

| RISK OR ISSUE DESCRIPTION  | EXISTING CONTROL MEASURE   | PROBILITY<br>(1-5) | IMPACT<br>(1-5) | RAG<br>(Red 13-25,<br>Amber 8-12, Green<br>1-7) | RESPONSE OR ACTION  |
|--|--|--------------------|-----------------|---|---|
| Construction costs rise significantly at the procurement stage and during schemes delivery | Engie, the contractor, have been appointed and provided initial costings against the Council's requirements. Contractor appointed for Phase A and, subject to performance, will continue to later phases within costs agreed by stage benefitting from a clear understanding of the baseline costs. Site constraints have been carefully examined and full investigations carried out. The Council use a Pre-Contract Service Agreement to understand costs by phase prior to the Council committing to works. Engie are working with SWT to provide clear costs including sub-contractors. The Council appoint Employers Agents to help understand costs and risks. | 2                  | 5               | 10  | Full site investigations will be carried out prior to entering into contract. All costs will be carefully assessed by our Employer's Agent. PCSA process adopted to understand costs pre works, material being reviewed due to supply chain disruption/Covid. |

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| Not securing vacant possession of the site – purchasing remaining private homes. | Enabling budget approved to purchase the remaining private homes within Phases B – D. 10/19 have already been purchased and a further 3 are currently in negotiations.  | <b>1</b> | <b>5</b> | <b>5</b>  | Council has CPO powers to secure the purchase of these properties and any risks will be highlighted early in the development programme to minimise the impact on the Project.   |
| Not securing vacant possession of the SWT tenanted properties.                   | Tenants are being decanted in phases giving 12 – 18 months to decant each phase when tenants will be Gold banded on Homefinder Somerset and Taunton homes ring-fenced for NTWP tenants. New builds in earlier phases will be allocated to existing NTWP tenants, decant homes available in later phases and as a last resort. | <b>1</b> | <b>5</b> | <b>5</b>  | Decant Policy sets out requirements for tenants to bid for new homes either on NTWP or elsewhere and bids can be placed on behalf of tenants to suitable properties. If required, SWT can pursue a Notice of Seeking Possession.  |
| Failure to gain Reserved Matters planning consent.                               | Outline planning permission already granted, weekly meeting with planning consultants for resolution of design matters. Customer engagement through working groups, open public events planned and communication through newsletters and Facebook. Monthly monitoring of programme and budget.                                | <b>2</b> | <b>5</b> | <b>10</b> | Initial discussions with Planners have been very positive and the majority of the house designs are already approved for Phase A and the principles for Phases B – E are agreed as submitted with the outline Planning Application. The scheme falls within the Somerset levels water catchment area and therefore the development is commissioning a phosphates impact study. The scheme will need to compensate for any potential increase. |

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| Highways adoption   | <p>The access road leading to the site will need to be adopted in advance of adoption proceeding for the residential development.</p> <p>Discussions with SCC Highways are ongoing as part of the Reserved Matters submission and S106 requirements.</p> | <b>4</b> | <b>3</b> | <b>12</b> | S106 requires Off Street Parking specification to be approved by SCC prior to occupation of 40% of the development  |
| Reputational damage to SWT  | Significant investment in staff resources and on site facility, comprehensive engagement and communication strategies, engagement of specialist consultants  | <b>2</b> | <b>4</b> | <b>8</b>  | Significant customer engagement and communication, customers engaged in the design process, working groups being set up to engage more customers and in particular seeking to bring additional benefit to the neighbourhood, NTWP team meetings occur daily and close working with consultants and ENGIE. The Project is being considered as one continuous project and the dialogue with consultants and ENGIE aim to reinforce the smooth transition between phases expected (subject to suitable performance). |
| Delay in project progress at any stage resulting from a further COVID-19 outbreak and subsequent lockdown, or similar | There are a range of ways in which Covid could affect the scheme from site lockdown to supply chain interruption to workforce and  | <b>3</b> | <b>4</b> | <b>12</b> | The scheme will review Covid risks on a daily basis.  |

| occurrence   | material inflation. .  |          |          |           |   |
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| Loss of community support  | Retaining community support would magnify the risks associated with project delivery and successful regeneration outcomes. | <b>1</b> | <b>5</b> | <b>5</b>  | The NTWP working closely with residents and the tenants' Implementation Working Group. It is engaging customers through working groups and significant communication including fact sheets, newsletters and daily Facebook updates. The project has amended proposals through the consultation process. Local members are engaged through monthly meetings and opportunities to participate on working groups |
| Unexpected site constraints are identified   | Full Report of Title has been completed by legal to identify ownership of land.  | <b>3</b> | <b>2</b> | <b>6</b>  | If found a viability review would take place considering any additional cost constraints.   |
| Party Wall Matters. Party Wall claims for refurbished SWT homes or boundaries adjoining home owners' properties. | Areas within the development are being identified by the Architect and Contractor which may be subject to Party Wall Act.  | <b>3</b> | <b>4</b> | <b>12</b> | Party Wall Surveyor being employed to provide advice, assistance and conduct negotiations where required for any compensation due   |
| BREXIT   | The councils procurement processes ensure contract deliverables and contract prices are understood                         | <b>2</b> | <b>5</b> | <b>10</b> | Continuous dialogue with suppliers and contractors to understand market changes.  |

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| The main contractor is unable to complete the works due to insolvency or other | Thorough examination of the contractor's financial position and capacity to undertake the work is examined as part of the procurement | <b>2</b> | <b>3</b> | <b>6</b> | Appropriate bonds and guarantees are requested as part of the contract process. |
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| RISK ASSESSMENT  |                  |                    |
|------------------|------------------|--------------------|
| Probability      | Impact           | RAG                |
| 1. Insignificant | 1. Insignificant | <b>HIGH 13-25</b>  |
| 2 Slight         | 2. Minor         | <b>MEDIUM 8-12</b> |
| 3. Feasible      | 3. Significant   | <b>LOW 1- 7</b>    |
| 4. Likely        | 4. Major         |                    |
| 5. Very Likely   | 5. Critical      |                    |