Risk Register Report

Identifying, scoring and treating project risks before they become problems.



Sample Project

Client: Urban City

PREPARED & SUBMITTED BY

SP Consultant

in Joint Venture with USF Consultants
info@spconsultant.example
shahidpervaiz.net

ISSUE

November 2026

RISK ASSESSMENT REPORT — RISK REGISTER & 5×5 RISK MATRIX

Sample Project

Client — Urban City

ASSESSMENT DATE	REPORT SCOPE	RISKS REPORTED	EXTREME + HIGH
31/10/2026	All phases	12 of 12	7
REVISION	GENERATED		
A	08/11/2026 16:33		

1. EXECUTIVE SUMMARY

Sample Project is being carried out for Urban City at Sample City under contract C-2026-014. It started on 17 November 2025 and is due for completion on 22 January 2027. This Risk Register Report sets out the position at 8 November 2026 and has been prepared by SP Consultant in joint venture with USF Consultants.

This report covers **12** risks recorded against **Sample Project** for Urban City, assessed on 31/10/2026 and reported across all phases.

7 risks (58% of the register) sit in the Extreme or High bands and carry the bulk of the exposure; the mean risk score is 10.3 out of 25 and the highest single score is 16.

The largest concentration is in **Land & Utilities** (3 risks), split 4 design and 8 construction.

8 risks remain Open with mitigation not yet under way, 0 are being monitored and 4 are mitigated or closed.

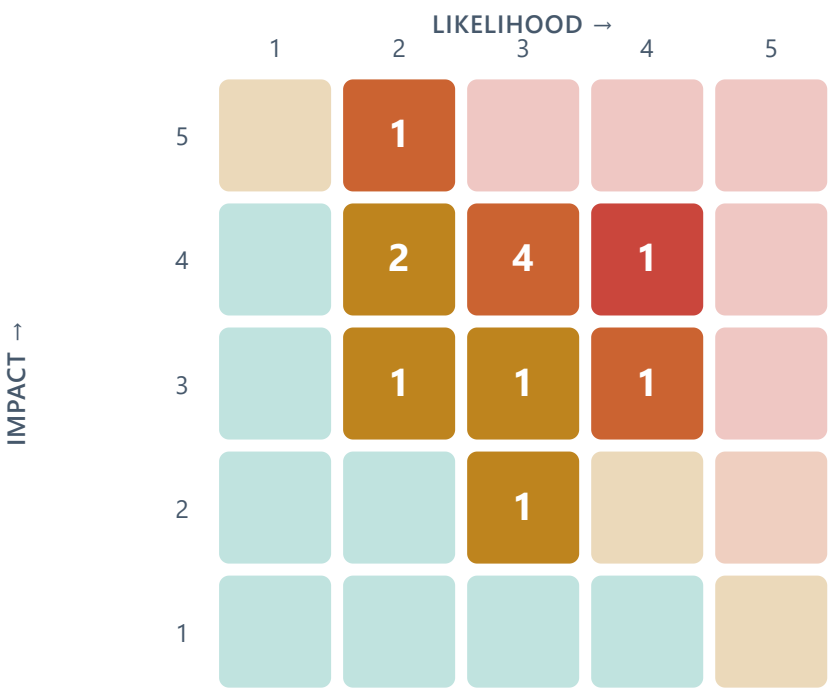
PROJECT NO.	001	PROJECT	Sample Project
CLIENT	Urban City	LOCATION	Sample City
CONTRACT NO.	C-2026-014	CONSULTANT	SP Consultant in joint venture with USF Consultants
START DATE	17 November 2025	COMPLETION DATE	22 January 2027
REPORT DATE	8 November 2026	STATUS DATE	31 October 2026

2. RISK PROFILE

TOTAL RISKS	EXTREME (15–25)
12	1
HIGH (10–14)	**MEDIUM (5–9)**
6	5
LOW (1–4)	**OPEN**
0	8
MEAN SCORE	**HIGHEST SCORE**
10.3	16

Scores are Likelihood × Impact on a 1–5 scale, banded 1–4 Low, 5–9 Medium, 10–14 High and 15–25 Extreme.

3. 5×5 LIKELIHOOD AND IMPACT MATRIX



Each cell shows how many reported risks carry that likelihood and impact pair.

4. PRIORITY RISKS REQUIRING ACTION

Extreme and High risks that are not yet closed, ranked by score. These should be reviewed at every progress meeting until the score drops or the risk passes.

#	RISK	PHASE · CATEGORY	SCORE	LEVEL	MITIGATION / RESPONSE	OWNER	STATUS
1	Unmarked underground utilities found during excavation and drainage works	Construction · Land & Utilities	16	Extreme	Trial pits ahead of the works; utility owners on call; SUE data on drawings	C. Supervisor	Open
2	Low winter temperatures stop asphalt surface course laying in December	Construction · Weather/Climate	12	High	Lay surface course in November; temperature check before each pour	C. Supervisor	Open
3	Traffic signal controllers delivered late (imported, long lead)	Construction · Schedule	12	High	Order approved in August; weekly tracking of shipment; temporary signals ready	R. Builder	Open
4	Traffic accidents inside the work zones on the live road	Construction · Safety (HSE)	10	High	Approved traffic management plan; barriers and lighting; daily inspection	H. Safety	Open

5. BREAKDOWN

CATEGORY

CATEGORY	RISKS	SHARE
Land & Utilities	3	25%
Cost/Commercial	2	17%
Design & Technical	1	8%
Quality	1	8%
Safety (HSE)	1	8%
Schedule	1	8%
Stakeholder/Approval	1	8%
Traffic & Public	1	8%
Weather/Climate	1	8%

STATUS

STATUS	RISKS	SHARE
Open	8	67%
Closed	4	33%

OWNER

OWNER	RISKS	SHARE
A. Project Manager	2	17%
C. Supervisor	2	17%
E. Client	2	17%
B. Engineer	1	8%
H. Safety	1	8%
J. Materials	1	8%
L. Environment	1	8%
Q. Surveyor	1	8%
R. Builder	1	8%

PHASE

PHASE	RISKS	SHARE
Construction	8	67%

Design	4	33%

6. FULL RISK REGISTER

#	PHASE	RISK DESCRIPTION	CATEGORY	L	I	SCORE	LEVEL	MITIGATION / RESPONSE	OWNER	STATUS
1	Construction	Unmarked underground utilities found during excavation and drainage works	Land & Utilities	4	4	16	Extreme	Trial pits ahead of the works; utility owners on call; SUE data on drawings	C. Supervisor	Open
2	Design	Environmental permit approval takes longer than planned	Stakeholder/Approval	4	3	12	High	Early meetings with the agency; complete outfall assessment with the application	L. Environment	Closed
3	Design	Land owners dispute the compensation award and delay land acquisition	Land & Utilities	3	4	12	High	Land Acquisition Collector engaged early; fair-value survey; alternative alignment at Ch 3+850	E. Client	Closed
4	Construction	Low winter temperatures stop asphalt surface course laying in December	Weather/Climate	3	4	12	High	Lay surface course in November; temperature check before each pour	C. Supervisor	Open
5	Construction	Traffic signal controllers delivered late (imported, long lead)	Schedule	3	4	12	High	Order approved in August; weekly tracking of shipment; temporary signals ready	R. Builder	Open
6	Design	Utility relocations by others not finished before construction starts	Land & Utilities	3	4	12	High	Weekly utility coordination meetings; relocation completion before NTP	A. Project Manager	Closed
7	Construction	Traffic accidents inside the work zones on the live road	Safety (HSE)	2	5	10	High	Approved traffic management plan; barriers and lighting; daily inspection	H. Safety	Open
8	Construction	Bitumen price rise above the price adjustment allowance	Cost/Commercial	3	3	9	Medium	Price adjustment clause; early bulk purchase by the contractor	Q. Surveyor	Open
9	Construction	Late payment of IPCs slows the contractor	Cost/Commercial	2	4	8	Medium	IPCs certified within 7 days; client funding plan from the S-curve	E. Client	Open
10	Design	Errors in drainage invert levels found during construction	Design & Technical	2	4	8	Medium	Independent check of drainage design at 90%; survey of existing outfalls	B. Engineer	Closed
11	Construction	Aggregate from the approved quarry fails gradation or strength tests	Quality	2	3	6	Medium	Source approval tests; stockpile testing every 1,000 m3	J. Materials	Open

12	Construction	Complaints from shops about access during the works	Traffic & Public	3	2	6	Medium	Phased works; temporary access ramps; public notices	A. Project Manager	Open

Sample report: illustrative data