

## Appendix E

### MAJOR RISKS TO THE PROJECT

A summary of the key risks associated with the project together with the likely impact and plans should they occur is provided below:

Title	Inherent Risk	Mitigating Action	Residual Risk
The project costs exceed the funding available	B2	Construction costs and programme for the project were updated in July 2023, and include contingency @ 15% and inflation based on BCIS Index. An element of inflation has been factored into other costs such as ICT, decant/recant, and staff costs. A separate client contingency of £500k has also been included in the costs. HLF funding contracted in 2 phases, development phase RIBA 1-3 and then delivery phase. Opportunity to sense check costs and risks at RIBA 3.	C2
HLF Grant funding application is not successful	D1	Expression of Interest for the project was accepted in December 2023, and the project meets the current grant criteria. Good dialogue and advice has already been provided by the Welsh Capital Grant funding team, and there is in principle support for the project.	D1
WG transitional grant funding application is not successful	C3	WG Culture division is aware and supportive of the project, and have advised that would welcome an expression of interest in 2024, with a view to drawing down capital grant funding in yr 2 (2026).	D3
Local Authority match funding for the project cannot be secured	D3	FCC Cabinet approved their proportion of the match funding in September 2019, and their support for the revised project was reiterated in January 2023. DCC have yet to approve their proportion of the match funding, and some considerable work has been undertaken recently to evaluate the options, given that there is a need to do something.	E4

## Appendix E

Title	Inherent Risk	Mitigating Action	Residual Risk
Timescales for the project are exceeded	B3	Construction programme has been well considered, and grant funders have stated response times which have been built in. Need to ensure that the project is adequately supported by both authorities to ensure that there are no delays in the contractual relationships between the authorities, which could potentially delay the project. Project risks need to be effectively managed.	B4
Scope of the construction element of the project is exceeded	C2	Costs based on concept design, and within a plot defined by FCC. Prior to the acceptance of any grant funding scope of Joint archive building, and its curtilage needs to be confirmed. Changes to scope mutually agreed.	C4
Ineffective Risk Management	B3	Project risks are generally assigned to the party best placed to manage them. Consideration of risk register and assign risks to relevant parties. Adequate resource made available by client to proactively manage risks.	D3
Roles and responsibilities of both authorities are not fully understood and adhered to	C2	Prior to the acceptance of any grant funding DCC and FCC will need to enter into a contract in respect of the delivery of the capital project, and agree a basis of understanding for the shared costs of the joint archive relationship for the operation of the service and the occupation of facility, in return for DCC's financial investment in a FCC asset.	D2
Archive Service revenue assumptions for the delivery of the project and the ongoing sustainability of the service aren't realistic	C2	Consideration of revenue budgets and contractual arrangements in place to enable both authorities to manage expectations in relation the new joint service delivery	D2

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Title	Inherent Risk	Mitigating Action	Residual Risk
Partnership breakdown between FCC and DCC	D1	Contract between both authorities to govern the relationship in build and in operation. Will include exit strategy and process within the contractual terms.	D2
Unforeseen site conditions on the proposed site for the new build	C2	Feasibility work has been undertaken, and there is provision for some abnormal costs within the budget related to ground conditions, as well as a construction contingency and a client contingency.	C4

A - Almost Certain	5	4	3	2	1
B - Highly Likely	5	4	3	2	1
C - Probable	5	4	3	2	1
D - Possible	5	4	3	2	1
E - Rare	5	4	3	2	1
Likelihood	5 - Very Low	4 - Low	3 - Medium	2 - High	1 - Very High
	Impact				