

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% |