

# **Risk management & health and safety**

**Samuel Gathogo**

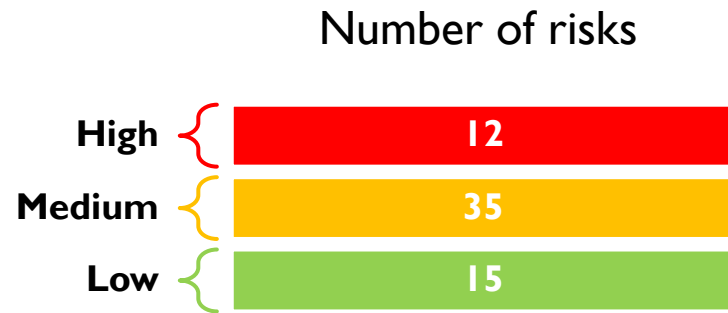
**Programme Performance and Monitoring Manager**

**Andros Loizou**

**Head of Refurbishment Design and Deliver**

# Lancaster West Refurbishment

## Risk Profile



# Key Programme Risks at Red

Risk Description	Score (Max 25)	Change	Actions we're taking to mitigate the risk
<b>External financial risk e.g. inflationary pressures.</b>	20	↔	<ul style="list-style-type: none"> <li>We continue to develop robust cost plans and are working with external stakeholders to understand market conditions as well as creating opportunities with external funders.</li> <li>Proactively engaging external funders to protect existing grant funding</li> <li>Seek additional grant funding and preferential loans and investment</li> </ul>
<b>Programming and sequencing of works – Logistics &amp; complexity.</b>	16	↔	<ul style="list-style-type: none"> <li>Comprehensive logistics plan now in place and reviewed across the team</li> <li>Using the heat network programme as the skeleton around which all interdependencies are looked at.</li> <li>Consolidated programme now supplemented with a construction programme (in process of bringing this in-house)</li> <li>Enhanced procurement and governance monitoring and management</li> </ul>
<b>A lack of a planning consultant and a coherent and holistic plan estate wide might lead to delays in the programme.</b>	16	↓	<ul style="list-style-type: none"> <li>Proactive consultation with Planning Team with regular meetings now in place</li> <li>Strategic planning consultant procured to ensure holistic approach is taken</li> <li>Developing state-wide design implications to identify collective interdependencies</li> </ul>
<b>Lack of coherent fire strategy and making sure we have assurance that the delivery of the strategy is oversight on delivery.</b>	16	↔	<ul style="list-style-type: none"> <li>Tender out for a fire engineer and fire safety clerk of works</li> <li>All MDCs also required to have their own fire engineer</li> <li>Seeking to maximise fire safety beyond the regulatory minimums</li> </ul>
<b>In-situ refurbishment leads to accident, injury or major incidents affecting a resident, residents, staff, clients, contractors or member of the public.</b>	16	↔	<ul style="list-style-type: none"> <li>Improved process on how we log and manage H&amp;S cases, incident reporting, taking a whole team approach, registering and feeding back.</li> <li>Proactive communication on Health &amp; Safety issues at management meetings</li> <li>In House training on health and safety building expertise and resilience</li> <li>Recruiting for a full-time Refurbishment Site Coordinator, and Clerk of Works</li> </ul>