

Risks

Task	Timeframe period (months)	Risks	Mitigation measures
General		Failure to complete certain elements (and thereby risk the whole of the Project) by due dates	1) Follow deliverables and milestones timetable. 2) Carefully monitor each task, as initial tasks are critical to the overall project. 3) Ensure that pre-set timescales are: a) Prepared and available to relevant staff before work begins. b) Realistic and can be adhered to. c) In stages, allowing for performance monitoring. d) Set with a safety margin (i.e. at least two weeks).
		Failure of personnel (including Mixlance staff, Project Partners, External Assistance, Subcontractors and Suppliers) to perform as expected	Ensure: 1) Correct HR procedures (i.e. proper management of holiday leave, sickness, etc.), including correct application of disciplinary procedures. 2) Acceptance of the Memoranda of Understanding and Contracting Agreements by all parties involved. 3) Correct reporting procedures in small stages, allowing the correct application of Project Management, thus ensuring that all parties work in unison on the project. 4) Source and maintain contact with at least three preferred suppliers for each material.
		Failure by the company to promote this concept, once proven, on the open market. Failure by the company to disseminate the information to all similar industries to assist emissions reductions.	1) Recruit a suitable external agency for marketing and dissemination 2) Ensure that an adequate dissemination/ marketing strategy is in place, including back-up plans for each and every area of the process. 3) Ensure that all avenues and approaches are researched, especially dissemination and routes to market.
		Failure to communicate between Project members, leading to problems	1) Ensure that all reporting systems are in place, available, understood and shared by relevant parties. 2) Ensure a free flow of information throughout the project. 3) Ensure correct reporting procedures in small stages, allowing the correct application of Project Management, thus ensuring that all parties work in unison on the project.
1	Energy reduction	Delayed Completion	1) Follow deliverables and milestones timetable. 2) Task to be carefully monitored as initial tasks are critical to the overall project.
		Delayed manufacture and testing of any system element through events beyond the control of the project partners.	1) Retain control of development of all system elements in stages 2) Insist upon regular reports on progress of system element stages, in order that any delays are foreseen and dealt with appropriately
		Any specifications and designs below expected standards	1) Insist upon testing and reports of testing as elements are developed, in order to ensure specification and designs remain within acceptable standards.
2	Recycling & Mixes	Cost overrun due to the levels of final product testing required.	1) Ensure that budgets are realistic, and regularly monitored. 2) Ensure that costed procedures for final product testing are set out and adhered to before final testing begins.
		Delayed completion of the task actions through circumstances outside the control of the project partners.	1) Consider possible outside influences that may delay task actions, and assess suitable measures to minimise delays.
		Insufficient recycled material available to support process requirements	1) Source 25% extra recycled material in advance. 2) Act as co-co-ordinator between the different Local Authority Departments (i.e. Highways and Recycling Departments) 3) Organise regular meetings in an area with relevant parties, before commencing a project.
3	IT Development	The programme is not developed within the time scale.	Suggest measures to minimise the risk
		Failure to assimilate the programme into a full working model.	Suggest measures to minimise the risk
		Lack of confirmation of the model's reliability and durability.	Suggest measures to minimise the risk
		Non-delivery of the assumption that all consortium members will work in unison and freely share all information in accordance with the agreement.	Ensure: 1) Acceptance of the Memoranda of Understanding and Contracting Agreements by all parties involved. 2) Correct reporting procedures in small stages, which will make withholding of information very difficult. 3) Correct application of Project Management, ensuring all parties work in unison on the project.
4	Measurement & testing	That testing may over-run.	1) Schedule all tests for completion with a safety margin (i.e. 2 weeks) ahead of actual target completion. 2) Ensure that costed procedures for final product testing are set out and adhered to before final testing begins. 3) Ensure that a schedule, breaking down times and dates for various sections of testing is developed and adhered to before testing begins, allowing for monitoring of progress.
		All work is not completed by the pre set time scales.	Ensure that pre-set timescales are: 1) Prepared and available to relevant staff before work begins. 2) Realistic and can be adhered to. 3) In stages, allowing for performance monitoring. 4) Set with a safety margin (i.e. at least two weeks).
		Absence of qualified personnel, who become unavailable for the project due to holidays, sickness or other absence, leaving insufficient technical resources available.	Ensure 1) Correct HR procedures (i.e. proper management of holiday leave, sickness, etc.). 2) Correct application of disciplinary procedure. 3) Proper care and valuing of specialist staff 4) Contacting of specialist Recruitment Agency as a final fail-safe to ensure that cover can be acquired if necessary.

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5	Filtration	There must be no impact by the new system on airflow calibration in the burner control system, that might affect its operational and energy saving efficiency.	Whatttt??? - too technical, please suggest measures to minimise this risk
		Failure by the company to promote this concept, once proven, on the open market. Failure by the company to disseminate the information to all similar industries to assist emissions reductions.	1) Recruit a suitable external agency for marketing and dissemination 2) Ensure that an adequate dissemination/ marketing strategy is in place, including back-up plans for each and every area of the process. 3) Ensure that all avenues and approaches are researched, especially dissemination and routes to market.
6	Modular Plant	Failure of installation of the demonstration plant on time, scheduled to be operational on site to allow the majority of test work to commence within 9 months of project start date.	1) Follow the schedule of milestones and deliverables. 2) Build into the schedule completion dates with a safety margin (i.e. 2 weeks) ahead of actual target completion of 9 months. 3) Correct Project Management and reporting procedures, with special attention to the completion of stages in the development of the demonstration plant.
		Failure of the assumption that all requirements of supplies for the modules (steel work etc) will be delivered on time for each internal module and equipment to be built.	1) Build in penalties to suppliers for late delivery. 2) Source and maintain contact with at least 3 preferred suppliers for each material.
7	Demonstration	The machinery does not interact well and changes have to be made to a number of systems that might alter the end product.	1) Ensure that machinery is tested for compatibility at every available opportunity during development. 2) Brainstorm and discuss with all project members attending, possible problems in compatibility. 3) Ensure good communication between all project members (i.e. access to each others designs, intentions, and minor changes etc.)
		The IT protocols do not function as expected and have to be re-developed to make the system work in a cohesive manner	1) Ensure regular reporting and testing at all completed stages of development of machinery and IT. 2) Develop Memorandum of Understanding between IT partners and Mixlance, to ensure that responsibility is allocated and agreed upon.
		Project overrun and failure to complete within the predetermined time scale.	1) Follow the schedule of milestones and deliverables. 2) Build into the schedule completion dates with a safety margin (i.e. 2 weeks) ahead of actual target completion of for each stage of the project. 3) Correct project management and reporting procedures, with special attention to the completion of milestones and deliverables in advance of the due date..
8	Task Management & Reporting to EC	Failure of reporting systems to provide necessary data in good time to produce reports	1) Ensure that all reporting systems are in place, available and understood by relevant parties. 2) Ensure a free flow of information throughout the project. 3) Ensure that data is collected with adequate time for reports to be compiled, not left until the eleventh hour.
		Project overrun and failure to complete within the predetermined time scale.	1) Follow the schedule of milestones and deliverables. 2) Build into the schedule completion dates with a safety margin (i.e. 2 weeks) ahead of actual target completion of for each stage of the report. 3) Correct project management and reporting procedures, with special attention to the completion of milestones and deliverables in advance of the due date.
		Failure to identify any risks or changes, or mitigation measures not being dealt with and risks overcome, stopping the process being successful	Suggest measures to minimise the risk
9	Dissemination & Marketing	The specific nature of the process not being protected as intellectual property rights	1) Ensure that proper documentation (e.g. dated technical documents on the development of the project) is kept in a secure location for the necessary length of time. 2) Consider applications for patents on any emergent technologies produced.
		Failure in identifying correct "target market" and of information failing to reach the correct people	1) Employment of correct external agency with relevant experience. 2) In depth research of potential relevant targets for the information 3) Information displayed in a form likely to generate extra interest by word of mouth (i.e. Website, articles, videos etc.)
		Failure by the company to promote this concept, once proven, on the open market. Failure by the company to disseminate the information to all similar industries to assist emissions reductions.	1) Recruit a suitable external agency for marketing and dissemination 2) Ensure that an adequate dissemination/ marketing strategy is in place, including back-up plans for each and every area of the process. 3) Ensure that all avenues and approaches are researched, especially dissemination and routes to market.
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