

Appendix A

North Taunton Woolway Project Risk Register

Risk no.	Date raised	Risk/issue description and effects	Risk Owner	Existing Control Measures	Current Assessment		Score	Proximity	Consequence	Mitigation Measure	Target score		Score
					Probability	Impact					Probability	Impact	
Corporate Risk													
1	May-18	Failure to secure Council approval for project recommendations	TDBC - JH/RS	Members informed and updated through transparent and clear communications. Portfolio Holder member of Project Board	Possible (3)	Major (4)	12	October to December 2018	- Housing Asset remains in state of disrepair - Reputational damage - Loss of community trust - Financial loss through abortive works	Governance of the Project is followed. Internal and external communications are transparent, clear and informative. Outline of project presented to Members Briefing and Strategic Forum	Unlikely (2)	Moderate (3)	6
2	May-18	Lack of continuity in staff dedicated to the project	TDBC - JH/RS	Dedicated project team with range of skills embedded within the community.	Possible (3)	Major (4)	12	April 2019	- Loss of project specific and development knowledge/expertise. Insufficient resource to progress development and support community	Project Sponsor and Transformation Lead to be kept informed of project progress and resource requirements. The project has been identified as a major project with in the new CIC functional area. Four officers associated with the scheme have secured roles in the new Council.	Possible (3)	Moderate (3)	9
3	May-18	Reputational damage from project delays and failure to deliver	TDBC - JH/RS	Robust project management with achievable and realistic milestones within the programme	Possible (3)	Major (4)	12	Duration of project	- Loss of community trust and support for the project and Council - Financial Loss through abortive works	Continuation of robust project management and retaining skilled resource with development expertise	Unlikely (2)	Moderate (3)	6
4	May-18	Resident opposition to scheme proposal	TDBC - JH/RS	Extensive resident engagement, including resident design group, 121 resident visit and public consultation, dedicated project team	Possible (3)	Major (4)	12	Duration of project	- Loss of trust of the community - Financial Loss through abortive works	Continue with project team embedded within the Community to support each resident	Unlikely (2)	Moderate (3)	6
Planning Risk													
5	May-18	Refusal of Planning Permission	TDBC - JH/RS	Continuous consultation with planning officers, Highways and local residents to inform the scheme proposal	Possible (3)	Major (4)	12	November 2018 to April 2019	- Housing Asset remains in state of disrepair - Reputational damage - Loss of community trust - Project delay and possible increase in project costs	Continue to work with planning officers, Highways and local residents to agree a financially viable and deliverable scheme proposal.	Possible (3)	Moderate (3)	9
6	Aug-18	Failure to meet Scheme Design Requirements	TDBC - JH/RS	Architect and planning officer working closely on design and incorporating Garden Town Principles and TDBC design standards	Possible (3)	Major (4)	12	November 2018 to April 2019	- Failure to obtain planning permission	Agree design principles with Architect and planning officer to develop sustainable, exemplar Garden Town scheme. Submit scheme to Design Review Panel	Unlikely (2)	Moderate (3)	6
7	Aug-18	Change in planning legislation	TDBC - JH/RS	Architect and planning officer working closely to ensure scheme design meets revised planning requirements	Possible (3)	Major (4)	12	November 2018 to April 2019	- Failure to obtain planning permission	Identify planning legislation changes and amend the scheme design to meet the changes or justify where changes can not be made.	Unlikely (2)	Moderate (3)	6
Financial Risk													
8	Aug-18	Insufficient funds for the project	TDBC - JH/RS	Professional appraisal of cost estimates. Close working with Finance, particularly in relation to HRA funding capacity. External funding secured for pre application resident consultation and progressing to planning application stage.	Likely (4)	Major (4)	16	Duration of project	- Housing Asset remains in state of disrepair - Reputational damage - Loss of community trust - Project delay and possible increase in project costs	Continue to professionally verify cost estimates. Refresh HRA business plan in line with cost estimates explore and secure external funding options	Possible (3)	Moderate (3)	9

9	Aug-18	Construction Cost estimate is below Tender prices received following contractor procurement	TDBC - JH/RS	Professional appraisal of cost estimates provided. Procurement to be undertaken through existing Framework	Likely (4)	Major (4)	16	2019/2020	Scheme exceeds estimated costs	Value engineering exercise would be undertaken with revised phasing and design to an affordable level or a revision of the HRA Business Plan capacity would be undertaken.	Possible (3)	Moderate (3)	9
10	Aug-18	Changes to Statutory Home loss and Disturbance allowance criteria	TDBC - JH/RS	Financial estimates based on 2018 allowance levels	Likely (4)	Moderate (3)	12	Duration of resident decant	Additional cost to scheme	Contingency increase included within scheme profiling	Unlikely (2)	Moderate (3)	6
11	Aug-18	Changes in Councils responsibilities and income through changes implemented from Central Government.	TDBC - JH/RS	Working within current guidelines and Statutory responsibilities	Likely (4)	Major (4)	16	Duration of project	Additional cost to scheme or restriction in funding owing to changes implemented	Continue to monitor legislative changes. The scheme will be delivered in a phased basis and would incorporate any future changes in the Councils responsibilities, meaning each phase is manageable within resources.	Likely (4)	Moderate (3)	12
12	May-18	Failure to obtain vacant possession as required	TDBC - JH/RS	Identify and develop future housing options for existing residents. .	Possible (3)	Major (4)	12	Duration of project	- Financial loss through abortive works and project delays - Reputational damage	- work with each resident on their housing options - Implement Compulsory Purchase Orders	Unlikely (2)	Moderate (3)	6

Risk Scoring Matrix

Likelihood	5	Almost Certain	Low (5)	Medium -10	High (15)	Very High -20	Very High (25)
	4	Likely	Low (4)	Medium (8)	Medium -12	High (16)	Very High (20)
	3	Possible	Low (3)	Low (6)	Medium (9)	Medium (12)	High -15
	2	Unlikely	Low (2)	Low (4)	Low (6)	Medium -8	Medium -10
	1	Rare	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)
			1	2	3	4	5
			Negligible	Minor	Moderate	Major	Catastrophic
Impact							

Likelihood of risk occurring	Indicator	Description (chance of occurrence)
1. Very Unlikely	May occur in exceptional circumstances	< 10%
2. Slight	Is unlikely to, but could occur at some time	10 – 25%
3. Feasible	Fairly likely to occur at same time	25 – 50%
4. Likely	Likely to occur within the next 1-2 years, or occurs occasionally	50 – 75%
5. Very Likely	Regular occurrence (daily / weekly / monthly)	> 75%