

	Risk	Potential Impact	Inherent Risks			Recommended Action / Comments	Owner	Assignee	Residual Risks			Rank
			Likelihood	Impact	Exposure				Likelihood	Impact	Exposure	
1.0	Governance & Leadership											
1.1	Delays in client governance / sign off processes.	Delay in governance process could lead to programme delay.	3	4	12	Governance / sign off process to be closely monitored by the client. Committee report to be prepared in time for scheduled committee meeting.	CCC		2	2	4	
1.2	Loss of key personnel	Disruption, loss of knowledge and continuity of Project Team.	2	3	6	Quality assurance protocols to be strictly enforced, in order to ensure documentation is regularly shared with all parties	CCC/SI		2	2	4	
1.3	Government influence - reasonably foreseeable new legislation.	Change in government / statutory requirements Changes in regulations that could affect the environmental permit	3	5	15	Any change in government / statutory requirements to be closely monitored by the client.	CCC		2	5	10	
2.0	Financial											
2.1	Financial											
2.1.1	Manage design against agreed cost plan / client budget	Design proposals exceed budget and/or present a high risk of cost increase.	3	5	15	Cost plans to be formulated and signed off by the client at the end of each RIBA stage	SI		2	2	4	
2.1.2	Price inflation	Cost of materials Increase	3	4	12	Cost plans to be formulated and signed off by the client at the end of each RIBA stage	SI		3	3	9	
2.1.3	Contractor / sub-contractor solvency	<ul style="list-style-type: none"> Loss of contractor, Unable to achieve project timescales, Increased cost to project, Potential reprocurement exercise 	2	5	10	Financial searches to be undertaken both prior to commencement and during the course of the works, in order to verify the ongoing solvency of the contractor.	CCC		2	2	4	
2.1.4	Failure to provide vacant site on agreed start date	Delay project works - results in contractual delay	4	5	20	CCC manage with the landfill company	CCC		2	2	4	
2.1.5	Compliance with EA Permit for site	Non-compliance may delay opening and use of the site.	3	5	15	Client team and Contractor to monitor closely	CCC		2	2	4	
3.0	Programme											
3.1	Constraints Schedule											
3.1.1	Site constraints / restrictions impact upon programme.	Delay to the proposed commencement of the works on site.	3	4	12	<ul style="list-style-type: none"> Early engagement with landfill operator Early engagement with site operator Issue Authority Notice of Change (ANoC) as soon as possible to prevent later delays Early engagement with the Environment Agency regarding permit transfer Obtain legal, property or technical advise where necessary. 	CCC		3	3	9	
3.2	Lead-in times for plant & equipment											

3.2.1	Lead-in times not identified for critical items of plant and equipment.	Contractor fails to identify lead-in times thereby resulting in delays to the programme.	3	5	15	<ul style="list-style-type: none"> Contractor to formulate a detailed programme of works identifying lead-in times for critical items of plant and equipment. Contractor engages with suppliers before devising their programme plan Contractor highlights to CCC/SI straight away any issues with suppliers Contractor seeks alternative suppliers early on 	Contractor / SI		2	3	6	
3.2.2	Delayed delivery of construction materials / modular components.	Delay in delivery of specialist equipment and/or modular components leading to prolongation of the programme.	3	4	12	<ul style="list-style-type: none"> Contractor to liaise directly on a regular basis with their supply chain, in order to identify any delivery delays. Contractor engages with suppliers before devising their programme plan Contractor highlights to CCC/SI straight away any issues with suppliers Contractor seeks alternative suppliers early on 	Contractor / SI		2	3	6	
3.3	Programme of works											
3.3.1	Required programme delivery not achievable.	Current programme not achievable resulting in delay opening of new facility	3	4	12	Detailed programme analysis to be carried out by the SI and Contractor.	SI		2	2	4	
3.3.2	Critical dates not identified on the programme.	Delays to programme and increased cost risk.	4	5	20	Detailed programme analysis to be carried out by the SI and Contractor.	SI		2	2	4	
3.4	Commencement date											
3.4.1	Target commencement date not met	<ul style="list-style-type: none"> Risk of delayed completion of the works, planning elapsing. Delays in opening new facility 	4	4	16	<ul style="list-style-type: none"> Detailed pre-contract programming to be carried out by SI/Contractor, in order to ensure all contract and legal matters are completed appropriately. Agreed programme of works by all parties Continued and regular engagement with site operator, landfill operator, EA and guided busway 	SI		3	4	12	
3.5	Completion Date											
3.5.1	Target completion date not met	Delay in opening new facility	4	4	16	Regular project programme meetings to be held, in order to identify any delays / risk to programme	SI		3	4	12	
3.6	Phased Completion											
3.6.1	Proposed phasing of the works not clearly identified.	<ul style="list-style-type: none"> Works are not completed in the correct order thereby resulting in works have to be taken down and completed in the right order. Delay in opening new facility 	2	4	8	<ul style="list-style-type: none"> Detailed programme analysis to be carried out by SI and Contractor. Early engagement with landfill operator to allow site to be accessible in line with the agreed programme. 	SI		2	2	4	
3.7	Working Hours											
3.7.1	Working hours restricted by planning / development restrictions.	Programme delays and increased cost risk.	2	3	6	Any working time restrictions to be incorporated within the project programme.	SI		2	2	4	
3.8	Out of hours working											
3.8.1	Out-of-hours working restricted by planning / development restrictions.	Programme delays and increased cost risk.	2	3	6	Any working time restrictions to be incorporated within the project programme.	SI		2	2	4	
3.10	Go / no-go decision protocol											

3.10.1	Go / no-go decision protocol not implemented for key stages.	Decision protocol not implemented by the client thereby leading to programme delays.	3	4	12	<ul style="list-style-type: none"> Decision protocol to be formulated and tracked by the client. Establish a clear governance process that aligns with council committee approval processes. CCC to report progress to the Waste Programme Board and gain approvals/steers where required. 	CCC		2	2	4	
4.0 Operations												
4.1 Environmental Permit												
4.1.1	No environmental permit to operate the facility	Unable to secure a permit variation to operate the HRC	2	4	8	<ul style="list-style-type: none"> Early engagement with the Environment Agency Engage with site operator to obtain all information required for a environment permit (or variation) Obtain technical advice where required Seek a Local Enforcement Position (LEP) from 	SI		2	2	4	
4.2 Operational Contingency												
4.2.1	Unable to provide waste recycling/reuse services for the Milton area whilst the site is closed for the construction period / Reduction in open Household Waste Recycling Centres	<ul style="list-style-type: none"> Fly tipping Public dissatisfaction Resistance to booking systems Increased carbon emissions from fly-tipping. 	5	4	20	<ul style="list-style-type: none"> Booking systems at other HRC's. Traffic congestion - temp traffic signals in place, communication campaign to make stakeholders aware of alternative provisions. Campaign on reuse policy to reduce overall waste in the HRC. 	CCC		3	3	9	
5.0 Cost Planning												
5.1 Cost Plan												
5.1.1	Delays with the cost plans being signed off by the client.	Programme delays and increased cost risk.	3	4	12	<ul style="list-style-type: none"> Decision protocol to be formulated and tracked by the client. Establish a clear governance process that aligns with council committee approval processes. CCC to report progress to the Waste Programme Board and gain approvals/steers where required. 	CCC		2	2	4	
5.2 Contingency and provisional sums												
5.2.1	Contingency and provisional sums	Contingency and provisional sums not included for risk items thereby leading to unforeseen increases in the cost of the works.	4	4	16	<ul style="list-style-type: none"> Regular design review meetings to be held to identify cost risk. Capital expenditure increase to be approved by committee and capital programme board to cover contingency spend. 	SI		3	3	9	
6.0 Design / Construction / Building Performance												
6.1	Scope creep	Changes to approved purposes, design and specification as called for by the client, design team or end user.	4	3	12	<ul style="list-style-type: none"> Clients requirements to be closely monitored / tracked by the client, in order to avoid scope creep. Regular and continued liaison with site operator 	CCC		3	2	6	
6.2	End user/employers requirements not built into end product	<ul style="list-style-type: none"> Potential lack of usability of certain aspects of the development Failure of main contractor to deliver required Employers Requirements. 	3	3	9	<ul style="list-style-type: none"> Clients requirements to be closely monitored / tracked by the client. Regular and continued liaison with site operator to ensure the facility is fit for purpose. 	CCC		3	2	6	

6.3	Failure of contractor to perform or poor performance in line with agreed programme.	Contractor does not deliver construction of the development to the agreed programme.	3	3	9	• Client and SI to closely monitor and track progress of the works against the project programme.	SI		2	2	4	
7.0	Third Party Agreements											
7.1	Drainage building over agreement											
7.1.1	Failure to identify foundation works within 3 metres of public drainage / sewer.	Damage to public drainage / sewer.	4	3	12	• Drainage survey to be undertaken, together with carrying out utility searches. • Complete as per planning condition	CCC/SI		2	3	6	
8.0	Health & Safety											
8.1	Principal Designer and Appointment											
8.1.1	Failure to appoint a 'principal designer' under the terms of the Construction (Design & Management) Regulations 2015.	Breach of Construction (Design & Management) Regulations 2015.	2	3	6	Principal designer' to be appointed as early as possible during the design phase, in order that they may provide health & safety advice to the client pursuant to their obligations under the terms of the Construction (Design & Management) Regulations 2015.	CCC		2	2	4	
8.2	F10 form											
8.2.1	Failure to promptly issue F10 form to HSE	Breach of Construction (Design & Management) Regulations 2015.	2	4	8	Principal designer' to issue the F10 form to the HSE on behalf of the client.	CCC/SI		2	2	4	
8.3	Pre-construction health & safety information											
8.3.1	Failure to promptly issue pre-construction information to the tendering contractors.	Delay with the formulation and agreement of the construction phase plan.	2	4	8	Principal designer' to issue the pre-construction information to the tendering contractors.	CCC/SI		2	2	4	
9.0	Planning											
9.1	Planning permission											
9.1.1	Delay in commencing works before planning expires	December 2025 planning date is missed	2	4	8	Programme to be managed to achieve date	CCC		2	3	6	
10.0	Highways											
10.1	Existing roads, footpaths and car parks											
10.1.1	Highways approval - S278 is not agreed.	• Impact on programme • Additional costs • Unable to obtain relevant highways approvals to continue project • Impact on guided busway project	4	3	12	• Contractor to submit S278 application early • Engagement with Highways team • Continued engagement with guided busway project team	CCC		2	2	4	
10.1.2	Damage to existing road network / highway / infrastructure caused by construction operations	Additional costs arising from making good damaged to existing infrastructure.	2	4	8	Detailed schedules of condition to be carried out of the existing road network / highway / infrastructure prior to commencement of the	SI		2	2	4	
11.0	Building Regulations											
11.1	Building Regulations approval											
11.1.1	Building Regulations application delayed due to requests for further information.	Delays to commencement of certain elements of the construction works.	3	4	12	Consultations to be held with building control prior to submission of the building regulations application	SI		2	2	4	
12.0	Fire Strategy											
12.1	Fire Strategy											

12.1.1	Fire strategy advice	Building Regulations application delayed due to awaiting specialist advice from a fire engineer.	3	3	9	<ul style="list-style-type: none"> • Fire engineer to be appointed • Liaise with the contractor on the fire alarm system and to liaise with site operator health and safety team on fire procedures. 	CCC		2	2	4	
13.0 Drainage												
13.1	Drainage CCTV and condition survey											
13.1.1	Condition of existing drainage system	Defects not identified to the existing drainage system.	3	3	9	Drainage condition survey to be carried out.	CCC		2	2	4	
13.2	drainage connectivity survey											
13.2.1	Lack of information with regards to existing drainage system	Drainage connectivity survey not undertaken.	3	3	9	Drainage connectivity survey to be carried out.	CCC		2	2	4	
13.3	Existing drainage capacity											
13.3.1	Failure to obtain necessary consents to allow discharge into the existing drainage system.	Programme delays and increased cost risk.	3	3	9	Discussions to be held at an early stage with the water / drainage utility company.	CCC		2	2	4	
14.0 Reputational												
14.1	Reputational damage to the Council	<ul style="list-style-type: none"> • The reuse and recycling message could be compromised as it could be inferred that the County Council is not serious about its waste strategy. • Resident's perception could be that the site will be closed permanently. • Perceived loss of jobs from site closure. • Reduction in sites (although temporary) will result in pressure on alternative provisions leading to customer dissatisfaction. 	3	4	12	<ul style="list-style-type: none"> • Introduction of booking system for all alternative sites. • Road/traffic management where necessary • Clear communications to residents and stakeholders on the project and its objectives. 	CCC / SI / Contractor		2	3	6	