

## PHC Illustrative Status Report

### Water Industry Development Project — Interview Demonstration Output

Report Date: 20 May 2026

#### Progress

The Water Industry Development Project (WIDP) Major Projects Risk Governance record has been created as an illustrative PHC project to support preparation for a Senior Risk Manager interview linked to a water company's major-projects environment. Initial public-domain information has been reviewed, including the regulated programme context, the job brief, company operating information, and the role emphasis on infrastructure risk, QSRA/QCRA, partner risk integration, mitigation follow-up, and PMO reporting. A first set of project overview narratives, involved-party descriptions, expected outcomes and PHC Questions responses has been prepared to demonstrate how PHC governance routines could strengthen delivery control in this environment.

This illustrative record is deliberately structured so it can be operationalised via either:

- individual employment (embedding PHC discipline into the existing PMO and risk function), or
- a contracted PHC Service team (providing an external-but-integrated control layer focused on evidence, follow-through, and decision-ready reporting).

#### Barriers

The current limitation is that this is an illustrative record based only on public-domain information and interview preparation material. It does not yet use internal risk registers, risk tool configuration (e.g., Riskconnect/ARM), schedules, cost data, partner reports, or established PMO governance routines.

In **employment mode**, the first step would be to replace illustrative content with controlled internal data, align to company governance standards, and establish a sustainable risk operating rhythm with named owners and regular updates.

In **contracted PHC Service mode**, the first step would be to agree scope, access protocols, information governance, and interfaces with the PMO—then stand up a blended operating model where the PHC team supports integration, quality control, evidence linkage, and escalation discipline without duplicating existing systems.

#### Further Work

The next step is to complete interview preparation, particularly the links between PHC practice and the company's need for major-project risk visibility, mitigation tracking, partner integration, QSRA/QCRA support, and leadership reporting—framed in a way that is equally credible whether delivered by an embedded employee or an external PHC Service team.

If the interview is successful, the PHC record can be repositioned as a private onboarding and 90-day execution tool, supporting early contribution through rapid baseline, stabilisation of reporting rhythm, and improved follow-through on mitigation and partner updates.

If the interview is not successful, the record can still serve as a portfolio demonstration of how PHC would support a regulated water infrastructure delivery period. It can then be refined into either:

- a **commercial proposal** for a contracted PHC Service team to provide major-project risk governance support, or
- a **repeatable reference example** for similar roles and programmes across the water sector.

#### Project Summary

Water Industry Development Project (WIDP) Major Projects Risk Governance is an illustrative project created within PHC Port to provide a realistic governance model for a major regulated water and wastewater infrastructure programme. It does not represent an official company project record and contains no confidential or proprietary information. Its purpose is to act as a structured reference point for exploring how the PHC Service could be applied to a complex, high-scrutiny, multi-stakeholder programme delivery environment.

The model reflects the kinds of challenges typically associated with a major water-sector capital programme: regulatory and environmental obligations, construction and engineering uncertainty, multiple delivery partners, NEC contract interfaces, customer and community impact, significant schedule and cost exposure, and the need for disciplined control of risks, actions, assumptions, issues, opportunities and deliverables. Through this project, PHC tools such as concerns lists, 90-day plans, reports, gap plans, questions and risk maturity records can be developed in a way that mirrors the governance needs of a large, high-consequence infrastructure programme.

The aim is not to simulate engineering detail or claim inside knowledge of the company's live project portfolio, but to create a practical governance and assurance framework that helps test visibility, accountability, escalation, mitigation follow-up and monitoring routines. In that sense, the project serves as a shadow model for thinking through how robust project health control could support successful delivery in a regulated major-projects programme context.

This illustrative PHC record is structured to be deliverable in two ways: either by embedding PHC discipline through an employed role within the company's existing PMO and risk function, or by providing the same governance and reporting control layer via a commercially contracted PHC Service team working alongside established systems.

## TOP RISKS (4)

Top Risks Details			
#	ID	Risk Summary	Mitigation
1	562	The primary risk is the potential for incomplete risk assessments due to the disconnection between external partner updates and the main programme risk view.	To mitigate this risk, a structured communication protocol and advanced risk management software should be implemented to ensure real-time updates and integration.
2	563	The primary risk is the ineffective integration of QSRA/QCRA outputs into project management, which could lead to unmanaged risks.	Mitigation involves resourcing accountable oversight (either via an embedded risk lead or a contracted PHC Service team) to oversee the QSRA/QCRA processes and ensure effective follow-up on risk management actions.
3	568	The primary risk is the failure to integrate NEC Early Warnings into the risk management process, leading to inefficiencies and delayed responses.	Mitigation involves ensuring that material Early Warnings are integrated into the risk management process, driving updates to risk views and decision-making inputs.
4	570	The top risk involves the potential for ground conditions and productivity variability to cause significant schedule and cost volatility, not fully captured in current plans.	Mitigation involves making uncertainties explicit, tying them to known workfronts and milestones, and refreshing assumptions as evidence improves.

*Note: Top Risks are selected from the full open Concern set by applying a priority flag. This table therefore shows the risks currently requiring senior focus, while the classification and engagement sections reflect the wider Concern population.*

Top Risks are priority-flagged items (not strictly the highest score).

## CONCERN CLASSIFICATIONS

### Classification Summary

**Total Open: 10 | Total Closed: 0**

Classification	Open	Closed
Technical	1	0
Commercial	2	0
Management	5	0
Regional	2	0

### Classification Key

<b>TECHNICAL</b> T1 Project Scope (1) T2 Design / Eng. (0) T3 Technical Processes (0) T4 Construction (0) T5 Startup (0) T6 Logistics / Warehouse (0)	<b>COMMERCIAL</b> C1 Feasibility/Business Case (0) C2 Market/Product (0) C3 Finance / Funding (1) C4 Estimate Uncertainties (1) C5 Suppliers / Vendors (0) C6 Legal / Contract Terms (0) C7 Currency/Inflation (0) C8 Tax/Tariff (0)
<b>MANAGEMENT</b> M1 Project Management (1) M2 Project Organisation (1) M3 Communication (1) M4 Project Resourcing (0) M5 Operations / People (0) M6 Operations / Permits (0) M7 Operations / Logistics (0) M8 Project Quality (2) M9 Health / Safety / Environment (0)	<b>REGIONAL</b> R1 Environment / Weather (0) R2 Security / Language (0) R3 Regulations (2) R4 Infrastructure (0) R5 Utilities (0)

## PROJECT ENGAGEMENT

### Engagement Summary

**Total Comments: 9**

Stream	Count
Schedule	0
Concerns	8
Actions	0
Locations	0
People	0
Events	1
Deliverables	0

### Engagement Metrics

Stream	Count	Comments	New	In past 7 days
Schedule	0	0	0	0
Concerns	10	8	8	0
Actions	1	0	0	0
Locations	0	0	0	0
People	0	0	0	0
Events	2	1	1	0
Deliverables	0	0	0	0

This section measures visible engagement with the risk-control process by counting comments and updates against PHC records, especially Concerns. The purpose is not to reward comment volume, but to highlight whether risks are being actively reviewed, challenged and progressed by owners, managers and discipline leads.

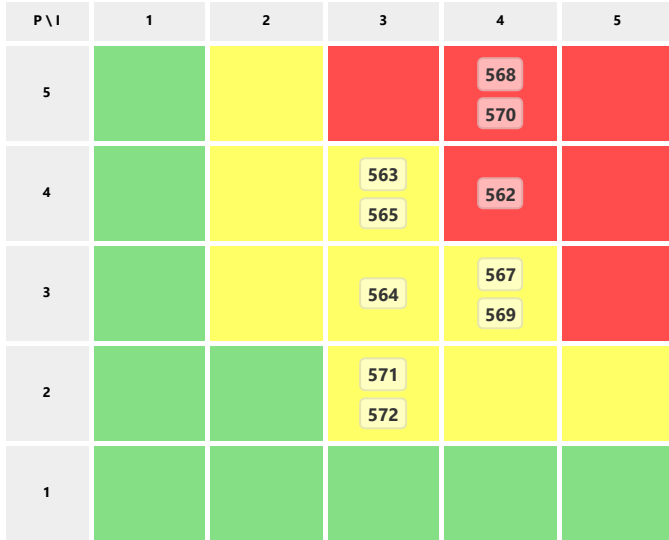
## RISK HEATMAP (10 OPEN RISKS)

### Heatmap Analysis

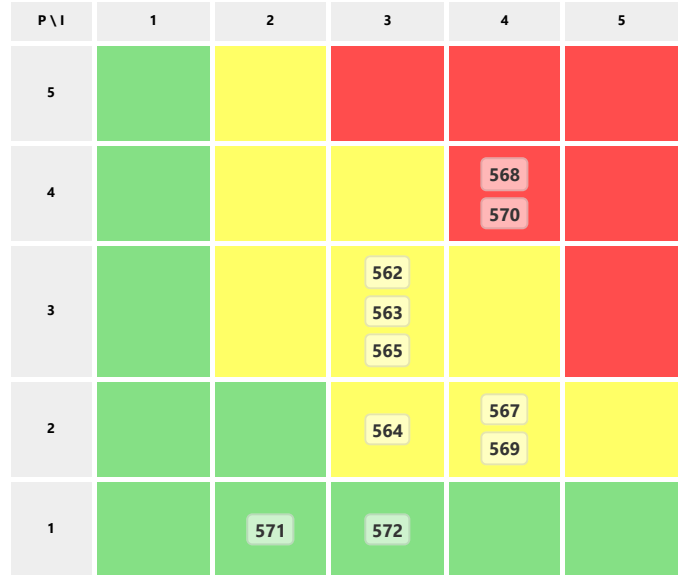
Showing 10 Open risks - 4 are Top Risks

Note that in cases where there is no action strategy, the residual will be the same as current. For this illustrative example the current and residual Pxl scores are set arbitrarily for illustration purpose.

#### Current Ranking



#### Residual Ranking



### Risk Summary

ID	Title	Owner	Current Score	Residual Score
568	NEC Early Warnings Not Integrated Into Risk Governance	1	20 (5x4)	16 (4x4)
570	Ground Conditions and Productivity Uncertainty Driving Schedule and Cost	-	20 (5x4)	16 (4x4)
562	External Partner Risk Integration	1	16 (4x4)	9 (3x3)
563	QSRA/QCRA Readiness and Data Quality	1	12 (4x3)	9 (3x3)
565	Mitigation actions not followed through	1	12 (4x3)	9 (3x3)
567	P50/P80 Confidence Deterioration Across Key Milestones	-	12 (3x4)	8 (2x4)
569	Regulatory and Environmental Commitments Constraining Delivery	-	12 (3x4)	8 (2x4)
564	Risk register quality and consistency	1	9 (3x3)	6 (2x3)
571	Contingency Recommendations Misaligned With Current Cost Exposure	1	6 (2x3)	2 (1x2)
572	Risk Tool Used as a Repository Instead of a Management Process	-	6 (2x3)	3 (1x3)

## DASHBOARD (10 RISKS)

### Risk Dashboard

#### Classifications

All	(10)
Technical	(1)
Commercial	(2)
Management	(5)
Regional	(2)

#### Distribution - All

##### Open (10)

Current	Residual
H (3)	H (2)
M (7)	M (6)
L (0)	L (2)

##### Top Risks (4)

Current	Residual
H (3)	H (2)
M (1)	M (2)
L (0)	L (0)

Proposed (0)

Closed (0)

#### Exceptions

Risks Overdue	(0)
Risks with Actions Overdue	(0)
Risks to Review	(0)
Risks with Actions to Review	(0)
[not assigned]	(4)
Dormant	(0)
No Action Plan	(9)

## PROJECT DOCUMENTATION

### Supporting Links

- PHC Port - Water Industry Development Project (illustrative): [https://phcport.com/BA\\_ALL.php?filter\\_button=all&filter\\_search=water industry](https://phcport.com/BA_ALL.php?filter_button=all&filter_search=water industry)
- Comment/Feedback Collection Tool: [https://phcport.com/openscalped/?project\\_id=269](https://phcport.com/openscalped/?project_id=269)