

Granton Gas Holder

<b>Total Number of Risks</b>	18	
	<b>Original Score</b>	<b>Mitigated Score</b>
<b>Red Risks</b>	10	3
<b>Amber Risks</b>	4	3
<b>Green Risks</b>	4	12

No	Risk Category	Risk Description <i>There is a risk that...</i>	Risk Description			Risk Scoring			Risk Response Option	Mitigation  Risk Response Action (Mitigation Plan)	Residual Risk Values			Risk Status	Risk Owner
			Risk Cause <i>As a result of...</i>	Risk Impact <i>Which will result in...</i>	Probability (1-5)	Impact (1-5)	Risk Value	Probability (1-5)			Impact (1-5)	Value			
1	Business Case	the project is funded to a low level enabling only limited works	lack of public sector funding available	the project is delayed and means the wider regeneration and phase 1 delivery remains challenging / unviable.	4	5	20	Reduce	Pursuing available SG and UK gov funding	2	3	6	Open		
2	Financial	the level of contamination is greater than currently expected	poor or insufficient SI data	higher remedial costs resulting in cost overruns and programme delays.	3	5	15		An extensive SI was carried out in 2017 as part of the due diligence process when purchasing the site from National Grid. This information has been further tested in 2020 as part of the OBC work to update the cost plan and takes into account all current regulations and guidance on best practice for remediation. Any further SI data to be collated as part of Stage 1 of works.	3	5	15	Open		
3	Financial	unidentified works to the listed structure become evident during construction.	the condition of listed structure is poorer than expected	additional unforeseen remediation cost and protection measures required to ensure no further deterioration	4	4	16	Reduce	Detailed surveys to be undertaken and scope of works developed to protect against further deterioration as part of stage 1. Since purchasing the gas holder in 2018, the Council has appointed a consultant and engineering firm to undertake annual surveys and report on condition. Current surveys indicate that there has not been any significant deterioration over the last few years and that current costs estimates are in line with anticipated market prices.	4	4	16	Open		
4	Financial	the historic structure deteriorates prior to works commencing	inability to secure funding to protect	reputational damage to the council	4	4	16	Reduce	Actively seek to accelerate the delivery of the project to safeguard the structure	3	3	9	Open		
5	Financial	costs increase at Stage 2 'Works'	a change in specifications and/or market conditions	Overall cost of the project increases.	1	2	2	Avoid	Fixed price contract to be entered into. Ensure adequate allowances are included to cover any potential changes / CEC design aspirations	1	1	1	Open		
6	Financial	project risk level is too high.	unsuitable procurement model and commercial structure	failure to attract competitive bids from contractors	4	4	16	Avoid	Select suitable contract for appropriate risk sharing. 2 stage works contract to be procured to provide key gateway stage before entering construction contract.	2	2	4	Open		
7	Financial	there is a lack of specialist contractors able to undertake the Gas Holder works	the specialist nature of the works associated with the retention of the structure	limited tender returns which lack competitive bidding causes the project to stall	4	4	16	Avoid	A notice for Expressions of Interest has been sent out to test the current market for contractors who have previous experience of undertaking this type of works. Initial market testing has provided a high level of interest indicating that there is current capacity in the industry.	4	4	16	Open		
8	Construction	the contractor / subcontractor does not perform as per the programme	contractors resources and availability being limited due to competitive labour market	project is delayed and costs increase with reputational damage to all parties	4	2	8	Reduce	Undertake appropriate due diligence on the contractor, ensure appropriate resources are put in place. Programme to be developed to allow appropriate levels of contingency.	2	2	4	Open		
9	Construction	contractors go into administration / liquidation	the current economic environment	works being delayed resulting in programme slippage. Likely to be a considerable cost impact to project to appoint a new contractor to complete the works	4	4	16	Reduce	Include step in rights in the contract. Undertake regular (3month) financial checks on contractor. Review of projects at end of key construction stages.	2	3	6	Open		
10	Construction	unidentified structural/service works become evident during enabling works	unknown elements not identified on historic drawings	additional cost and programme time to carry out removals or remediation	4	4	16	Reduce	Full in-depth SI carried out. Form of contract to be undertaken to factor in these risks.	2	2	4	Open		
11	Construction	underground water courses are found on site	insufficient review of SI data and historical records	a delay on site, extra expense and an impact on the cashflow	2	2	4	Reduce	Agree scope of investigations to confirm existing information and resolve matter of any unknown water sources	1	1	1	Open		
12	Construction	there is a delay in securing listed building consent	lack of resource and poor performance by Planning	a delay to completion	2	3	6	Reduce	Ensure all documents are issued to Planning in timely manner. Include allowance in programme for key milestones.	1	2	2	Open		
13	Construction	Collateral Warranties are not received from sub-contractor with CDP elements	Standard subcontractor Collateral Warranties not being prepared and issued to subcontractors prior to their appointment	Standard Collateral Warranties may be subject to amendments and/or not provided by sub-contractors	2	4	8	Reduce	Contractual terms to be included in tender documents to assist in ensuring that these are provided from all parties.	1	2	2	Open		
14	Construction	during construction the listed structure is damaged	poor protection or disruption by main works	reputational damage to all parties and potential loss of key historical elements of the development.	2	3	6	Transfer	Ensure contractor has specialist knowledge and implements appropriate protection measures. Dilapidation surveys undertaken prior to commencement.	1	2	2	Open		
15	Design	the maintenance requirements post completion are not achievable or affordable	overly complex design and brief not emphasising the need for ease of maintenance	areas not being well maintained resulting in a poor quality finish to area.	4	4	16	Avoid	Design to be reviewed and monitored with a focus on the ongoing maintenance strategy and costs. Link to future factor and legal transfers of the properties/land.	3	3	9	Open		
16	Environmental	there is an increased cost for the disposal of contaminated ground materials	change in standards for disposal or regulatory standards	increased project costs	4	4	16	Reduce	Risk and contingency allowance provided in the financial model. Review options for disposal of materials. Monitor regulations and standards.	3	4	12	Open		
17	Services / Infrastructure	wayleaves required for services take time and require legal advice	services runs cross 3rd party land outside the development areas	cost increases and programme delays for infrastructure connections	3	3	9	Accept	Undertake full review of all land ownership and current legal agreements to ensure that measures can be implemented to allow access for new services and future maintenance.	2	2	4	Open		
18	Statutory	listed building consent and/or planning permission is refused	objections received from statutory consultees, local residents or 3rd party organisations	project start is delayed or placed on hold until planning is granted	2	5	10	Avoid	Early discussions and consultation with all parties to ensure any concerns are addressed. Clear communication with all parties as the project develops.	2	2	4	Open		