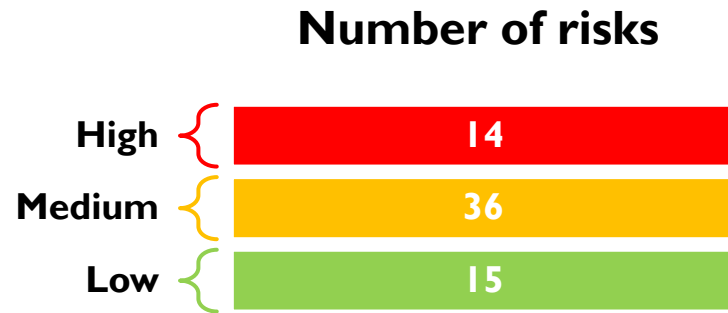


Risk Management & Health & Safety Update

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LWE Refurbishment Risk Profile



Key Programme Risks

Risk Description	Score	Change	Actions we're taking to mitigate the risk
Not having enough money for the options that we present due to not having detailed cost plans	20	↔	<ul style="list-style-type: none"> • Cost plan workshops with project managers and Consultants • Senior PMs to focus on cost plans and programme management • Consultants review of cost plans for objective view • Develop analysis on materials and options • Validate cost plans directly with manufacturers • Developing leasehold charging strategy • Developing skills and expertise of refurb team to through targeted workshops and recruitment
External risk to budgets of cost uncertainty and external conditions	20	↔	<ul style="list-style-type: none"> • 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. • Proactively engaging external funders to protect existing grant funding • Seeking additional grant funding and preferential loans and investment • Proactive management of cost consultants to ensure VFM realised
In-situ refurbishment may lead to accident, injury or major incidents affecting a resident, residents, staff, clients, contractors or member of the public	20	↔	<ul style="list-style-type: none"> • Improved process on how we log and manage H&S cases, incident reporting, taking a whole team approach, registering and feeding back. • Proactive communication on Health & Safety issues at management meetings • In House training on health and safety building expertise and resilience • Recruited for a full-time Clerk of Works • Data driven approach to identify and manage resident vulnerability • Establishing decant options during works. • Proactive CDM risk management with Derisk • RAMs Reporting in place • Undertaking daily inspections of all live projects
There is a risk that we may lose funding received from government because we are not able to meet conditionality of the grant	20	↑	<ul style="list-style-type: none"> • Ongoing communication with funders • Promote lessons learned from programme so far • Work with funders to extend deadlines • Communicate project benefits to funders • Explore further additional non-grant funding options • Recruiting Retrofit overseer • Work with UK Investment Bank
There is a risk that the works are not sequenced in a way which will minimise cost, disruption or complexity (Heat Network, external works and internal works, grant funding)	16	↔	<ul style="list-style-type: none"> • Draft logistics plan now in place and reviewed across the team • Using the heat network programme as the skeleton around which all interdependencies are looked at. • Consolidated programme now supplemented with a construction programme • Enhanced procurement and governance monitoring and management

Key Programme Risks

Risk Description	Score	Change	Actions we're taking to mitigate the risk
There is a risk of a high demand for decants and other respite, causing a lack of available properties and affecting the speed/progress/cost of the refurbishment	16	↔	<ul style="list-style-type: none"> • Work on buybacks • Creating voids which can be used as respite • Respite offer 3.0 • Identify the minimum level of decants that we need • Friends & Family offer
Risk of disturbance / disruption to residents whilst works around the area are in progress.	16	↔	<ul style="list-style-type: none"> • Summer activities ongoing • Training and Employment Hub • Work to look at developing spaces for working or studying • Refurb respite 3.0 • Housing free up as much decants as possible • Friends and family offer • Construction logistics programming • Recruiting additional RLOs
Not having coherent fire strategy (while required to go beyond building regulations) And making sure we have assurance that the delivery of the strategy is oversight on delivery	16	↔	<ul style="list-style-type: none"> • Tender out for a fire engineer and fire safety clerk of works • All MDCs also required to have their own fire engineer • Seeking to maximise fire safety beyond the regulatory minimums
Delays in procurement process may lead to programme delay and increasing costs	16	↔	<ul style="list-style-type: none"> • Closely working with internal governance and procurement colleagues • Legal advice sought on mitigating delays to RIBA stage 3 reports • Clarify design responsibilities
There is a risk that contractors may encounter unforeseen works after starting works	16	↔	<ul style="list-style-type: none"> • Detailed surveys in place • Ensure an adequate contingency sum is included for under the contract.