

HVASC HOUSING PROGRAM RISK REGISTER

PN L260310
Re 06.10.2026

Ris	Risk Type	Project Impact	Stage for Impact	Likeliho od	Conseque nce	Inherent Risk Ranking	Hierarchy of Control	Control Measures	Mitigation Due	Mitigation Status	Post Control Likelihood	Post-Control Consequence	Residual Risk Ranking	Future Actions and Implementation of Risk Controls;	Assignee
1. Client Management															
1	Communications	Insufficient or untimely project reporting and communication leaves the Client without clear visibility of progress, program, budget, risks, decisions and emerging issues, resulting in delayed decisions, misaligned expectations and reduced confidence in project delivery.	Pre-Design	Likely	Minor	M	Administrative Controls	Provide concise monthly project reports covering progress, program, budget, procurement, key risks, decisions and upcoming activities. Maintain regular coordination meetings with HVASC, issue minutes and action registers, and promptly escalate matters requiring Client direction or approval.	31-Jul-26	In Progress	Unlikely	Incidental	L	Issue monthly reports to key Client stakeholders and maintain regular progress updates between reporting cycles. Confirm decisions, responsibilities and due dates in meeting minutes and the actions register, and escalate material changes or emerging risks early so the Client remains informed.	Project Manager
2. Commercial / Markets															
2	Practical Completion and Handover	Disputes over PC dates, delayed staged handovers, inability to occupy completed dwellings	Construction	Possible	Major	H	Administrative Controls	Separate Annexure A per Separable Portion; define PC dates and security per SP; require staged program	12-Jan-27	Not Started	Unlikely	Moderate	M		Project Manager
3. Community / Stakeholders															
3	Traffic and Community Impacts	Construction works disrupt neighbours and causes traffic management issues.	Construction	Possible	Moderate	M	Administrative Controls	Include in Construction Contract, Builders requirement for traffic management plans and to provide advanced notification to residents and stakeholders that are potentially impacted by the works.	01-Sep-26	Not Started	Unlikely	Moderate	M		Project Manager
3	Cultural Heritage Monitoring	Ground disturbances proceed without cultural monitoring, leading to issues with HVASC, work stoppages, program delays, and reputational damage to Lackon.	Construction	Possible	Severe	E	Administrative Controls	Ensure protocols are in place for any works likely to trigger Cultural heritage Duty of Care requirements.	01-Sep-26	Not Started	Unlikely	Severe	H	Include CH Duty of Care Guidelines in Tender Docs	Project Manager
3	Community Engagement	Community expectations, stakeholder concerns or insufficient consultation result in project objections, delays in approvals, reputational impacts and loss of community support.	Pre-Design	Possible	Severe	E	Administrative Controls	Establish a stakeholder and community engagement process early. Coordinate consultation with HVASC, Traditional Owners, local community representatives and relevant stakeholders. Maintaining records of consultation outcomes, issues raised and agreed actions. Confirm with HVASC whether any existing trees within the development site have community, cultural, amenity or visual significance. Review tree retention and removal requirements against the cadastral survey and final site layout. Communicate proposed vegetation removal during stakeholder consultation and consider replacement planting where practical.	09-Jul-26	In Progress	Possible	Major	H	Confirm community consultation requirements with HVASC. Identify key stakeholders and consulting timing. Include consultation actions and decisions in the project actions register.	Council
4. Environmental / Statutory															
4	Wet Season	Wet season results in Builders demobilising and leaving sites unattended and without appropriate or monitored sediment barriers.	Construction	Possible	Moderate	M	Administrative Controls	Ensure Contract includes to keep sites maintained during any demobilisation or contractors absence.	01-Sep-26	Not Started	Unlikely	Moderate	M	Enforce Principal Contractor to engage local persons that will remain in community and can attend to site issues at all times.	Project Manager
4	Development Approval Delays	Delays in obtaining development approvals, MCU decisions, information request responses or statutory approvals result in program impacts and delayed commencement of housing delivery.	Pre-Design	Possible	Major	H	Administrative Controls	Establish an approvals program, undertake early due diligence, engage with assessment authorities and monitor statutory timeframes. Coordinate consultant responses to information requests in a timely manner. Engage Council early to review the developing subdivision and servicing design and advise the Operational Works approvals, application requirements and supporting documentation required.	03-Aug-26	In Progress	Unlikely	Moderate	M	Finalise and lodge the ROL application. Monitor Council assessment and information-request timeframes, and update the integrated program when the approval pathway and Decision Notice timing are confirmed. Submit the developing civil and servicing design to Council for review and written advice on Operational Works requirements, approval pathways, conditions and sequencing before tender documentation is finalised.	Project Manager
4	Dust Generation and Community Complaints	Dust generation during earthworks, subdivision and construction activities results in community complains, amenity impacts, additional mitigation measures and potential program delays, particularly where water supply for dust suppression is limited.	Construction	Likely	Moderate	H	Administrative Controls	Implement a Dust Management Plan, including identification of suitable water sources for dust suppression, water carts or storage tanks, staged earthworks, stockpile management, vehicle speed restrictions and monitoring of weather conditions.	01-Sep-26	In Progress	Possible	Minor	M	Confirm water availability and responsibilities for dust suppression prior to commencement of earthworks. Develop contingency arrangements where water supply may be constrained and monitor community feedback and weather conditions throughout construction.	Project Manager
5. Cultural Heritage															
5	Failure to comply with Aboriginal Cultural Heritage Duty of Care requirements	Aboriginal cultural heritage is disturbed or damaged during earthworks or construction activities, resulting in work stoppages, investigations, delays, additional costs, regulatory non-compliance and reputational damage.	Pre-Design	Possible	Severe	E		Undertake Cultural Heritage Duty of Care assessment prior to works. Review Aboriginal Cultural Heritager Register and Database, consult with the relevant Aboriginal Party and Traditional Owners where required, and implement Cultural Heritage Management procedures, including stop-work protocols for unexpected finds.	03-Aug-26	In Progress	Unlikely	Severe	H	Confirm Duty of Care category for all work areas. Determine whether cultural monitoring is required during excavation works. Include Cultural Heritage requirements in tender and construction documentation.	Council
5	Unexpected cultural heritage find during construction works	Previously unidentified Aboriginal cultural heritage artefacts, sites or human remains are discovered during construction works, resulting in immediate work stoppages, redesign requirements, delays, additional costs and stakeholder impacts.	Construction	Possible	Severe	E		Include stop-work procedures in control management plans. Train site personnel on Cultural Heritage Find protocols. Ensure escalation procedures and notification requirements are clearly defined prior to commencement of works.	01-Sep-26	Not Started	Unlikely	Severe	H	Confirm notification and escalation procedures with the relevant Aboriginal Party. Include Cultural Heritage induction requirements for contractors and subcontractors.	Project Manager
6. Financial															
6	Contractor Financial Capacity	Principal Contractor does not have suitable financial capacity to undertake the works leading to Head Contractor insolvency or administration, inability to pay subcontractors and suppliers, and cash flow constraints leading to slowed or suspended works. Also increases the risk of claims, disputes, or project abandonment	Tender	Possible	Severe	E	Administrative Controls	Undertake financial due diligence before award, including review of audited financial information, credit and insolvency checks, current workload and cashflow capacity. Require appropriate security, insurance and subcontractor payment controls, with ongoing financial monitoring during delivery.	31-Aug-26	Not Started	Possible	Major	H	Complete and document the preferred tenderer's financial-capacity assessment before award. Confirm security and contingency arrangements, monitor payment performance and warning signs during construction, and maintain an insolvency response plan.	Council
6	Funding Shortfall	Funding Shortfall - Budget shortfall due to omitted contingencies, fees, authority charges	Pre-Design	Likely	Major	E	Administrative Controls	QS cost plans to include remote loadings, contingencies, authority fees; peer review; design value engineering review	03-Aug-26	In Progress	Likely	Moderate	H	Liaise with HVASC and the Department to secure more funding	Council
7. Security															
8. Government / Political															
9. Integration															
9	Water Connections	Delays and disputes over water connections with Council and contractor	Design	Possible	Moderate	M	Administrative Controls	Define responsibility in RFT and drawings; confirm Council requirements early	31-Aug-26	In Progress	Rare	Moderate	L		Design Team
9	Utility Coordination	Utility requirements, existing services or authority approvals are identified late, resulting in redesign, additional costs and delays to construction activities.	Design	Possible	Major	H	Administrative Controls	Undertake early utility investigations and engage service authorities during planning and design. Confirm existing services and infrastructure capacities and clearly allocate authority responsibilities.	31-Aug-26	In Progress	Unlikely	Moderate	M	Continue coordinated water, sewer, electrical and telecommunications investigations. Confirm utility easements, lot-servicing arrangements and the final coordinated services plan, including any dependency on the ROL Decision Notice.	Design Team
9	Unforeseen Utilities / Existing Services	Existing underground services, council infrastructure, communications assets, sewer connections, abandoned services or utility conflicts are identified during design or construction and are not accurately reflected in available records or survey information, resulting in redesign, relocation works, delays, service interruptions and additional project costs. The current service information is indicative only and requires confirmation during detailed design and construction.	Design / Construction	Possible	Major	H	Administrative Controls	Undertake detailed utility investigations during design, including DBYD enquiries, service authority consultation, survey review and targeted potholing/verification where required. Clearly allocate utility relocation responsibilities within contract documentation.		In Progress	Unlikely	Moderate	M	Review cadastral survey and detailed engineering survey information. Confirm sewer, water, electrical, telecommunications and other service locations prior to final design. Undertake potholing of critical service crossings before construction. Confirm responsibility for service relocations and protection works within tender documentation. The survey notes that underground service information is indicative only and additional services may exist.	Design Team
10. Hazards															
10	Remote Construction Environment	Remote location constraints, limited resources, mobilisation challenges and supply chain disruptions result in program delays and increased project costs.	Construction	Likely	Major	E	Administrative Controls	Develop detailed logistics and procurement plans, identify long-lead items early and coordinate deliveries, accommodation and mobilisation activities.	01-Sep-26	Not Started	Possible	Moderate	M	Monitor supply chain risks and procurement lead times. Regularly review logistics planning and contractor mobilisation requirements.	Project Manager
11. Legal / Regulatory															
11	Intellectual Property Rights	Work commission or provided by others (HVASC) does not provide the IP rights required for reuse or modification leading to legal disputes.	Design	Possible	Moderate	M	Administrative Controls	Check all content provided by others can be used by Lackon for its intended purposes prior to distribution.	31-Aug-26	In Progress	Rare	Moderate	L		Project Manager
11	Payment Disputes	Payment disputes, statutory non-compliance with BIF Act, reputational damage, cashflow disruption	Construction	Possible	Major	H	Administrative Controls	Legal review of payment clauses; align Part B with BCIPA; clearly define claim vs payment timing	28-Oct-26	Not Started	Unlikely	Moderate	M		Project Manager
11	Scope Changes and Variations	Post-award variations, cost overruns, delays to PC and occupancy	Construction	Possible	Moderate	M	Administrative Controls	Define certification responsibility in RFT; include costs in pricing schedule; align hold points	28-Oct-26	In Progress	Rare	Moderate	L		Project Manager
11	Contract Compliance	Contract documentation does not clearly allocate responsibilities, statutory requirements or delivery obligations, resulting in disputes, claims and program delays.	Tender	Possible	Major	H	Administrative Controls	Undertake contract reviews and clearly define responsibilities, deliverables, interfaces and statutory requirements within procurement and contract documentation.	31-Aug-26	In Progress	Unlikely	Moderate	M	Review contract documentation before procurement and execution. Confirm responsibilities with all parties and maintain appropriate contract administration procedures.	Project Manager
12. Logistics															
12	Electrical Infrastructure Capacity / Ergon Servicing	Ergon services vast, low-density networks with limited spare capacity. Connections frequently trigger augmentation of rural or fringe-of-grid infrastructure FNQ weather (wet season, cyclones) impacts design, construction, and scheduling Ergon assessment queues can be lengthy, particularly for non-standard or high-load connections. Delay to program due to lengthy and uncertain timeframes for mains electricity application assessment and potential network upgrades by the electricity provider.	Design	Likely	Major	E	Administrative Controls	Early Engagement with Ergon. Initiate pre-application discussions as early as possible. Seek indicative capacity advice and include clarity on likely need for upgrades, confirm typical assessment durations and potential seasonal workload impacts.	31-Aug-26	In Progress	Likely	Moderate	H	Confirm the Ergon point of connection, required network extension and lot-servicing arrangements. Determine whether the ROL Decision Notice is required before application, then obtain and assess Ergon's servicing advice and connection offer.	Design Team

12	Concrete Supply Constraints	Concrete plant cannot supply materials at rates required to maintain the construction program, resulting in delays.	Tender	Possible	Moderate	M	Administrative Controls	Include supply chain analysis in procurement planning. Consider builder-led supply strategies and early procurement of long-lead items.	31-Aug-26	Not Started	Possible	Moderate	M		Project Manager
12	Material Supply Constraints	Program delays and claims due to material shortages in remote locations	Tender	Possible	Major	H	Administrative Controls	Tender confirmation of supply capability; allocate remote supply risk; early procurement strategies	31-Aug-26	Not Started	Possible	Moderate	M		Project Manager
13. Management / Communication															
14. OH&S															
14	Emergency Access and Site Layout Constraints	Emergency event in construction is impacted by radial cul-de-sac layout creates dead end streets, that can create urban areas that are less safe and accessible in an emergency than a through street.	Construction	Possible	Severe	E	Administrative Controls	Ensure Contractor considers in Construction Management Plans - Review and Query in Tender Assessment.	01-Sep-26	Not Started	Rare	Severe	M		Design Team
15. People															
16. Procurement															
16	IEOP Requirements	Program delays and variations if IEOP imposed post-award	Tender	Possible	Moderate	M	Administrative Controls	Confirm IEOP requirements early; include in RFT; engage DWATSIP	31-Aug-26	In Progress	Rare	Minor	L		Project Manager
17. Production / Operations															
18. Project Size / Complexity / Uniqueness															
19. Systems															
20. Technical															
20	Social Housing Standards and Remote Design Compatibility	Materials and construction methodology in design stages are inconsistent with the Social Housing Design Requirements	Design	Possible	Moderate	M	Administrative Controls	Ensure the design is alsiged with Social Housing & Remote Housing Standards. Ensure design demonstrates value for money and simplifies construction and considers materials waste and efficiencies.	24-Jul-26	In Progress	Possible	Moderate	M	Submit the design drawings to the Queensland Government Remote Housing team for review against the applicable Social Housing and Remote Housing design requirements. Record review comments, required departures and approvals, and incorporate agreed changes into the next design issue.	Design Team / Council
20	NBN / Telecommunications Design	NBN is not adequately considered during design & construction causing issues or delays at handover. Developer Applications need to be lodged even if service is via satellite or Wi-Fi. Social Housing Design Standard may require future provision of satellite or pip/pipe lead-ins.	Design	Possible	Moderate	M	Administrative Controls	Ensure NBN is included in design scope and proper engagement with supply authorities is included in the construction contractors scope.	31-Aug-26	In Progress	Rare	Moderate	L		Design Team
20	Stormwater Drainage Design	Stormwater drainage design causes flooding impact to upstream/downstream/adjacent properties.	Design	Possible	Severe	E	Administrative Controls	Ensure Stormwater is adequately addressed during design.	31-Aug-26	In Progress	Unlikely	Severe	H		Design Team
20	Flood Levels and Habitable Floor Levels	Habitable floor levels for flood immunity (needs to meet 1% AEP) are not appropriately determined in design leading to non-compliances and redesign.	Design	Possible	Severe	E	Administrative Controls	Include scope and analysis by Hydrological Consultant including Stormwater & Flood Impact assessments is/as required under the Planning Scheme.	31-Jul-26	In Progress	Possible	Severe	E	Confirm whether additional flood modelling or scenario testing is required. Coordinate flood information, finished lot levels, drainage, lot grading and dwelling floor levels to achieve 1% AEP flood immunity plus required freeboard without adverse off-site impacts.	Design Team
20	Planning and NCC Compliance	Town planning and NCC assessments are not undertaken leading to non-compliances in design. E.g. bushfire, flood, environmental management.	Design	Likely	Major	E	Administrative Controls	Ensure that the design is considerate of all regulatory requirements by undertaking appropriate due diligence and confirming requirements.	31-Aug-26	In Progress	Possible	Major	H		Design Team
20	Site Constraints and Housing Specifications	Houses are unable to meet the required specifications due to constraints in Lots due to the narrow and oddly shaped lots not allowing for standard house widths to fit on site or access with ease.	Design	Likely	Major	E	Administrative Controls	Ensure the design team assesses the siting plans and potential for constraints early in design.	24-Jul-26	In Progress	Possible	Major	H	Review final siting and earthworks against cadastral survey, detailed survey and geotechnical recommendations. Confirm cut/fill depths, pad levels, driveway grades and retaining requirements. Resolve shared-driveway widths and whether access will operate one-way or two-way.	Design Team
20	Social Housing Standards Compliance	Housing are not accepted in Design or Handover due to not meeting the Social Housing Design Guidelines and Technical Summary Sheets / Remote Housing Design Guidelines.	Design	Almost Certain	Major	E	Administrative Controls	Ensure the design complies with all applicable codes and standards and a deviations schedule is maintained. Ensure the intention / requirement to apply for dispensations to the overriding standards are communicated and addressed.	31-Aug-26	In Progress	Possible	Major	H	Incorporate the concept-design review comments in the next issue and confirm accessibility, covered outdoor living, security, servicing, room-area and documentation requirements before Queensland Government Remote Housing review.	Design Team
20	Construction Compliance with Approved Design	Construction works do not comply with approved design documentation, resulting in rework, delays, and potential defects claims.	Construction	Likely	Moderate	H	Administrative Controls	Undertake thorough Superintendent inspections regularly and at key milestones. Ensure RPAO pre-PC inspections are planned and executed.	28-Oct-26	Not Started	Possible	Moderate	M		Project Manager
20	Level 1 Compaction Certification	Level 1 Compaction not certified during subdivision construction and certificates are nto available leading to donwgrading of site classifications and increased design and construction costs	Construction	Likely	Moderate	H	Administrative Controls	Require geotechnical inspection and verification of subgrade conditions following stripping and prior to placement of structural fill. Maintain complete Level 1 certification records for all building platforms, roads and service trench reinstatement.	01-Sep-26	Not Started	Possible	Moderate	M	Require geotechnical inspection and verification of subgrade conditions following stripping and prior to placement of structural fill. Maintain complete Level 1 certification records for all building platforms, roads and service trench reinstatement.	Project Manager
20	Unforeseen Ground Conditions	Ground conditions encountered during earthworks differ from those identified in the geotechnical investigation, resulting in additional excavation, unsuitable material replacement, design changes, program delays and increased construction costs.	Construction	Possible	Moderate	M	Administrative Controls	Undertake proof rolling, geotechnical inspections and Level 1 earthworks testing. Include latent conditions provisions within tender and construction documentation	02-Sep-26	Not Started	Possible	Moderate	M		Project Manager
20	Moisture Sensitive Clay Subgrade	Moisture sensitive clay subgrades soften during wet weather, resulting in loss of trafficability, pavement deterioration, additional earthworks, program delays and increased construction costs.	Construction	Likely	Moderate	H	Administrative Controls	Sequence earthworks to minimise exposure during wet weather. Provide temporary drainage measures, proof rolling and capping layers as soon as practical after earthworks.		In Progress	Unlikely	Moderate	M	Incorporate the completed geotechnical report's subgrade preparation, proof-rolling, drainage, seasonal moisture and pavement recommendations into the civil design and tender documentation. Include hold points for geotechnical inspection before structural fill and pavement layers are placed.	Design Team
21. Weather / Natural Events															
21	Wet Season Contract Award Timing	Contracts are awarded in or prior to wet season leading to extended contract durations whilst no work occurs.	Tender	Possible	Moderate	M	Administrative Controls	Do not award construction contracts until wet season is over or nearing its end.	31-Aug-26	In Progress	Unlikely	Moderate	M		Council