

<b>ID</b>	<b>Risk description</b>	<b>Cause</b>
R1	Failing to award to most advantageous contractor	Delays in procurement and approval process
R2	Cost escalation vs budget	Inflation; unforeseen works
R4	Health & Safety incident during works	Manual handling, members of the public
R5	Programme delays	Failure during install/commissioning
R7	No access events for residents	Fob misallocation; missing
R9	Asbestos or hidden defects discovered	Legacy building fabric/services
R10	Accessibility	Digital exclusion
R11	Contractor Conduct	Poor contractor conduct on site

<b>Consequence</b>	<b>L</b>	<b>I</b>	<b>Gross</b>
Less favourable contractor is sought, or retendering of works required.	4	4	16
Budget pressure; scope reduction	3	5	15
Injury, enforcement, delay	2	5	10
Environmental harm; downtime; resident dissatisfaction	2	4	8
Customer dissatisfaction	2	4	8
Standstill; abatement costs	2	4	8
Complaints; reputational impact	3	3	9
Reputational damage	2	5	10

<b>Mitigation / controls</b>	<b>Owner</b>	<b>Residual</b>
Procurement delays communicated with tenderers	PM/Procurement	6
PM forecast with risk allowance; value engineering; contingency; change control; provisional items	PM	8
CDM 2015 compliance; RAMS; permits to work; supervision; isolation procedures; toolbox talks	Principal Contractor	6
Contract mechanisms available to ensure adherence to programme	Principal Contractor	4
Dedicated resident Liaison Officer, contractor following specification and KPIs	Principal Contractor	6
Refurbishment & demolition surveys; allow provisional sums; trained personnel	PM	6
Engagement plan; clear communication; physical tokens; resident workshops	Principal Contractor	6
Strict code of conduct in contract; contract mechanisms; ID badges and branded uniforms	Principal Contractor	4

RAG
Green
Amber
Green
Green
Green
Green
Green
Green
Green

Item	Detail
Scoring Scale	Likelihood (L) and Impact (I) scored 1–5
Gross Score	L × I before mitigation actions
Residual Score	Score after mitigations/controls applied
RAG Bands	Green: 1–6   Amber: 8–12   Red: 15–25
Risk Appetite	Avoid Red residual scores

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