

## Appendix B

### TOWN HALL PROJECT RISK REGISTER

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Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
1.	Listing of existing Town Hall building	2 5 10	1 5 5	1 5 5	<ul style="list-style-type: none"> <li>Awaiting the 28 days for the comments on the DCMS decision to expire.</li> <li>DCMS intend to issue a five year Certificate of Immunity.</li> </ul>	All risks are considered at Fortnightly Officer Board meeting
2a	Errors in detailed design specification or contract documentation	2 4 8	1 4 4	2 4 8	<ul style="list-style-type: none"> <li>Consultant Architects appointed to oversee design brief</li> <li>Internal/External procurement and legal advice taken on all aspects of the contractual arrangements</li> </ul>	
2b	Delays in CBC making key decisions prevents scheme proceeding	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</li> <li>Robust project management structure established</li> <li>Delegated authorisation procedure agreed by Cabinet</li> </ul>	

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2c	Final detailed negotiations failed	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> <li>Regular contact at senior level within both organisations with a clear understanding of both parties' main objectives.</li> </ul>	
3a	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>Minimise delays/ad-hoc changes</li> </ul>	<ul style="list-style-type: none"> <li>Historic England have caused delays in tendering process</li> <li>Inflation has increased likely build costs</li> </ul>
3b	Cost of Project borrowing Project affected by interest rate fluctuations	2 4 8	1 4 4	2 4 8	<ul style="list-style-type: none"> <li>Projections are currently estimating interest rates higher than the current market, however indication are that interest rates will increase in the current year.</li> <li>Internal borrowing will reduce the need to go to the market</li> </ul>	
4a	Loss of support for project (Members)	2 3 6	1 2 2	2 3 6	<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>Keep project to timetable and budget and stakeholders up to date with progress</li> <li>Regular consultation with Members to ensure scheme as</li> </ul>	

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					finally proposed has cross-party support.	
4b	Loss of support 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>Consider some small scale additional benefits for staff during decant period</li> </ul>	
4c	Loss of support for project (public)	2 2 4	1 2 2	2 2 4	<ul style="list-style-type: none"> <li>As above (4a) but tailored approach</li> <li>Regular press releases</li> </ul>	
5.	CBC lacking the necessary experience and/or skills to complete the development	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> </ul>	
6a	Planning permission: application requires amending which impacts on financial viability of the scheme.	2 4 8	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>Pre app meetings held between Westrock and planning officers</li> </ul>	
6b	Impact on scheme re: changes in planning regulations in respect of starter homes	2 4 8	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>Regular review of potential changes</li> </ul>	
7.	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>	
8a	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>	
8b	Staff 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 staff via a number of formats</li> <li>Close liaison with staff groups during detailed design stage</li> </ul>	

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8c	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> </ul>	
9.	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>• Subject to business case funding obtained for initial phase of network</li> <li>• Initial network only extended outside of current scheme after commitment obtained from future partners</li> <li>• Initial network to be constructed as part of phase 1 of the scheme</li> <li>• Sufficient resources/project management allocated to project.</li> <li>• Project Manager appointment</li> </ul>	
10a	Commercial office space 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> </ul>	
10b	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>	
11.	Values of offices/housing change significantly before the agreement is signed	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>	
12a	Affordable housing element of scheme not deliverable or RSL not interested in scheme	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> <li>• CBC to fund top up payment</li> <li>• Rental/shared ownership mix to reflect most attractive option</li> </ul>	

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13	Phase 1 decant works delay construction programme	3 5 15	1 2 2	3 4 8	<ul style="list-style-type: none"> <li>Detailed decant programme agreed and signed off by Project Board/CMT</li> <li>Works/moves programme to allow sufficient contingency should programme slip</li> <li>Progress ahead of construction programme</li> </ul>	
14.	Data centre relocation works delay construction programme	3 5 15	1 2 2	1 4 4	<ul style="list-style-type: none"> <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> </ul>	
15.	Opposition from the public prior to construction	3 4 12	2 2 4	2 4 8	<ul style="list-style-type: none"> <li>Effective communication and publicity campaign</li> <li>Advantages of scheme clearly set out in the business case</li> </ul>	
16.	Opposition from the public during construction	3 2 6	2 2 4	3 2 6	<ul style="list-style-type: none"> <li>Establish clear communications plan for the construction period</li> <li>Ensure clear signage and access/egress provision to existing building for public</li> </ul>	
17.	Building as completed not to required quality/specification	2 4 8	1 2 2	2 4 8	<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</li> <li>Appoint Clerk of Works to oversee construction</li> </ul>	
18.	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> </ul>	

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					<ul style="list-style-type: none"> <li>• Consultation programme to include all relevant authorities with regard to health &amp; safety matters</li> </ul>	
19.	Facilities specification including car park is not attractive to potential tenants	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>• Maintain regular dialogue with Westrock to ensure specification meets both their and CBC's requirements</li> </ul>	