

Severity 1 - Negligible Impact 2 - Noticable Impact 3 - Significant Impact 4 - Local Environmental	Likelihood 1 - Unlikely 2 - Possible 3 - Probable 4 - Certain	Risk Factor Low = 1 - 4 Medium = 5 - 11 High = 12 - 16
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Risk No	Aspect	Potential Impact	Severity of Impact	Likelihood of Impact	Risk Factor	Additional Control Measures	Updated Severity	Updated Likelihood	Updated Risk Factor
	Pre-construction: Adhering to tight timescales	The terms of grant funding set out various deadlines which will need to be met, including starting the project before 31 March. Missing these targets jeopardises obtaining funding.	3	3	9	Look to engage a project manager as soon in the project as feasible to co-ordinate necessary elements for the project.	2	2	4
	Pre-construction: Project viability	Further survey work reveals that intended technologies are not suitable for buildings or significant further investment is required in order to realise the project.	3	2	6	Work with project manager to understand main risks. Review site surveys in detail at the pre-tender stage.	2	2	4
	Pre-construction: Project meeting grant criteria of cost and carbon targets	Further work increases cost of installing technologies or reduces expected energy saving.	2	3	6	Review procurement specification carefully at pre-tender stage. Work with Salix to review updated business case with cost and carbon savings expected. Potential to re-scope project if required.	1	2	2
	Pre-construction: Procurement of equipment	Possible delays to project due to long lead-in times for equipment. Where tenders required, insufficient tenderers submitting a competitive tender return for the scheme	2	3	6	Implement competent procurement strategy. Suppliers to be notified up potential projects as early as possible and detailed project plans with realistic timescales for procurement developed. Where there are risk of project delays due to supply chain issues, SALIX will be informed as early as possible or risks and potential impacts on timescales.	2	2	4
	Pre-construction: Project scope and specification	Incomplete project specification or poorly defined scope leading to procurement issues and delays in project	3	2	6	Prior to procurement, project scope will be clearly defined and agreed by a suitably qualified and appointed sub-contractor. Where procurement is not design and build, detail specification will also be developed prior to procurement. Responsibility for design will be clearly allocated. Allowance for design and specification has been included in proposed project timescales.	3	1	3
	Pre-construction: Planning approval	Delays in planning approval, where required, could lead to delays in project programme	2	3	6	Seek pre-application consultation with planning to understand potential challenges and agree the approach which is to be taken when submitting planning application	2	1	2
	Pre-construction: Building control applications	Delays in planning approval, where required, could lead to delays in project programme	2	3	6	Seek pre-application consultation with Building control to understand potential challenges and agree the approach which is to be taken when submitting an application	2	1	2

	Pre-construction: G99 Application Solar PV	Delays in planning approval, where required, could lead to delays in project programme	2	3	6	Seek pre-application consultation with Design consultant to understand potential challenges and agree the approach which is to be taken when submitting G99 application	2	1	2
	Pre-construction: Air Source Heat Pumps	Delays in surveys, where required, could lead to delays in project programme	2	3	6	Seek pre-application consultation with Design consultant to understand potential challenges and agree the approach which is to be taken when carrying ASHP works.	2	1	2
	Project management and timelines: Project delivery and programme	Lack of robust project management and a detailed project plan can lead to project/programme slippage, increased cost and damaged reputations	3	2	6	Engage a Project Manager from the outset to keep all stakeholders and project deliverables on track. Agree a Project/Programme Board meeting representatives and schedule and maintain this to suit the project/programme stage.	3	1	3
	Project management and timelines: COVID-19 delays	Potential for access issues to site due to the current situation with COVID-19 or delays in project programme due to staff COVID-19 risks	3	3	9	Robust COVID-19 risk assessments will be undertaken and working method statements issued for both site visits and working on site. All site guidelines will be strictly adhered to on site.	3	1	3
	Construction: Site health and safety	All site users could be at risk on site from H&S related issues such as slips, trips and falls, working at height, working with electrical equipment, etc. All staff required to undertake mandatory H&S training and risks assessments are in place for all site work.	4	2	8	The project will be managed in accordance with CDM regulations and a Principal Designer appointed at the concept design phase who will be responsible for linking with the Principal Contractor and ensuring a construction phase plan is prepared for each project. All risk assessments to be reviewed and updated for each specific projects. In addition to mandatory H&S training, toolbox talks on specific topics will be planned where relevant. Principal designer appointed and construction health and safety strategy adhered to	4	1	4
	Construction: Construction Design and Management (CDM)	CDM regulations not adhered to	4	2	8	All applicable CDM requirements will be met to ensure health and safety of all staff across project delivery. Roles and responsibilities under CDM will be clearly defined at the outset of the project.	4	1	4
	Construction: Heating supply	Lack of heating to site during project work	2	2	4	Works are planned to take place outside of main heating season. Project will be planned to minimise heating downtime. Temporary heating strategy will be put in place as required.	2	1	2

	Construction: Asbestos	Exposure of Asbestos to Site Workers or the Public could lead to long term health problems, such as Asbestosis or Mesothelioma	4	2	8	Inspection asbestos register prior to commencement of works and asbestos surveys instructed as required. If asbestos is discovered or suspected, cease working in the affected area and inform management. If Asbestos is damaged, cease work immediately, evacuate the area and inform management. Asbestos containing material is to be removed by a specialist contractor only. Contingency included for unforeseen project costs	4	1	4
	General: Value for money	Value for money not achieved	3	2	6	Quotations will be obtained, market tested and benchmarked against similar successful schemes	3	1	3
	General: Carbon and financial savings	Anticipated carbon or financial savings not achieved.	2	2	4	Carbon and financial savings calculations have been calculated using conservative estimates for savings potential and contingency allowance has been included in costs. Figures have been based on experience from previous projects and industry standard data.	2	1	2
	General: Technology risks	Issues around use of new technologies in existing buildings.	3	2	6	Proposed technologies are well developed. Projects will be fully specified by appropriately qualified engineer prior to procurement. Contractors with relevant experience and expertise will be appointed for delivery.	3	1	3
	General: Building disposal	Decision on building disposal during project	3	2	6	Buildings selected for inclusion in project are not currently planned for disposal. Should circumstances change, Salix will be informed as soon as possible and, where possible, an alternative proposed for inclusion in the project.	3	1	3
	General: Auditing burden post-project as a requirement of funding	Staff resource to monitor energy and carbon savings from upgraded buildings	2	2	4	Continue to develop carbon reporting dashboard to automate analysis of energy data. Ensure project follows Project Management Framework with documents updated as project progresses.	1	2	2
	General: Environmental risks	Each project included in the programme is small-scale and no significant environmental risks are anticipated.	2	1	2	Any environmental concerns will be raised as soon as possible and, if required, additional measures put in place.	2	1	2