



# Risk Management Update

**Shaun Haden**

Head of Strategic Programmes  
& Innovation

# Lancaster West Refurbishment Risk Profile

## Current risk scores



4 risks currently rated high.

- Disruption and disturbance
- Costs aligned with budget
- Demand for decants and respite
- Climate change impacts



31 risks currently rated medium.

Of these the key risks are:

- Potential accidents & H&S incidents
- Leaseholders' dissatisfaction with proposals
- Abortive costs due to sequencing of works
- Planning considerations
- Contractors or suppliers cannot fulfill obligations
- Contractor, consultant, supplier involvement with Grenfell Tower

Likelihood + Impact	1 RARE	2 UNLIKELY	3 POSSIBLE	4 LIKELY	5 ALMOST CERTAIN
1 INSIGNIFICANT	1				
2 MINOR		3		2	
3 MODERATE		7	11	3	
4 MAJOR	2	2	8	4	
5 EXTREME		1	4		

# Lancaster West Refurbishment Risk Profile

## How we're managing key risks

Risk Description	What we've done and what we're doing
<p>Disruption &amp; Disturbance. Risk of disturbance / disruption to residents whilst works around the area are in progress.</p>	<ul style="list-style-type: none"><li>• Plan work carefully ensuring code of construction adhered to</li><li>• Communicate works in advance and promote awareness to residents</li><li>• Develop respite and decant offer</li><li>• Develop process for handling noise issues quickly and effectively</li></ul>
<p>Costs aligned with budget Risk that we are unable to achieve the level of ambition that we want from the refurbishment due to management of costs</p>	<ul style="list-style-type: none"><li>• Developing detailed cost plans</li><li>• Developing detailed designs in concert with residents</li><li>• Working with funders to maximise income use</li></ul>
<p>Demand for decants and respite Risk that we are unable to successfully deliver refurbishment on time and to resident quality</p>	<ul style="list-style-type: none"><li>• Identify potential decants needed now</li><li>• Develop respite offer</li><li>• Refurb decant scheme and disruption offer</li><li>• Proactive communications and programmes management</li></ul>
<p>Climate change impacts Risk of damage and disruption to estate and homes due to climate change</p>	<ul style="list-style-type: none"><li>• Climate adaptation measures on homes as part of the refurb</li><li>• Investigating things like permeable paving, SUDS, rain gardens, developing more green spaces</li><li>• Seeking additional funding through bids for grants to future proof investment</li></ul>