

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
	Design & Construction Risks					
D1	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 demolition work not completed by March 2023. 	
D2	Planning conditions 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 Conditions for the scheme have been identified so that ownership and dates can be agreed. 	RISK CHANGED FROM 2 3 6
D3	Errors in detailed design specification	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 	
D4	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. 	

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D5	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 	
D6	CBC lacking the necessary experience and/or skills to complete the development. <ul style="list-style-type: none"> ICT Commercial letting & Mgt 	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 	
D7	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 	
D8	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 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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D9	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. 	
D10	Commercial office space including car park 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. • Car Park Management Plan to be approved by planning. 	
D11	Council involvement in the procurement of the demolition contractor results in lack of clarity between roles, hours of working and retention of materials.	3 4 12	1 1 1	2 3 6	<ul style="list-style-type: none"> • Discussions with demolition contractor to ensure requirements are outlined in tender documents • Change to timeline gives time to clarify responsibilities before services disconnection 	D&C sub group

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D12	Provision of the internal wall during the demolition period does not meet planning conditions	3 3 9	1 1 1	3 3 9	<ul style="list-style-type: none"> Discussions with demolition contractor to ensure requirements are outlined in tender documents 	D&C sub group
D13	Drainage and sewers are damaged during demolition	2 4 8	1 2 2	2 4 8	<ul style="list-style-type: none"> Discussions with demolition contractor to ensure requirements are outlined in tender documents 	D&C sub group
D14	Delays to commencing demolition work whilst retain vacant office / civic space.	2 2 4	1 2 2	3 2 6	<ul style="list-style-type: none"> Civic / Chamber space available until June 2019 Reduction to business rates when services disconnected Loss of revenue from Civic from June 2019 	D&C sub group
D15	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 	
D16	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 	

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					<ul style="list-style-type: none"> 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 	
	Legal or Contractual Risks					
L1	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 	
L2	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. 	
L3	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. 	

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L4	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. Valuation for viability study based on likely levels 	
L5	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. 	
L6	Ensuring legal agreements for affordable housing reflect CBC requirements including covenant for land ownership transfer for Babcock site.	3 3 9	3 3 9	3 3 9	<ul style="list-style-type: none"> Documented requirements for 11,625sqft Legal advice on final documents to ensure CBC requirements are met 	AH working group risk
L7	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 	
L8	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. Preferred RP within budget with a further choice if required 	
L9.	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 	

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	Financial Risks					
F1	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 Soft market testing to consider construction and build options. CBC to consider alternative Plan. 	<ul style="list-style-type: none"> Historic England review has caused delays in tendering process Inflation has increased likely build costs
F2	Cost of Project borrowing 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. 	
F3	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 	
F4	Unable to secure Homes England grant funding towards the Affordable Housing scheme	2 2 4	2 2 4	2 2 4	<ul style="list-style-type: none"> Sufficient budget threshold if funding cannot be achieved 	AH working group

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	Communication Risks					
C1	Loss of support/ opposition 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. Local elections May 2019 	
C2	Loss of support / opposition 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 	
C3	Loss of support / opposition 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 	
C4	Management of the project does not meet required standards for audit & risk. Procurement rules met for contracts	3 4 12	2 2 4	2 3 6	<ul style="list-style-type: none"> Sub Group created to consider risks, audit and procurement to ensure compliance with requirements. Regular support and attendance from team 	Risk to be reduced to reflect additional governance in place.