

WHOLESALE MARKET AND ADJACENT AREA ASSET MANAGEMENT – PROCUREMENT STRATEGY

No.	Risk Description	Mitigation	Residual Risk			Additional Steps to be Taken
			Likelihood	Impact	Prioritisation	
1.	Unidentified/Unforeseen Market Operations Relocation Tasks The complexity of the relocation of market operations requiring unforeseen work to be completed resulting in project delay and increased costs.	Threat Response: Reduce a) Agreed overall project programme to be kept under continuous review to identify any additional unforeseen tasks. b) To set a contingency budget for each work package to cover the cost of potential unforeseen tasks at an appropriate level to reflect the complexity and level of innovation.	Low	Significant	High	None
2.	Discovery of Unforeseen Asbestos during Demolition The discovery of asbestos during the demolition of Manor House, Markets Car Park and Pershore Street Car Park results in project delay and increased costs.	Threat Response: Eliminate Asbestos survey to be carried out before procuring the demolition contractor and survey report included in Demolition works tender documentation to enable bidders to address any presence of asbestos in their tender demolition methodology and delivery programme.	Medium	High	High	To undertake asbestos surveys on areas of Manor House as they become vacant instead of waiting until the vacant possession of the whole building. To explore potential of reducing staff occupancy and consolidating staff working to lower levels of Manor House that would enable asbestos works to be safely completed on higher floors of building where possible.
3.	Delay in relocation of Manor House Staff Delay in relocating staff at Manor House results in delay in carryout asbestos survey and provision of survey report to bidders for the	Threat Response: Reduce The schedule for the relocation of staff to be kept under continuous review to provide early warning of any potential delays and enable the timely escalation of issues and action to be taken to keep the programme	Low	Medium	High	Monthly progress report on the relocation of Manor House staff to be made to Council's Capital Projects Board

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	demolition works	on track.				
4.	<p>Delay in relocation of Traders Premised at Manor House</p> <p>Delay in relocating Traders' premises beneath Manor Hse delays the disconnection of utility services prior to demolition resulting in a delay to the project.</p>	<p><u>Threat Response: Reduce</u></p> <p>a) The programme for the relocation of Market traders to be kept under continuous review to provide early warning of any potential delays and enable the timely escalation of issue and action to be taken to keep the programme on track. [ONGOING]</p> <p><u>Threat Response: Eliminate</u></p> <p>b) Provision of temporary mobile on site storage facility be identified for use should there be unavoidable delays to the relocation of traders premises and a detailed contingency plan to be created upon commencing the project.</p>	Low	High	High	Monthly progress report on the relocation of Traders Premises to be made to the Council's Capital Projects Board
5.	<p>Damage to Buried Articles of historical importance</p> <p>Articles of historical importance damaged during intrusive ground investigations.</p>	<p><u>Threat Response: Eliminate</u></p> <p>Archaeologist to be appointed to watch over the ground investigations.</p>	Low	Low	High	None
6.	<p>Explosion of Unexploded Bombs during Ground Investigations</p> <p>Damage to unexploded bombs caused</p>	<p><u>Threat Response: Eliminate</u></p> <p>UXO Engineer to be appointed to watch</p>	Low	Significant	High	None

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	by intrusive ground investigations results in the explosion causing harm to humans and environment.	over the ground investigations.				
7.	Discover of Bats and Birds Nest Nesting birds and bats found during the demolition of buildings requiring an application to be made to Natural England for a licence to disturb/destroy the nest that results in a 3-4 months delay to the project.	<u>Threat Response: Eliminate</u> A nesting bird and bat survey to be undertaken prior to the demolition works.	Medium	High		None
8.	Delay in Awarding Contracts Delays in obtaining Council approvals to award contracts to deliver the works according to the agreed programme result in a delay to the project.	<u>Threat Response: Reduce</u> A) Cabinet delegates approval for the award of contracted to officers. B) Contract Award Approval Reports to be drafted as far in advance as possible and early warning of impending contract award reports to be provided to relevant officers to enable the timely approval of contract awards.	Low	Significant	High	None
9.	Market Traders Objection to Detailed Relocation Plans Market traders with premises beneath manor house objecting to the detailed final relocation plans leading to project delays.	<u>Threat Response: Reduce</u> a) To proactively engage and involve market traders in developing all aspects of the detailed relocation plans and to timely escalate any issues that cannot be agreed to appropriate officer for resolution. <u>Threat Response: Reduce</u>	Low	High	High	None

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		b) If there is a deadlock in negotiations Marketplace Management to be instructed to assist in the negotiations with Market Traders and to maintain regular dialogue with them to identify and address any further issues and concerns.				
10.	Open Market Traders Alternative Route to Open Market Design Survey determines that the proposal to create a ramped route for open market traders to transport their goods to the open market proves to be unfeasible due to Health and Safety and Highway regulations.	<u>Threat Response: Fall Back</u> To install two outdoor goods lifts from Rag Market Car Park to Upper Dean Street.	Medium	High	High	None
11.	<u>Land Value</u> The value of the site after works is not sufficient to generate a capital receipt of sufficient value to repay the borrowing	<u>Threat Response: Accept</u> The works proposed will make the site more appealing for any developer.	Low	Medium	Low	None
12.	Delay in Satisfying Demolition Planning Conditions Delays in satisfying demolition planning conditions to the agreed programme result in a delay to the	<u>Threat Response: Reduce</u> C) Demolition Planning conditions to be included in tender documentation and bidders required to provide a to satisfying the conditions in their tender	Low	Significant	High	None

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	project.	submissions. D) The successful bidder's proposed response to satisfy demolition planning conditions to be provided to the planning officer upon the award of contract.				
13.	<u>Contractors</u> Works Contractor goes into liquidation during service delivery due the impact of COVID 19 or other issues.	Threat Response: Reduce a) Financial security checks to be made as part of tender evaluation process and before entering into contract. b) To monitoring contractors' solvency and financial standing throughout the course of the project, with continual monitoring of credit rating. Threat Response: Fallback c) Adequate provisions to be made within the contracts to limit the impact on project delivery such as termination, indemnity insurance and break clause.	Medium	Significant	High	
14.	<u>Project Team Absence</u> Members of the Council's project team unable to work due becoming sick or need to provide care/support to person with COVID 19, resulting in delays to the project.	Threat Response: Eliminate To develop Human Resource contingency plan for immediate implementation that provides details of alternative officers to cover the role and responsibilities of each project team member.	Medium	Medium	High	
15.	<u>Implications of COVID 19 Not covered in the Contract Terms and Conditions</u> The force majeure/delay event clause	Threat Response: Eliminate a) To ensure that the term of epidemic/pandemic is defined and	Medium	High	High	

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	does not clearly address epidemic/pandemic such as COVID 19 outbreak which leaves COVID 19 open to interpretation to enable contractor to make claims for loss and expenses in addition to as additional time.	provisions included to cover any resultant delays and cost increases applying learning from other development projects in delivery such as Paradise and CWG				
16.	COVID 19 - Statutory Measures Restrict On Site Works Government or Local authority introduce statutory measures or new regulations that restrict on site works, resulting in a delay to the project.	<u>Threat Response: Avoid</u> To change the sequence of works to prioritise/bringing forward non-restricted site works where possible to reduce time delays.	Low	Medium	High	
17.	COVID 19 - Construction Staff Absence. Shortage of construction labourers due to failure to attend work as a result of sickness, need to provide care/support to person with COVID 19 resulting in delays to the project.	<u>Threat Response: Reduce</u> b) Bidders required to provide risk register to include mitigation action for shortage of labourers. <u>Threat Response: Avoid</u> a) To ensure that contractors have identified a number of recruitment agencies that can supply construction labourers at short notice and that they liaise with the Council's Employment Access Team. b) To increase number of labourers, hours of working day and working week for as required to address any delays as they may arise.	Low	Medium	High	
18.	COVID 19 - Construction Cost Increase Increase in cost of materials due to the impact of COVID 19 reducing supply and increasing market prices; resulting	<u>Threat Response: Accept</u> To closely monitor the price of construction materials.	Low	Medium	High	

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	in increased project costs.					
19.	COVID 19 - No/Late Construction Materials/Equipment Construction Materials or equipment not or delivered late to site due to supplier being affected by COVID 19 pandemic, resulting in delays to the project.	<u>Threat Response: Reduce</u> a) Two weeks added to programme to cover delays in securing materials/equipment. b) Bidders required to provide risk register to include mitigation action for shortage of materials/Equipment and provide details of suppliers and confirmation that pre-order fulfilment to timescale has been checked with intended suppliers, and provide details of alternative suppliers. <u>Threat Response: Avoid.</u> c) Contractor to obtain regular supply status reports on materials and equipment from suppliers to enable early warning of issues and develop a comprehensive business continuity plan ready for implementation if there are any shortages/delays in materials and equipment. Continuity Plan to include changing the sequence of works to reduce the impact of potential shortages/delays	Medium	Significant	High	
1.	Project Performance Failure Performance failure impacting	<u>Threat Response: Reduce</u> Robust project management structure, policies and procedures are in place to support the governance of the project	Low	High	High	To establish further policies for Configuration, Quality, Cost, Resource Management, Planning and Estimating processes to be approved by Capital

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	scope, time, cost and quality due to poor project governance.	including Risk, Issue and Change Control Management. This includes monthly written and highlight reports provided to Capital Board and Corporate Leadership Team with early warnings of potential issues that would need to be escalated for timely resolution.				Board
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Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.