

Risks

Risks

00001 Can not secure Grant Funding for the Build

Description	The New Build is reliant on securing NLHF Heritage Horizon external funding on a 70/30 grant/match ratio
Date Last Reviewed	21/10/2020
Mitigating Action	- Early and continued engagement with NLHF - Appointed external consultancy to assist us with the grant application process - Ensuring synergy with our plans and NLHF objectives - Enlisting relevant support from officers of both authorities to help with supporting documents for bid as necessary -
Risk	Economic/Financial/Market
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Reduction
Trend	Same
Likelihood & Impact	C1
Risk Closure Date	30/06/2021
Owners	Sian Price & Craig Berry

00002 Can not secure Match Funding for the Build

Description	The New Build is reliant on securing LA match funding 70/30 grant/match ratio. Likely that both FCC and DCC will need to fund their match contribution, at least in part, by prudential borrowing.
Date Last Reviewed	21/10/2020
Mitigating Action	- Early and continued engagement with finance stakeholders in FCC and DCC, even though FCC has approached its proportion of match funding - Clear and robust business case - business case would need to demonstrate what income/savings would be generated in order to meet the repayments. - Realistic repayment strategy for any prudential borrowing - explore other options of funding and or repaying the debt
Risk	Economic/Financial/Market
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Reduction
Trend	Same
Likelihood & Impact	C1
Risk Closure Date	30/07/2021
Owners	Claire Homard, Alan Smith & Sian Price

00003 Failure to gain overall staff support for the new service model

Description	Apathy towards the new single shared service means loss of productivity and positivity amongst staff. Potential to lose staff.
Date Last Reviewed	21/10/2020
Mitigating Action	- Ongoing consultation / communication with Staff - Comprehensive Comms Plan / Strategy
Risk	Organisational/Management/Human Factors
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Reduction

Trend	Better
Likelihood & Impact	D1
Risk Closure Date	31/03/2021
Owners	Craig Berry, Claire Harrington, Claire Homard & Alan Smith

00004 Delays in obtaining permits/ permissions for the Build

Description	Issues causing delays in obtaining necessary Environmental and Planning Permits / Permissions for required New Build
Date Last Reviewed	21/10/2020
Mitigating Action	- Careful planning on implementation including application for any Permits in good time - Commencing Design / Planning work/consultations in good time - allowing float to cope with any time overruns in process
Risk	Legal & Regulatory
Active	No
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Reduction
Trend	
Likelihood & Impact	B2
Risk Closure Date	22/12/2023
Owners	Sian Price

00005 Surplus space at Ruthin Gaol, Ruthin

Description	A solution is required for the long term use of the Ruthin Gaol once Archive move out. Archive occupy 70% of the Ruthin Gaol and Countryside and Heritage occupy 30% as a visitor attraction. Councillors have indicated that Ruthin Gaol must not close and any opportunities to enhance the heritage visitor attraction explored
Date Last Reviewed	21/10/2020
Mitigating Action	- Continued engagement with Ruthin residents and local members - Clearly communicating the hub and spoke model of service delivery for the Archive service - Installing permanent and temporary service offerings in Ruthin- building costs within Activity PAn - Progressing talks with The National Trust around the ongoing operation of the site as a tourist attraction - Thinking of other options for the site if National Trust conversations fail with Countryside and Heritage Management
Risk	Strategic/Commercial
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Fall Back
Trend	Same
Likelihood & Impact	A3
Risk Closure Date	27/10/2023
Owners	Craig Berry, Tom Booty, Alan Smith & Huw Rees

00006 Compatability / Integration with Theatr Clwyd building and County Hall Campus Works including overlapping construction programme

Description	A range of options for integration with Theatr Clwyd Building including- no connection, physical connection or connection through landscaping. Potential loss of quality of outcome if no compatability / integration with Theatr Clwyd achieved- for both parties involved. Potential for Theatr Clwyd redevelopment works to still be ongoing and County Hall Campus works to be commencing (demolition) at the same time as the Archive build.
Date Last Reviewed	21/10/2020

Mitigating Action	<ul style="list-style-type: none"> - Early and continued engagement with key stakeholders including FCC CEO, Lead Members and Theatr Clwyd MD - Communication and engagement between the two project's project management and design teams - Myth busting and sensechecking - Clear and transparent business case for any physical link - Early and continued engagement between project managers of Theatr Clwyd and County Hall campus works to understand programme timelines - Maximising on any programme overall opportunities - Minimising on any programme overlap risks - Appropriate health and safety provision to manage movement risks across the site
Risk	Organisational/Management/Human Factors
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Share
Trend	Same
Likelihood & Impact	A2
Risk Closure Date	29/11/2024
Owners	Claire Homard, Claire Harrington & Sian Price

00007 Cannot engage as fully with partners, archive users and target audiences due to impact of Covid 19

Description	Covid 19 will make it more difficult to engage as fully with our users and target audiences as face to face meetings and group consultations are restricted. Likewise some of our potential partners are potentially not able to engage with us in the way that was envisaged, when working with them on the expression of interest.
Date Last Reviewed	21/10/2020
Mitigating Action	<p>This risk will be common to all applications for Heritage Horizon awards. NLHF has recently asked all successful applicants at the EOI stage to complete Covid 19 impact assessments, and in all likelihood will fully acknowledge and take account of this constraint.</p> <p>Engagement will take place via surveys, telephone calls, video conferencing rather than face to face.</p>
Risk	Organisational/Management/Human Factors
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Reduction
Trend	Same
Likelihood & Impact	A3
Risk Closure Date	31/12/2020
Owners	Craig Berry

00008 Engagement with NLHF

Description	The project has been allocated a case office to support the progression of the grant application process. At present we have experiencing difficulties in making contact and getting answers to some queries that we have raised. This is likely to be due to the additional work that NLHF has undertaken to administer grants to support organisations through the Covid 19 pandemic.
Date Last Reviewed	21/10/2020
Mitigating Action	Regular prompts between the Project Manager and the engagement officer Elevate to Project Sponsor and within the hierarchy of NLHF.
Risk	Organisational/Management/Human Factors
Active	Yes
Key Risk?	Yes
Corporate Risk	No
Mitigation Strategy	Reduction

Trend	Same
Likelihood & Impact	C3
Risk Closure Date	30/07/2021
Owners	Sian Price