What do you see as the key risks in delivering the project?
Key risks

Item	Key Risk Description	Mitigation	Comments
01	Information produced is not representative of gas sites across the UK and information produced cannot be extrapolated to be useful to other networks	As a result of NGN's detailed feasibility the LCGP project has been designed to have the minimal possible scope to provide the maximum results to both NGN and UK Plc. The scale of the project has been optimised to use the minimum number of sites to provide meaningful results that can be extrapolated across all NGN's and the wider UK gas industries assets.	NGN believe that this risk has been fully mitigated
02	The alternative technologies identified are not fit for task	The feasibility study has eliminated technologies from the scope which NGN believes are either not appropriate or are not at the required level of technology readiness as defined in the NIC award criteria.	NGN believe that this risk has been fully mitigated
03	Manufacturers go out of business during the delivery of the project	This is more relevant to Proheat than to Bruest as Proheat are a relatively small and new company. NGN perceive an increased risk specifically around Proheat's cash flow and ability to manufacture multiple systems. To manage this risk NGN will look to agree more frequent milestone payments with Proheat and will ultimately provide assistance through the Major Project team to assist where possible to ensure successful delivery. If, in the unlikely event that Proheat can no longer provide the LP steam equipment NGN anticipate that a new relationship will be built with the Canadian based CWT who manufacture a similar unit albeit not developed to suit European and UK specifications. This would increase cost to the project but will still ensure delivery of meaningful results to achieve the objectives.	NGN do not believe this risk to be significant and, through our close working relationship with Proheat, developed during the feasibility study, NGN believe good project management and close working relationships will ensure this risk is successfully mitigated.
04	Project Management / Design / Build phases are difficult to manage as they are not 'business as usual'	Due to the optimised scope and extensive upfront work, should this NIC bid be successful, the project will be implemented as a 'business as usual' project within the Major Projects department. Major Projects will be undertaking the project management supported by a small team of specialist consultants. The majority of the remaining risks within the project will be managed, as with all NGN's major projects, through the 'Major Projects Integrated Management System (IMS)'. The IMS provides a robust generic process to project management from 'cradle to grave' ensuring adequate governance is applied around financial, delivery and regulatory (for example CDM / Environmental) requirements.	NGN manage these types of risk on a day to day basis through their IMS. This includes detailed risk management, see Appendix E of the Full Submission Pro-forma.
05	Adoption of the recommendations during / following the project is slow from the other networks within the UK gas industry	Creating the change needed in the preheating market is something NGN is passionate about delivering. Our enthusiasm in sharing the results will ensure that other networks do not ignore the lessons learnt on our network. Our delivery of the knowledge gained will be readily accessible, regular, interesting, enthusiastic and will demonstrate areas with clear benefits to other networks, and ultimately to customers.	NGN believe this is a UK recognised problem and the outputs will be embraced within the gas industry.