

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00554	M2 Project Organisation	Emergency Planning and Site Resilience Not Mature Enough for Delivery Phase	Emergency arrangements, site resilience, and contingency planning for construction and early operations may lag behind the practical risk profile of the evolving site.	Emergency and resilience planning remains proportionate, current, exercised, and aligned to actual site conditions and project phase.  <b>What Could Go Wrong?</b> An incident exposes that emergency response assumptions, access routes, roles, communications, or mutual aid arrangements are not fit for current site reality.	Site conditions, contractor numbers, temporary works, and hazard profile change over time and require active updating.	Maintain a live emergency preparedness review tied to project phase changes, major site transitions, and exercises with accountable follow-up.

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)							

Emergency arrangements are not being refreshed at the same pace as site evolution.	A significant event occurs under conditions not well covered by current plans.	Response effectiveness is reduced and consequences escalate.	3	3	9	Mitigate	5	6	Winter, David	28Oct26	Open	24Mar26
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**Mitigating Actions / Response**

ID	Actions	Action Owner	Due Date	Close Date
#1	Establish an Emergency Preparedness plan.	Winter, David	23May26	Open

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

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

**Comments** **History**

Top Risk	Summary	Top Risk Mitigation
Emergency Planning and Site Resilience Not Mature Enough for Delivery Phase		Maintain a live emergency preparedness review tied to project phase changes, major site transitions, and exercises with accountable follow-up.