

TOWN HALL PROJECT RISK REGISTER

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Likelihood	Impact
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
1.	Listing of existing Town Hall building	2 5 10	1 1 1	1 1 1	<ul style="list-style-type: none"> COI granted and risk now only that work not completed within 5 years 	All risks are considered at Fortnightly Officer Board meeting RISK CHANGED FROM 1 5 5
2a	Errors in detailed design specification or contract documentation	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 Internal/External procurement and legal advice taken on all aspects of the contractual arrangements 	

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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"> • Clear decision making leads identified at member and officer level • Robust project management and Governance structure established • Project plan identifies key decision gateways and lead in times • Delegated authorisation procedure agreed by Cabinet • Continued working with consultants to ensure work to timeline. 	
2c	Final detailed negotiations failed	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> • Regular contact at senior level within both organisations with a clear understanding of both parties' main objectives. 	
3a	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 • Identify robust contingencies sums • Identify value engineering opportunities • Minimise delays/ad-hoc changes • Likelihood remains 3 will review after stage 3 cost plan 	<ul style="list-style-type: none"> • Historic England review has caused delays in tendering process • Inflation has increased likely build costs

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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"> Projections are currently estimating interest rates higher than the current market, indications are that interest rates may increase in third quarter of 2018. 	
4a	Loss of support for project (Members)	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> Robust communication and stakeholder consultation plan Maintain involvement throughout and set out clear responses/justification to consultation responses in order to manage expectations Regular consultation with Members to ensure scheme as 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"> As above (4a) but tailored approach Delivered some small scale additional benefits for staff during decant period 	
4c	Loss of support for project (public)	2 2 4	1 2 2	2 2 4	<ul style="list-style-type: none"> As above (4a) but tailored approach Regular press releases More likely increase around demolition 	
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"> Consultant Architect and other consultants appointed to supplement in-house resources and expertise. Appointment of new DCeX, handover given and greater involvement from CeX 	

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6a	Planning permission: application requires amending which impacts on financial viability of the scheme.	2 4 8	1 1 1	1 1 1	<ul style="list-style-type: none"> Pre app meetings held between Westrock and planning officers 	RISK CHANGED FROM 2 3 6
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"> Regular review of potential changes 	
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"> Project agreement will stipulate time period, with CBC having the option to develop. 	
8a	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 Member sign-off to this element of the final design brief of these elements 	
8b	Staff facilities 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 Close liaison with staff groups during stage 4 design stage 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 	

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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"> • Crawley Homes Tenants Panel have been consulted. • Will undertake a consultation with customers • Will offer significant improvements to current arrangements. 	
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"> • Subject to business case funding obtained for initial phase of network • Initial network only extended outside of current scheme after commitment obtained from future partners • Initial network to be constructed as part of phase 1 of the scheme • Sufficient resources/project management allocated to project. • Project Manager appointment • New design and business case to September Cabinet 	
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"> • Design set at required level to attract commercial occupiers • Will ensure communal space and entrance area is attractive and floors will meet Grade A requirements. • We are receiving ongoing feedback from commercial agents as part of the One Public Estate exercise • Impact of demolition area and public square may deter occupiers in first few years. 	

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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"> Current projections based on business rates at existing rates and smaller Town Hall. Will work with valuation office when building works progress. Will minimise liability of vacant offices by delaying completion statements 	
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"> Valuations obtained, these will be refreshed during the project 	
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"> CBC to fund top up payment Rental/shared ownership mix to reflect most attractive option To review before next Audit Committee to review progress on current levels of interest. 	
13	Phase 1 decant works delay construction programme	3 5 15	1 2 2	2 4 8	<ul style="list-style-type: none"> Works/moves programme to allow sufficient contingency should programme slip Progress ahead of construction programme Staff move complete and waiting to commence service utilities work. 	
14.	Town Hall comms link relocation works delay construction programme	3 5 15	1 2 2	1 4 4	<ul style="list-style-type: none"> Detailed works/moves programme agreed and signed off by Project Board/CMT Works/moves programmed to allow sufficient contingency should programme slip 	

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15.	Opposition from the public prior to construction	3 4 12	2 2 4	2 3 6	<ul style="list-style-type: none"> Effective communication and publicity campaign Advantages of scheme clearly set out in the business case 	
16.	Opposition from the public during construction	3 2 6	2 2 4	3 2 6	<ul style="list-style-type: none"> Establish clear communications plan for the construction period Ensure clear signage and access/egress provision to existing building for public 	
17.	Building as completed not to required quality/specification	2 4 8	1 2 2	2 3 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 Appoint Clerk of Works to oversee construction 	
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"> Robust project management from construction contractor(s) Consultation programme to include all relevant authorities with regard to health & safety matters 	
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"> Maintain regular dialogue with Westrock to ensure specification meets both their and CBC's requirements Will look to ensure meets requirements for safety and security as part of specification of works. 	