

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00550 □	M1 Project Management	Testing and Commissioning Strategy Not Integrated Early Enough	Testing, pre-commissioning, commissioning, operations input, and completions logic may be developed too late or too separately from design and construction planning.	An integrated completions and commissioning strategy is established early, with systemization, test prerequisites, turnover logic, and operations involvement built into delivery planning.  <div style="border: 1px solid black; padding: 2px;">What Could Go Wrong?</div> Physical completion is reached in fragmented form, but system handover and progressive testing cannot proceed efficiently.	Projects often underestimate how early completions logic and system turnover discipline need to start.	Create system-based completions planning early, define prerequisites and evidence requirements, map testing sequence by system and area, and link this to construction priorities.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
Completions and commissioning requirements are not fully driving earlier project stages.	Construction progresses without enough regard to turnover sequence and test readiness.	Commissioning becomes congested, slow, and unpredictable.	4	4	16	Mitigate	4	12	Winter, David	15Aug26	Open	24Mar26

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Set Completions milestones.	Winter, David	23May26	Open
#2	Establish construction meeting schedule to address completions.	Winter, David	23May26	Open

**Last 10 RM Events (Meetings/Interviews/Workshops).**

Mtg.	Date	Title / Person / Department	Objective
(0 Events held.)			

**Comments**

**History**

**Top Risk** 1 **Summary**

Testing and Commissioning Strategy Not Integrated Early Enough

**Top Risk Mitigation**

Create system-based completions planning early, define prerequisites and evidence requirements, map testing sequence by system and area, and link this to construction priorities.