

Appendix 5- Risk Log

Risk Category	Description of the Risk	Current Gross Risk Rating			Mitigating Actions	Action owner	Residual Risk Rating			Status (Open / Closed)
		P	I	Score			P	I	Score	
Technical, operational & infrastructure	Unknown hidden building defects and conditions, causing delays and/or increased costs.	3	3	9	<p>Surveys during the development phase but ability to undertaken intrusive surveys during this phase is limited.</p> <p>Past designs reviewed but there are unrecorded works that makes it difficult to predict what will be found. Intrusive surveys where possible undertaken. Strip out as part of enabling works prior to tender.</p>	Purcell	3	3	9	Open
Economic, financial & market	Asbestos known to be in certain locations causing delay and/or increased costs.	4	4	16	<p>Asbestos survey and asbestos removal.</p> <p>Asbestos survey undertaken. Asbestos to be removed during pre-enabling works.</p>	Purcell	2	2	4	Open
Technical, operational & infrastructure	Handles from bikes attached to external railings break / damage windows in the Basement, causing ongoing cost increases, damage to historic fabric	5	3	15	<p>Reviewing designs to help mitigate the situation.</p> <p>Assessing different designs solutions such as putting historic bikes on railings to mitigate the risk of public attaching their bikes and breaking the windows in this area. Needs a maintenance solution.</p>	OCC	2	2	4	Open
Economic, financial & market	No match funding and project fails.	3	5	15	<p>Regular meetings and updates with HLF undertaken through development phase.</p> <p>HLF to review all plans. Team appointed that are experienced of undertaking HLF projects.</p> <p>Fundraising Plan to be put in place. Fundraising Consultant appointed. Trust set up for fundraising</p>	OCC	2	2	4	Open

Strategic & commercial	Reduced scope of design. Risk that these result in dissatisfaction from client and/or wider stakeholders. Causing Increased costs, client/user dissatisfaction.	2	4	8	Budgets to be kept under review throughout development phase. QS to keep budget under review. Undertake VE exercises.	Faithful & Gould	2	2	4	Open
Economic, financial & market	Brexit causes change in inflation, procurement and construction industry causing programme delay, cost increases.	3	3	9	Keep changes under review. Faithful & Gould to keep inflation and construction trends under review. OCC Procurement to advise on procurement changes.	OCC/Faithful & Gould	2	3	6	Open
Economic, financial & market	Contingency set at 10% which is the HLF minimum recommendation. Risk that project will run out of contingency mindful of historic building context	3	3	9	Keep % contingency under review. Front load effort with survey work to reduce unknown unknowns.	OCC	2	3	6	Open
Technical, operational & infrastructure	Asbestos disturbance during decant	2	3	6	Museum Team and Property Maintenance to keep under review during planning and actual decant	OCC	2	3	6	Open
Technical, operational & infrastructure	Design expectations not met, including design unsympathetic to existing building and inappropriate introduction of services causing Statutory approvals not granted, project cost increases and/or programme delays	2	3	6	a) Lead consultant appointed with proven track record of dealing with complex historic sites and similar buildings b) Design team with appropriate skills and experience is working effectively Regular meeting with Client so that any expectations not met can be quickly rectified. Meetings undertaken with Planning and Historic England. Planning not required.	Purcell	1	2	2	Open
Technical, operational & infrastructure	Clicker concrete causes issues between the slabs in the basement and ground floor causing impact on programme and cost.	2	2	4	Keep under review and liaise with property/maintenance team on likely occurrence. Kept under review in design discussions.	Purcell	2	2	4	Open

Technical, operational & infrastructure	Inflation rates changed since R1 submission so inflation poses a cost risk. Unknown outside influences such as Brexit that may affect inflation. Causing Increased costs.	2	2	4	Keep under review and liaise with property/maintenance team. Kept under review in design discussions.	Faithful & Gould	2	2	4	Open
Organisational, human & management	Length of project increases possibility of change in key personnel, and could potentially lead to major changes late in the delivery phase or post-contract. Causing Delays and/or increased costs from late changes.	2	2	4	Council representatives buy into proposals and they fit with the overall master planning and budgets. Detailed project files kept in case there is a change of personnel.	OCC	2	1	2	Open
Strategic & Commercial	City Centre location may mean restriction on deliveries, causing issues with getting materials delivered to site	2	2	4	Restrictions form part of the constraints within the tender documents so that the Contractors can plan ahead. Will form part of the tender information.	OCC	1	1	1	Open
Environmental	Gallery spaces not controlled environmental conditions causing impact on design and display conditions.	2	2	4	Display cases to be local environment controls. To be kept under review when determining objects to be selected for display. Cases to provide environment required.	OCC	1	1	1	Open
Technical, operational & infrastructure	Output for FM purposes not clearly defined causing BIM model fails.	2	2	4	Purcell to guide and assist OCC through process. Review of OCC BIM Purcell have within their team a BIM Manager.	Purcell	1	1	1	Open
Organisational, human & management	Community Co-Curation Time consuming and impacts on programme, exhibition designs and research causing programme delay.	2	2	4	Integrated in Activity and Interpretation Plans. To be kept under review.	OCC	1	1	1	Open

Strategic & commercial	Unrealistic Business Plan predications lead to reduce income causing Operational failure.	2	2	4	Conservative and realistic predictions in Business Plan. OCC to keep under review.	OCC	1	1	1	Open
Organisational, human & management	BIM takes longer than anticipated causing Programme delays.	2	2	4	BIM programme to be kept under review. OCC agreed that BIM will not dictate and lead programme in terms of allowing programme delay.	OCC	1	1	1	Open
Organisational, human & management	OCC do not implement Activity Plan, HLF may clawback funding.	1	3	3	OCC sign up to delivery of HLF Activity Plan. Vanessa Lea to keep under review.	OCC	1	1	1	Open