybrid working. Design cannot be split further than half floors 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. Marketing has commenced, stating first new Grade A office space in Town Centre for 7 years. 	Space has been well received by prospective tenants and agents, and we are well positioned. As this is about design and financial risks capture elsewhere, this risk is now closed.
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. 	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. Joint London Agent appointed in March. Dedicated agents' event held September 2022 to promote the space as part of Invest Crawley programme. 	Space has been well received by agents and prospective tenants. Building is well positioned. Decisions taking longer as firms and existing landlords adjust. Risk remains until tenanted.

Responsibility – Group 4 – Facilities Management (FM)

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
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 Will need to operate two buildings during the mobilisation period. 	Reception arrangements in place and have been well received by agents and prospective tenants.

Responsibility – Group 5 – Heat Network

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
G5-1	District Heat Network not being progressed impacts detrimentally on overall scheme	2 2 4	4 2 2	4 3 3	<ul style="list-style-type: none"> See comments in Group 1. 	Practical completion achieved. Risk closed.
G5-2	Operational efficiencies DHN costs more to maintain as the O&M contractor does not have the direct relationship with the design and build		4 2 2	2 3 6	<ul style="list-style-type: none"> Ongoing meetings with O&M contractor to update on design Robust commissioning schedule to be implemented 	PC has been agreed and Pinnacle Power satisfied with design and build standard. Risk closed
G5-3	Commercial risks -DHN performance does not meet design criteria so costs more to run -Completed scheme does not meet HNIP funding requirements - gas prices are high and will impact on the revenue model		1 2 2	2 3 6	<ul style="list-style-type: none"> Confirm gas and electricity with LASER / 12 month price Obtain confirmation that final designs meet ERs and funding requirements Aligning timing of setting heat tariff along side gas procurement. 	Design criteria and HNIP funding requirements have been met. Gas prices have increased significantly. The approach now is to mitigate the risk between our purchase of gas and the heat price charged to customers. This will need to be managed on an on going basis to ensure gas purchase cycle and setting of heat charge are aligned.

Responsibility – Group 6 – Benefits Realisation

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/ Comments 03/03/2023
G6-1	Project benefits not realised	3 2 6	3 2 6	1 2 2	<ul style="list-style-type: none"> Monthly monitoring of anticipated project benefits from other groups, to track progress. Monthly E&S Plan updates from Kier and bi-monthly meetings to track progress. 	Achieved. Final benefit report being produced prior to risk closure

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