

Lancaster West Refurbishment Risk Profile







Current risk scores

| Likelihood + Impact | 1 RARE | 2 UNLIKELY | 3 POSSIBLE | 4 LIKELY | 5 ALMOST CERTAIN |
|---------------------|--------|------------|------------|----------|------------------|
| 1 INSIGNIFICANT | | | | | |
| 2 MINOR | | 3 | | 1 | |
| 3 MODERATE | | 8 | 16 | | |
| 4 MAJOR | 1 | 7 | 18 | 5 | |
| 5 EXTREME | | 1 | 2 | 2 | |

Key Programme risks

| Risks | What are we doing about it |
|---|--|
| Disturbance / disruption to residents during refurb works | <ul style="list-style-type: none"> • Construction logistics plan • Evolving respite offer • Decant scheme & friends and family offer |
| Increased cost, disruption or complexity due to poor sequencing of works | <ul style="list-style-type: none"> • Developing master programme • Increased joint working & collaboration across teams |
| Demand for decants and other respite, causes a lack of available properties and affects the speed/progress of the refurbishment | <ul style="list-style-type: none"> • Developing works in situ approach • Evolving respite offer |
| We do not have a coherent fire strategy (which goes beyond building regulations) | <ul style="list-style-type: none"> • Fire strategy developed • Learning from fire doors programme • Increasing knowledge, training and skills across the team and identifying need for additional resource e.g. fire safety officer |
| Climate change impacts - proper climate adaptation measures | <ul style="list-style-type: none"> • Site wide Landscaping and SUDS planning work has begun • Monitoring air quality within homes and outside • MVHR's – trailing options to improve ventilation |
| External risk to budgets of cost uncertainty and external conditions | <ul style="list-style-type: none"> • Developing cost management knowledge, skills, and advice • Maximising budget over life time of the programme to minimise financial waste |
| Health & Safety - Accident, injury or major incidents affecting any individual or group across the estate | <ul style="list-style-type: none"> • Construction logistic planning • Health & safety accreditation – follow best practice • Work with residents to minimise risks • Being an active client |

A changing risk profile

| Risks description | Score |
|---|---|
| Newly insulated buildings overheat (overheating currently noted to top storeys of existing buildings) | 3  |
| There is a risk that the internal refurbishment programme scope, resourcing and scale is too significant to deliver ongoing programme, both in timings and cost | 7  |
| A lack of a planning consultant and a coherent plan estate wide might lead to delays in the programme | 7  |
| Residents' do not accept EWI/IWI | 7  |
| There is a risk that longer timescales will impact negatively on resident satisfaction | 3  |
| Abortive work due to poor coordination of internal refurb and wider refurbishment programmes | 5  |