

**TOWN HALL PROJECT  
RISK REGISTER**

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

<b>File Ref:</b> Town Hall Development	<b>Created by:</b> Mike Pidgeon
<b>Name of Doc:</b> Risk Register	<b>Date Created:</b> 02/03/2017
<b>Version No:</b> V13	<b>Monitored by:</b> Project Board
<b>File path:</b> T:\Town Hall Project\townhallprojectriskregister .doc	<b>Date Printed:</b> 19/11/2018
	<b>No of Pages</b> 1 of 1

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
	<b>Design &amp; Construction Risks</b>					
D1	Listing of existing Town Hall building	2 5 10	1 1 1	1 1 1	<ul style="list-style-type: none"> <li>COI granted and risk now only that demolition work not completed by March 2023.</li> </ul>	
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"> <li>Pre app meetings held between Westrock and planning officers</li> <li>Conditions for the scheme have been identified so that ownership and dates can be agreed.</li> </ul>	<b>RISK CHANGED FROM 2 3 6</b>
D3	Errors in detailed design specification	2 4 8	1 4 4	2 4 8	<ul style="list-style-type: none"> <li>Consultant Architects appointed as our client to oversee design brief</li> </ul>	
D4	Phase 1 decant works delay construction programme	3 5 15	1 2 2	2 4 8	<ul style="list-style-type: none"> <li>Works/moves programme to allow sufficient contingency should programme slip</li> <li>Progress ahead of construction programme</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
					<ul style="list-style-type: none"> <li>Staff move complete and waiting to commence service utilities work.</li> </ul>	
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"> <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>	
D6	CBC lacking the necessary experience and/or skills to complete the development. <ul style="list-style-type: none"> <li>ICT</li> <li>Commercial letting &amp; Mgt</li> </ul>	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> <li><b>Appointment of new DCeX, handover given and greater involvement from CeX</b></li> </ul>	
D7	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>	
D8	Staff facilities / infrastructure 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 stage 4 design stage</li> <li><b>Desk ratio demonstrates meeting needs and will work with staff to co-ordinate remaining elements.</b></li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
					<ul style="list-style-type: none"> <li>• <b>Will be delivering office etiquette guidelines and trails for new ways of working</b></li> </ul>	
D9	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> <li>• <b>Will offer significant improvements to current arrangements.</b></li> </ul>	
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"> <li>• Design set at required level to attract commercial occupiers</li> <li>• Will ensure communal space and entrance area is attractive and floors will meet Grade A requirements.</li> <li>• <b>We are receiving ongoing feedback from commercial agents as part of the One Public Estate exercise</b></li> <li>• Impact of demolition area and public square may deter occupiers in first few years.</li> <li>• Car Park Management Plan to be approved by planning.</li> </ul>	
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"> <li>• Discussions with demolition contractor to ensure requirements are outlined in tender documents</li> </ul>	D&C sub group

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
					<ul style="list-style-type: none"> <li>Change to timeline gives time to clarify responsibilities before services disconnection</li> </ul>	
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"> <li>Discussions with demolition contractor to ensure requirements are outlined in tender documents</li> </ul>	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"> <li>Discussions with demolition contractor to ensure requirements are outlined in tender documents</li> </ul>	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"> <li>Civic / Chamber space available until June 2019</li> <li>Reduction to business rates when services disconnected</li> <li>Loss of revenue from Civic from June 2019</li> </ul>	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"> <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>	
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"> <li>Subject to business case funding obtained for initial phase of network</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
					<ul style="list-style-type: none"> <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> <li>New design and business case to September Cabinet</li> </ul>	
<b>Legal or Contractual Risks</b>						
L1	Errors or omissions in legal or contractual documentation	2 3 6	1 2 2	2 3 6	<ul style="list-style-type: none"> <li>Internal/External procurement and legal advice taken on all aspects of the contractual arrangements.</li> <li><b>Legal agreements signed 18Oct having sought external advice throughout negotiations.</b></li> </ul>	
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"> <li>Clear decision making leads identified at member and officer level agreed by Cabinet</li> <li>Robust project management and Governance structure established</li> <li>Continued working with consultants to ensure work to timeline.</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
L3	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> <li><b>First stage agreement signed 18Oct with project progressing to obtain total tender prices.</b></li> </ul>	
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"> <li>Regular review of potential changes.</li> <li>Valuation for viability study based on likely levels</li> </ul>	
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"> <li>Project agreement will stipulate time period, with CBC having the option to develop.</li> </ul>	
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"> <li>Documented requirements for 11,625sqft</li> <li>Legal advice on final documents to ensure CBC requirements are met</li> </ul>	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"> <li>Valuations obtained, these will be refreshed during the project</li> </ul>	
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"> <li>CBC to fund top up payment</li> <li>Rental/shared ownership mix to reflect most attractive option</li> <li>To review before next Audit Committee to review progress on current levels of interest.</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
					<ul style="list-style-type: none"> <li>Preferred RP within budget with a further choice if required</li> </ul>	
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"> <li>Robust project management from construction contractor(s)</li> <li>Consultation programme to include all relevant authorities with regard to health &amp; safety matters</li> </ul>	
<b>Financial Risks</b>						
F1	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>Soft market testing to consider construction and build options.</li> <li>CBC to consider alternative Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Historic England review has caused delays in tendering process</li> <li>Inflation has increased likely build costs</li> </ul>
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"> <li>Projections are currently estimating interest rates higher than the current market, indications are that interest rates may increase in third quarter of 2018.</li> </ul>	

Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
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"> <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>	
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"> <li>Sufficient budget threshold if funding cannot be achieved</li> </ul>	AH working group
<b>Communication Risks</b>						
C1	Loss of support/ opposition 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>Regular consultation with Members to ensure scheme as finally proposed has cross-party support.</li> <li>Local elections May 2019</li> </ul>	
C2	Loss of support / opposition 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>Delivered some small scale additional benefits for staff during decant period</li> </ul>	
C3	Loss of support / opposition 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> </ul>	



Risk ID	Risk Description	Original Risk	Target Risk	Current Risk	Mitigating Actions	Review Date/Comments
					<ul style="list-style-type: none"> <li>Regular press releases</li> <li><b>More likely increase around demolition</b></li> </ul>	
C4	<p>Management of the project does not meet required standards for audit &amp; risk.</p> <p>Procurement rules met for contracts</p>	3      4      12	2      2      4	2      3      6	<ul style="list-style-type: none"> <li>Sub Group created to consider risks, audit and procurement to ensure compliance with requirements.</li> <li>Regular support and attendance from team</li> </ul>	Risk to be reduced to reflect additional governance in place.