

ACC City Vision Queen St Development  
Police HQ Demolition Phase Risk Register  
Date **Oct-21**



A: RISK IDENTIFICATION						B: RISK EVALUATION (POST RISK MANAGEMENT)					C: RISK MANAGEMENT			D: ADMINISTRATION	
1a Ref:	1b Date Raised	1c Raised By	1d Category	2 Risk Description	3 Consequence / Implications	4 Likelihood	5a Impact	5b Cost Impact	6 Rating / Status	7 Likely Cost	8 Actions planned / Taken	9a Risk Owner	9b Action Owner	10 Updated	11 Comments
1	5-Oct-21	Hub NSL	Utilities	Delay in the removal of Telecom masts on Police HQ building	Delay to demolition commencing and resultant increases in cost and programme slippage	2	4		8		Continue to work closely with Telecoms providers to agree relocation plan	ACC	Sandy Beattie		One mast may be an issue
2	5-Oct-21	Hub NSL	Utilities	Service separation more complex than anticipated	Delay to demolition commencing and resultant increases in cost and programme slippage	2	4		8		Estimated costs received and methodology currently being prepared by Fairhurst. Work closely with Utilities companies to understand issues/blockers and start early engagement to mitigate any potential delays	ACC	Sandy Beattie		
3	5-Oct-21	Hub NSL	Design	Replacement Mortuary facility not ready in time to allow building to be vacated	Delay to demolition commencing and resultant increases in cost and programme slippage	4	4		16		Sign off Business Case and progress with procurement of Temporary Mortuary at pace	ACC	Sandy Beattie		Emma Campbell from Hub NSL managing Temporary Mortuary project
4	5-Oct-21	Hub NSL	Site Conditions	Asbestos found in the property and requires to be removed	Delay to demolition commencing and resultant increases in cost and programme slippage	4	3		12		Carry out Asbestos Survey and appoint approved Asbestos Contractor to safely remove	ACC	Sandy Beattie		
5	5-Oct-21	Hub NSL	PR	Disruption to neighbouring properties and businesses	Reputational loss to ACC and negative publicity for the project	2	4		8		Appoint specialist resource to monitor on site activities and liaise with adjoining owners. Prepare Communications and Stakeholder Engagement Plan	ACC	Sandy Beattie		Morris Media available to support
6	5-Oct-21	Hub NSL	Management	Access and car parking associated with neighbouring properties is not adequately provided during demolition phase	Reputational loss to ACC and negative publicity for the project	1	4		4		Plan and provide necessary temporary access and parking for neighbours adjoining the sites	ACC	Sandy Beattie		
7	5-Oct-21	Hub NSL	Construction	Continuing Covid-19 restrictions impact on Construction Projects	Delays to programme and additional costs incurred	2	3		6		Closely monitor any new restrictions and be ready to react to potential changes	ACC	Sandy Beattie		
8	5-Oct-21	Hub NSL	Construction	Excessive noise and disruption to Scottish Courts and Tribunals Service	Reputational damage and worst case delays/stops demolition works	3	4		12		Prepare robust Demolition Specification to clearly outline requirements around noise/disruption. Closely monitor on site activity	Hub NSL	PMO		
9	5-Oct-21	Hub NSL	Brief	Even with site demolished and cleared, no Development Partner is interested in the Queen St zone	ACC is left with a cleared site but no firm proposals to develop it	2	5		10		Carry out robust market research on optimal mix for development and "sell" the opportunity to potential developers	ACC	Sandy Beattie		