Project Risk and Opportunity Register

Project Name: Yass WTP Upgrade Project
Project Number: YVCENGWS 21
Project Phase: Stage 2 Business Case

Risk ID	Phase	Type	Risk Category	Description	Potential Consequence	Controls (completed or already in place)	Residual Risk			Change	Date of update	Treatment Strategies	Responsible	Date for completion of action	Status
							Residual Consequence	Residual Likelihood	Residual Risk Rating						
6	Project Risk Workshop	Risk	Health and Safety	Adequate operational resources not ensured.	Limited Operability, availability and maintainability of WTP with 1 operator	Train younger operator and maintenance crew	Moderate	Almost Certain	High	Increasing	24/4/2024	Risk upgraded in Oct 20 with consideration of limited operations/ maintenance resources and the increasing requirements of the upgraded WTP. Inability to retain or attract operation and supervisory personnel will impact on performance of the new facility.	YVC	FY24	Act
7	Project Risk Workshop	Risk	Legal and Regulatory	WTP residuals are currently discharged to the environment	EPA licence for discharge location may change with upgrade	Residuals handling management plan	Major	Possible	High	Stable	20/4/2024	YVC received EPA notice regarding residuals and lagoon discharge in 2023. Interim WQO for Yass Dam being set (April 2024). 12 Months monitoring will be undertaken followed by development of final WQ Objectives and a strategy (if necessary) to reduce impact of backwash sludge lagoon discharge to Yass Dam. It is expected that Backwash recovery system to be included in the Yass WTP Upgrade w significantly reduce the impact.	YVC	30/06/2025	Monitor
8	Project Risk Workshop	Risk	Reputational	Yield unable to meet demand growth and address water quality challenges.	Council is anticipating a period of growth due to infill between Yass and the ACT. Increasing demand faces declining safe yield from the dam. Episodic WQ challenges will be difficult to respond to and customer dissatisfaction following completion of the WTP upgrade project would be damaging to YVC reputation. Future building restrictions from low supply; councillor understanding of "actual" vs. "perceived" risks; communication of water quality to community - careful not to "overshare"	Bring IWCM consultant in for Options assessment to establish future PD demands to justify infrastructure sizing. Careful briefing of Councillors and project messaging to ensure Council does not 'Overpromise" and "underdeliver" due to funding or technology constraints	Major	Possible	High	Stable	27/10/2020	Conduct Councillor briefing sessions at significant milestones of decision points	YVC	31/12/2025	Act
52	2023 Business Case - Benefits/ Risk Review	Risk	Stakeholder	Councillor/community buy-in to preferred option not obtained	If the preferred option doesn't meet the community's expectations then this can lead to elevated levels of discontent, increased customer complaints, lobbying of local government members, negative media coverage. This in turn could place the funding arrangements in jeopardy. Councillors are the elected representatives of the community & therefore may not provide support for the option, stopping the business case/ project from progressing.	Financial modelling identified Option 4 as more affordable that Option 3 (which scored higher). YVC has surveyed users in 2024 with results indicating and a small willingness to pay. Once the FBC has been approved YVC will communicate with the community regarding the need for and the impact of the upgrade	Moderate	Possible	Medium	Stable	20/4/2024	Develop Community Engagement Plan and imp0lement following YVC endorsement of the Final Business Case	YVC	31/12/2025	Act
53	2023 Business Case - Benefits/ Risk Review	Risk	Cost	Inaccurate cost estimations	Overestimating costs could lead to the business case being unviable & funding not being secured. Underestimating costs could result in insufficient funding to complete the project or trade-offs in functionality/design.	CBA of Option involved estimation of the cost of each option using detailed estimates contingency and inclusion of contemporary pricing in preparation fo the estimate. A P90 estimate has been used in planning and budgeting.	Moderate	Possible	Medium	Decreasing	20/4/2024	As part of the 'Reference Design and Specification' in the next stage prior to procurement of design and construction contractors, a detailed cost estimate will be prepared and compared against the project budget to confirm affordability.	YVC	31/12/2024	Act
54	2023 Business Case - Benefits/ Risk Review	Risk	Cost	Unanticipated cost increases	Supply chain pressures and global economic instability are adding to unprecedented cost increases. Fluctuations are expected to continue for some time, making it difficult to accurately complete cost estimations. Significant cost increases could render the business case unviable and place funding in jeopardy.	CBA of Option involved estimation of the cost of each option using detailed estimates contingency and inclusion of contemporary pricing in preparation fo the estimate. A P90 estimate has been used in planning and budgeting. Since the estimate was prepared in Nov 2024, cost increases and escalation hs lessened.	Moderate	Possible	Medium	Decreasing	20/04/2024	As part of the 'Reference Design and Specification' in the next stage prior to procurement of design and construction contractors, costs will be reviewed.	YVC	31/12/2024	Act
55	2023 Business Case - Benefits/ Risk Review	Risk	Environment	Inability to dispose of Reverse Osmosis reject (eg brine) appropriately	Discharging to the environment is subject to regulation and the volume & type of RO reject could make meeting obligations difficult. Consequences could include environmental damage, regulatory non-compliance and detrimental impacts on other infrastructure (eg if redirected through wastewater facilities not designed to process RO reject)	The Proivision of RO for water softening has been deffered pending identification of a sustainable means of disposing of residuals from the softening process ; and confirmation that there is a willingness to pay for capital and operating costs associated with water softening.	Minor	Unlikely	Low	Decreasing	20/04/2024	YVC to consult with the comminity to determine whether thes is a willingness to pay for capital and operating costs associated with softening. Identification of a sustainable residuals management strategy (evaporation, discharge to environment, brine squeezing) should be idewntified and costs estimated	YVC	31/12/2025	Act
56	2023 Business Case - Benefits/ Risk Review	Risk	Environment	Assets not climate resilient (flood, bushfire, drought)	With extreme events predicted to become more frequent, assets need to be able to adapt or recover quickly. Floods have been known to wash infrastructure downstream, inundate plants & cause debris buildup & blockages. Droughts will limit the raw water quantity & quality, and bushfires destroy assets, block operational access, take out power supply and can result in raw water contamination (ash).	The Preferred Option (Option 4) includes multiple barriers specifically selected to manage the identified risks. E.g. Oxidation/ contact tank, and bulk solids settling, and dissolved air flotation, and filtration, and UV disinfection, and chlorine disinfection.	Moderate	Unlikely	Medium	Decreasing	20/04/2024	Reference Design and Specification to be clear on delivering a robust treatment process with multiple barriers and a level of equipment redundancy and performance mandated in the Specification/ Contract for the Upgrade. Performance Proving to be included in Speciofication and Contract	YVC	31/12/2024	Act