Client name:	Bury Council	File reference:	Bury PRU_Risk Register
Project name:	Milton Road, Radcliffe, Bury	Issue number:	Rev E
Job number:	260399	Author:	Stephen Gorst
Date:	11/08/2026	Checked by:	

Key:

Risk level (colour coding)		
Low	Medium	High

Risk Matrix:			
4	8	12	16
3	6	9	12
2	4	6	8
1	2	3	4

Probability (P) ↑ — *Impact (I)* →

Risk ID.	Category	Description	Cause	Consequence	P	I	Risk Category and Score	Mitigation Measures	P	I	Residual Risk	Time Implication	Cost Implication	Cost Estimate £	Owner
1	Site	**Unexpected ground contamination**	Historic industrial use	Remediation delays, cost uplift	4	4	16	Intrusive site investigations early, allow contingency. GI survey to include for asbestos testing of soils. Trial pits to determine if asbestos tipping/buried asbestos is present	3	5	15	3–6 months delay possible	Yes	TBC	BC
2	Site	**Legacy foundations / underground obstructions**	Historic development on site	Increased civils cost, programme delays	3	4	12	Ground-penetrating radar, trial pits	3	4	12	2–4 months	Yes	TBC	BC
3	Site	**Topography challenges**	Level changes across site	Increased cut/fill, retaining walls	4	4	16	Early civils design; consider split-level. Revised layout and building form to overcome level issues.	3	4	12	2–3 months	Yes	TBC	BC
4	Site	**Flood risk**	Surface water drainage issues	Additional attenuation/storage required	3	3	9	Flood risk assessment and SuDS design	2	2	4	1–2 months	Yes	TBC	BC
5	Site	**Utility capacity constraints**	Insufficient local services	Need for upgrades, cost uplift	4	4	16	Early engagement with utilities providers	3	3	9	3–6 months	Yes	TBC	BC
6	Site	**Requirement for substation**	Grid supply inadequate	Additional infrastructure required	4	4	16	Confirm with DNO early, design allowance	3	3	9	3–6 months	Yes	TBC	BC
7	Site	**Tree/vegetation removal**	Ecology constraints	Planning delay, mitigation costs	3	4	12	Tree survey and mitigation strategy	2	3	6	2–3 months	Yes	TBC	BC
8	Site	**Archaeology**	Unknown heritage features	Excavation and delay	3	3	9	Desk-based assessment, trial trenches	2	2	4	2–4 months	Yes	TBC	BC
9	Site	**Unknown cut & fill / earthworks volumes**	Insufficient ground investigation; design levels not fixed	Large export/import of material, programme delay, cost overrun	4	5	20	Undertake detailed GI; refine design levels early; include earthworks contingency; engage specialist early	3	5	15	2–3 months	Yes	TBC	BC
10	Site	**BNG deficiency requiring offsetting**	Current design unable to achieve required on-site BNG	Requirement for costly off-site units or redesign; planning delay	4	4	16	Early ecological assessment; revise landscape/ecology strategy; explore on-site enhancements before offsetting; provisional sum for BNG units	3	3	9	1–2 months	Yes	TBC	BC
11	Site	**Groundwater issues**	High water table	Pumping and foundation delays	2	3	6	Ground investigation and drainage design	2	2	4	1–2 months	Yes	TBC	BC
12	Site	**Limited access for construction**	Narrow residential streets	Logistics delays, higher prelims	3	4	12	Construction logistics plan developed early.	2	2	4	2–3 months	Yes	TBC	Contractor
13	Planning	**Ecology & biodiversity objection**	Tree/vegetation removal	Planning refusal or costly mitigation	2	4	8	Pre-app engagement, ecology surveys, mitigation strategy	2	3	6	6 months	Yes	TBC	BC
14	Planning	**Footpath Diversion required**	There is a public Right of Way running across the site	Refusal/delays at planning	4	4	16	Early appointment of Planning Consultant and early engagement with the Planning Authority.	3	3	9	2–3 months	Yes	TBC	BC
15	Planning	**Local negative perception of the scheme / resistance**	Community concerns, local opposition, poor consultation	Planning objections, delays to determination, requirement for design changes, reputational impact	4	4	16	Early and ongoing stakeholder engagement; public consultation events; clear communication of benefits; consider minor design adjustments to address concerns	3	4	12	2–3 months	Yes	TBC	BC
16	Planning	**Highways concerns**	Trip generation	Refusal/delays at planning	3	3	9	Transport / travel plan	2	2	4	3-6 months	Yes	TBC	Transport Consultant
17	Planning	**Visual impact in residential area**	Sensitive context	Objections, redesign required	3	4	12	Engagement with planners, community consultation	2	3	6	2–3 months	Yes	TBC	BC
18	Planning	**Noise impact**	Construction and operation	Restrictions and complaints	2	3	6	Noise assessment, mitigation measures	2	2	4	No	Yes	TBC	BC
19	Planning	**Air quality concerns**	Traffic emissions	Conditions requiring mitigation	2	2	4	Air quality assessment, mitigation	1	1	1	No	Yes	TBC	BC
20	Planning	**Failure to secure planning permission**	Policy conflict	Project cancellation or major redesign	4	4	16	Undertake an early Pre-app engagement with the LPA. Clear planning strategy to be developed	2	3	6	2–3 months	Yes	TBC	BC
21	Planning	**Section 106 / planning contributions**	Council requirements	Increased costs	2	3	6	Negotiate early, explore exemptions	1	2	2	2–3 months	Yes	TBC	BC
22	Planning	**Condition discharge delays**	Slow approvals	Programme slippage	3	3	9	Front-load discharge items	2	2	4	3–6 months	Yes	TBC	BC
23	Planning	**Statutory consultees delays**	Highways, Ecology, etc.	Programme delays	3	3	9	Engage consultees early	2	2	4	3–6 months	Yes	TBC	BC
24	Planning	**Judicial review risk**	Community opposition	Programme delay, legal costs	1	4	4	Early community engagement	1	2	2	6–12 months	Yes	TBC	BC

Risk ID.	Category	Description	Cause	Consequence	P	I	Risk Category and Score	Mitigation Measures	P	I	Residual Risk	Time Implication	Cost Implication	Cost Estimate £	Owner
25	Programme	**Optimistic programme dates**	Limited pre-construction time	School not ready for intake	4	4	16	Realistic programme, early PCSA if two stage.	3	3	9	6–12 months	Yes	TBC	Pick Everard
26	Programme	**Procurement delays**	Approval cycles slow	Tender slippage	4	4	16	Agree route early, add buffer / float to the programme	3	4	12	3–6 months	Yes	TBC	Pick Everard
27	Programme	**Delay in cost plan validation**	Late cost certainty	Delays approvals	2	3	6	Early QS engagement / Value Engineer considered through design	1	2	2	1–2 months	Yes	TBC	Pick Everard
28	Programme	**Inflationary pressures**	Market conditions	Cost plan exceeded	3	4	12	Benchmarking, early procurement, soft market engagement	3	3	9	1–2 months	Yes	TBC	Pick Everard
29	Programme	**Optimistic programme dates**	Limited pre-construction time	School not ready for intake	4	4	16	Realistic programme, early PCSA if two stage.	3	3	9	6–12 months	Yes	TBC	Pick Everard
30	Programme	**Procurement delays**	Approval cycles slow	Approval cycle slow	4	4	16	Agree route early, add buffer / float to the programme	3	4	12	3–6 months	Yes	TBC	Pick Everard
31	Programme	**Delay in cost plan validation**	Late cost certainty	Late cost certainty	2	3	6	Early QS engagement / Value Engineer considered through design	1	2	2	1-2 months	Yes	TBC	Currie Brown
32	Programme	**Inflationary pressures**	Market conditions	Cost plan exceeded	3	4	12	Benchmarking, early procurement, soft market engagement	3	3	9	1–2 months	Yes	TBC	Pick Everard
33	Programme	**Client decision-making delays**	Governance	Slippage in programme	3	3	9	Clear governance, delegated authority	2	2	4	3–6 months	No	TBC	BC
34	Programme	**Delayed surveys**	Ecology/ground/site surveys	Late inputs to design	3	4	12	Commission surveys early	2	2	4	2–3 months	Yes	TBC	BC / Pick Everard
35	Programme	**Delayed statutory approvals**	Planning, SAB, etc.	Programme slippage	3	3	9	Submit early, track closely	2	2	4	3–6 months	Yes	TBC	BC
36	Programme	**Design team resource conflicts**	Overstretch	Programme delays	2	3	6	Agree resource plans	1	2	2	1–2 months	No	TBC	Pick Everard
37	Programme	**Contractor mobilisation delay**	Slow start on site	Pushes handover	3	3	9	PCSA, early contractor engagement	2	2	4	2–3 months	Yes	TBC	Contractor
38	Programme	**Weather delays**	Severe winter or rain	Construction slow	2	3	6	Programme float, weather allowances	1	2	2	2–3 months	Yes	TBC	Contractor
39	Programme	**Design team resource conflicts**	Overstretch	Programme delays	2	3	6	Agree resource plans	1	2	2	2–3 months	No	TBC	Pick Everard
40	Programme	**Contractor mobilisation delay**	Slow start on site	Pushes handover	3	3	9	PCSA, early contractor engagement	2	2	4	2–3 months	Yes	TBC	Contractor
41	Programme	**Weather delays**	Severe winter or rain	Construction slow	2	3	6	Programme float, weather allowances	1	2	2	2–3 months	Yes	TBC	Contractor
42	Cost	**Budget uncertainty**	Combined funding unclear	Overspend, scheme reduced	4	4	16	Clarify budget early	3	4	12	2–3 months	Yes	TBC	BC
43	Cost	**10% contingency too low**	Early-stage unknowns	Future overspend	4	4	16	Benchmark review	3	4	12	2–3 months	Yes	TBC	Pick Everard
44	Cost	**VAT treatment risk**	Changes in VAT reclaim policy	Unexpected additional costs	2	3	6	Engage finance team	1	2	2	No	Yes	TBC	BC
45	Cost	**Utility upgrade costs**	DNO requirements	Budget pressure	4	3	12	Early engagement with DNO	2	2	4	2 – 3 months	Yes	TBC	BC
46	Cost	**Material price escalation**	Market inflation	Budget pressure	3	3	9	Early procurement, VE options	2	2	4	2–3 months	Yes	TBC	Contractor
47	Cost	**Contractor tender returns high**	Market competition low	Budget overrun	3	4	12	Competitive procurement	2	3	6	4–5 months	Yes	TBC	Pick Everard / BC
48	Cost	**Material price escalation**	Market inflation	Budget pressure	3	3	9	Early procurement, VE options	2	2	4	2 - 3 months	Yes	TBC	Contractor
49	Cost	**Contractor tender returns high**	Market competition low	Budget overrun	3	4	12	Competitive procurement	2	3	6	4 - 5 months	Yes	TBC	Pick Everard / BC
50	Cost	**Abnormal groundworks**	Unforeseen conditions	Budget uplift	4	5	20	GI and allowances	4	4	16	2–3 months	Yes	TBC	Pick Everard / BC
51	Cost	**Specialist SEN equipment**	Not fully scoped	Cost increase	2	3	6	Engage SEN staff early	1	2	2	Yes	Yes	TBC	BC
52	Cost	**Furniture & equipment FF&E**	Under-estimated	Overspend	2	4	8	Benchmark, early costing	1	2	2	No	Yes	TBC	Pick Everard / BC
53	Cost	**Unable to achieve original Schedule of Accommodation**	User requirements / Layout preference	Budget uplift	4	4	16	Stakeholder engagement / Value Engineering to achieve budget	3	3	9	Yes	Yes	TBC	Pick Everard / BC
54	Cost	**Furniture & equipment FF&E**	Under-estimated	Overspend	2	4	8	Benchmark, early costing	1	2	2	No	Yes	TBC	BC
55	Cost	**Unable to achieve original Schedule of Accommodation**	User requirements / Layout preference	Budget uplift	4	4	16	Stakeholder engagement / Value Engineering to achieve budget	3	3	9	Yes	Yes	TBC	Acoustician
56	Cost	**Insurance cost increases**	Market shift	Higher OPEX	2	2	4	Engage brokers early	1	2	2	No	Yes	TBC	BC
57	Design	**Inadequate zoning / poor design for SEN function**	Limited early engagement	Unsafe, unsuitable	2	4	8	Further user engagement, SEN specialist review	2	3	6	3–6 months	Yes	TBC	BC

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58	Design	**Acoustic performance issues**	Proximity to residential/roads	Non-compliance with BB93	2	3	**6**	Acoustic consultant	1	2	**2**	No	Yes	TBC	Acoustician
59	Design	**Acoustic performance issues**	Proximity to residential/roads	Non-compliance with BB93	2	3	**6**	Acoustic consultant	1	2	**2**	No	Yes	TBC	BC
60	Design	**Extent of S278 works unknown**	Highways details not yet designed; unclear LHA requirements	Cost uncertainty; risk of additional off-site works; extended approvals	4	4	**16**	Early meeting with Highways; commission S278 preliminary design; set aside cost & programme allowances	3	3	**9**	3–6 months	Yes	TBC	BC
61	Design	**All-electric strategy under pressure**	Grid capacity insufficient	Re-design for energy	3	4	**12**	Early utilities engagement, substation allowance	2	3	**6**	3–6 months	Yes	TBC	BC
62	Design	**Late client decisions or changes**	Client delays or changes in requirements	Programme delays, redesign costs, procurement impact, potential disputes	4	4	**16**	Set clear decision deadlines in programme; formalise change control process; hold regular design review meetings; include contingency for design development	3	4	**12**	3–6 months	Yes	TBC	BC
63	Design	**Limited flexibility / scalability**	Budget restrictions	Long-term inadequacy	2	3	**6**	Design for adaptability	1	2	**2**	No	No	TBC	BC
64	Design	**Inadequate daylighting**	Design oversight	Poor environment	2	3	**6**	Daylight studies, orient design	1	2	**2**	No	No	TBC	BC
65	Design	**Poor thermal comfort**	Inadequate passive design	Overheating risk	3	3	**9**	Thermal modelling, passive measures	2	2	**4**	No	Yes	TBC	BC
66	Design	**Insufficient storage space**	User needs underestimated	Operational inefficiency	2	3	**6**	Engage users, benchmark SEN schools	1	2	**2**	No	Yes	TBC	BC
67	Design	**Non-compliance with BB104**	Poor design compliance	Planning refusal, redesign	2	4	**8**	Design compliance checks	1	2	**2**	3–6 months	Yes	TBC	BC
68	Design	**ICT integration issues**	Spec not aligned with RBC IT	Operational issues	2	4	**8**	Engage IT early	1	2	**2**	No	Yes	TBC	BC
69	Construction	**Contractor insolvency**	Market volatility	Programme / cost impact	2	4	**8**	Robust procurement, financial checks	1	3	**3**	6 months	Yes	TBC	Pick Everard / BC
70	Construction	**Labour/material shortages**	Inflation, supply issues	Delays, increased cost	3	3	**9**	Early procurement, framework contractor	2	2	**4**	3–6 months	Yes	TBC	Contractor
71	Construction	**Health & safety incident**	High-risk works	Stop work, reputational damage	2	4	**8**	Robust H&S management	1	3	**3**	Yes	Yes	TBC	Contractor
72	Construction	**Defective works**	Poor quality control	Rework, delays	2	3	**6**	QA/QC regime	1	2	**2**	Yes	Yes	TBC	Contractor / Pick Everard
73	Construction	**Late material deliveries**	Supply chain issues	Programme delays	3	3	**9**	Procurement scheduling	2	2	**4**	Yes	Yes	TBC	Contractor
74	Construction	**Environmental incidents**	Pollution, dust, noise	Fines, reputational damage	2	3	**6**	Construction Environmental Management Plan (CEMP), monitoring	1	2	**2**	No	Yes	TBC	Contractor
75	Construction	**Industrial action**	Labour disputes	Programme delay	2	3	**6**	Contingency planning	1	2	**2**	3–6 months	Yes	TBC	Contractor
76	Construction	**Subcontractor insolvency**	Market stress	Delay, cost impact	2	4	**8**	Supply chain due diligence	1	2	**2**	3 months	Yes	TBC	Contractor
77	Construction	**Unexpected asbestos**	Hidden in soil/buildings	Cost and delay	3	3	**9**	Surveys and allowance	2	2	**4**	2–3 months	Yes	TBC	Contractor
78	Construction	**Weather damage during build**	Storm/flood event	Rebuild, insurance claim	3	3	**9**	Insurance, sequencing	1	2	**2**	2–3 months	Yes	TBC	Contractor
79	Commercial	**Construction cost inflation**	Volatile market conditions, PRS sector demand, labour shortages	Budget exceedance, reduced scheme viability	4	5	**20**	Early contractor engagement, fix prices where possible, include inflation allowances, benchmark against similar PRS schemes	3	4	**12**	2–3 months	Yes	TBC	PM / Cost Consultant
80	Design	**Design not aligned to PRS cost model**	Specification or unit mix exceeds viability thresholds	Project becomes unviable, redesign required	2	4	**8**	Align design to PRS benchmarks (cost/m²), ongoing viability testing, developer sign-off at each stage	2	3	**6**	2–3 months	Yes	TBC	Design Team
81	Construction	**Contractor insolvency**	Local authority requirements, design review panel feedback	Cost increases, abortive design work	3	4	**12**	Early engagement with planners, pre-app process, freeze design before submission	2	4	**8**	2–3 months	Yes	TBC	Pick Everard / BC
82	Procurement	**Tender returns exceed budget**	Market appetite, contractor risk pricing, limited competition	Funding gap, need for value engineering or re-tender	4	5	**20**	Soft market testing, phased procurement, consider frameworks or 2-stage tendering	4	4	**16**	2–3 months	Yes	TBC	PM/Cost Consultant
83	Technical	**Ground conditions worse than anticipated**	Brownfield PRS site, historical use	Additional foundation costs, remediation	4	5	**20**	Comprehensive GI surveys, early remediation strategy, contingency allowance	4	4	**16**	3 months	Yes	TBC	Engineer/PM
84	Utilities	**High utility connection/diversion costs**	Urban site constraints, existing infrastructure conflicts	Increased abnormal costs	3	4	**12**	Early utility searches, engagement with providers, include provisional sums	2	3	**6**	1–2 months	Yes	TBC	Civils/PM
85	Programme	**Programme overrun increasing prelim costs**	Delays in approvals, design coordination, or construction	Increased preliminaries and overheads	4	4	**16**	Detailed programme control, contractor monitoring, float allowance	3	3	**9**	2–3 months	Yes	TBC	Contractor/PM
86	Construction	**Labour / material shortages**	Inflation, supply issues	Delays, increased costs	3	3	**9**	Early procurement, framework contractor	2	2	**4**	3–6 months	Yes	TBC	Contractor
87	Construction	**Health & safety incident**	High-risk works	Stop work, reputational damage	2	4	**8**	Robust H&S management	1	3	**3**	Yes	Yes	TBC	Contractor
88	Construction	**Defective works**	Poor quality control	Rework, delays	2	3	**6**	QA/QC regime	2	2	**4**	Yes	Yes	TBC	Contractor / Pick Everard
89	Construction	**Late material deliverables**	Supply chain issues	Programme delays	3	3	**9**	Procurement scheduling	2	2	**4**	Yes	Yes	TBC	Contractor

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90	Construction	**Environmental incidents**	Pollution, dust, noise	Fines, reputational damage	2	3	**6**	Construction Environmental Management Plan (CEMP), monitoring	1	2	**2**	No	Yes	TBC	Contractor
91	Construction	**Industrial action**	Labour disputes	Programme delay	2	3	**6**	Contingency planning	1	2	**2**	3 - 6 months	Yes	TBC	Contractor
92	Construction	**Sub-contractor insolvency**	Market stress	Delay, cost impact	2	4	**8**	Supply chain due diligence	1	2	**2**	3 months	Yes	TBC	Contractor
93	Construction	**Unexpected asbestos**	Hidden in soil/buildings	Cost and delay	3	3	**9**	Surveys and allowance	2	2	**4**	2 - 3 months	Yes	TBC	Contractor
94	Construction	**Weather damage during build**	Storm/flood event	Rebuild, insurance claim	3	3	**9**	Insurance, sequencing	1	2	**2**	2 - 3 months	Yes	TBC	Contractor
95	Construction	**Construction cost inflation**	Volatile market conditions, PRS sector demand, labour shortages	Budget exceedance, reduced scheme viability	4	5	**20**	Early contractor engagement, fix prices where possible, include inflation allowances, benchmark against similar PRS schemes	3	4	**12**	2 - 3 months	Yes	TBC	PM / Currie Brown
96	Construction	**Design not aligned to cost model**	Specification or unit mix exceeds viability thresholds	Project becomes unviable, redesign required	2	4	**8**	Align design to PRS benchmarks (cost/m²), ongoing viability testing, developer sign-off at each stage	2	3	**6**	2 - 3 months	Yes	TBC	Design Team
97	Scope	**Late design changes driven by planning or stakeholder input**	Local authority requirements, design review panel feedback	Cost increases, abortive design work	3	4	**12**	Early engagement with planners, pre-app process, freeze design before submission	2	4	**8**	2 - 3 months	Yes	TBC	Contractor
98	Procurement	**Tender returns exceed budget**	Market appetite, contract risk pricing, limited competition	Funding gap, need for value engineering or re-tender	4	5	**20**	Soft market testing, phased procurement, consider frameworks or 2-stage tendering	4	4	**16**	2 - 3 months	Yes	TBC	Contractor
99	Technical	**Ground conditions worse than anticipated**	Brownfield PRS site, historical use	Additional foundation costs, remediation	4	5	**20**	Comprehensive GI surveys, early remediation strategy, contingency allowance	4	4	**16**	3 months	Yes	TBC	Engineer / PM
100	Utilities	**High utility connection/diversion costs**	Urban site constraints, existing infrastructure conflicts	Increased abnormal costs	3	4	**12**	Early utility searches, engagement with providers, include provisional sums	2	3	**6**	1 - 2 months	Yes	TBC	Civils / PM
101	Programme	**Programme overrun increasing prelim costs**	Delay in approvals, design coordination, or construction	Increased preliminaries and overheads	4	4	**16**	Detailed programme control, contractor monitoring, float allowance	3	3	**9**	2 - 3 months	Yes	TBC	Contractor / PM
102	Commercial	**Income / yield assumptions change**	Market shifts, interest rates, rental value change	Funding gap, scheme viability impacted	3	5	**15**	Regular viability reviews, sensitivity analysis, engage funders early	2	4	**8**	Yes	Yes	TBC	BC
103	Supply chain	**Key material cost spikes (e.g. steel, MEP)**	Global supply issues, demand fluctuations	Cost uplift during construction	4	4	**16**	Early procurement, bulk purchasing, alternative specifications	3	5	**15**	3 - 6 months	Yes	TBC	Contractor
104	Contract	**Contractor variations and claims**	Market shifts, interest rates, rental value changes	Funding gap, scheme viability impacted	3	5	**15**	Regular viability reviews, sensitivity analysis, engage funders early	2	4	**8**	Yes	Yes	TBC	PM / Contract admin
105	Design/Commercial	**Over-specification of finishes for PRS market**	High-end finishes beyond rental market expectations	Unnecessary cost, reduced returns	4	4	**16**	Benchmark against PRS comparables, developer approval of spec	4	4	**16**	2–3 months	Yes	TBC	Developer/Design Team
106	Abnormals	**Underestimation of abnormal costs**	Urban constraints, access, logistics	Increased construction cost	3	5	**15**	Detailed site logistics planning, early contractor input, contingency	2	4	**8**	2–3 months	Yes	TBC	PM/Contractor