

Risk No.	Summary	Risk Description	Mitigations/Resolution	Likelihood	Impact	Risk Score	Risk Owner	Delay to programme (months unless stated)	% chance of occurring	Estimated cost of risk	Notes / comment
Capital Risks											
Summary: Programme costed risk register										£211,444	
C1	Programme Delivery Funding	If there is scope creep, unrealistic initial costings or inadequate contingencies result in cost inflation, or maintenance of the heritage assets is compromised by budget pressures, or there is discovery of site issues (e.g. asbestos or legionnaires disease) THEN this will cause delays and extra costs to the programme	6 Month contingency built in to programme to cover any delays The base case income growth forecasts would allow appropriate levels of maintenance to be covered by the operating budget. If this growth is not forthcoming, BMBC's existing maintenance budget would be flexed as required We will ensure the project delivers an upkeep of heritage assets plus an improvement of the quality/condition of assets & public realm meaning ongoing maintenance costs are reduced	2	4	8	CDF Project Manager	£320,000	10%	£32,000	£320k capital scope creep contingency has a less than 10% chance of occurring
C2	Design delays and approvals	If there is an inability to obtain permissions, approvals, consents for delivery (including conservation (SAM & LBC), bio-diversity (bats), flood risk, travel planning etc) THEN the programme may incur additional costs/slippage	6 Month contingency built in to programme to cover any delays Assessments being undertaken for biodiversity, flooding, noise and travel planning Close liaison with appropriate bodies and organisations Approvals process fully programmed	3	4	12	CDF Project Manager	5	15%	£67,292	Potential delay of up to 6 months covered by contingency in project plan. This cost accounts for a further 6 month delay
C3	Time-delays (on-site works)	If the programme does not achieve completion within CDF timeframes, due to unrealistic programming, insufficient time contingencies, slippage due to other factors set out elsewhere in this risk register, or failure to procure/establish development contractor/partnership THEN the programme will experience delays	6 Month contingency built in to programme to cover any delays Robust programming, time contingency, strong project management, direction and assurance processes in place.	2	4	8	CDF Project Manager	5	10%	£44,861	Potential delay of up to 6 months covered by contingency in project plan. This cost accounts for a further 6 month delay
C4	COVID-19 deliverability	If COVID-19 restrictions impact on the ability to deliver the project to time, quality, cost and scope THEN the programme will be delayed and additional costs incurred	6 Month contingency built in to programme to cover any delays Maintain adequate contingencies, Effective project management and oversight of design team	1	4	4	CDF Project Manager	3	5%	£13,458	Potential delay of up to 6 months covered by contingency in project plan. This cost accounts for a further 3 month delay
C5	COVID-19 and Brexit impact on Supply Chain	If the construction supply chain market is not well positioned to be able to deliver the capital works needed as part of this programme THEN the programme may incur additional cost/slippage	6 Month contingency built in to programme to cover any delays We will ensure during commissioning that we are clear about the non-negotiables in the programme. We will build realistic commissioning windows into the programme. We will work inclusively with the supply chain through the programme so they are aware of progress and our ambition We will hold regular supplier meetings and networking events to sustain supply chain	3	3	9	CDF Project Manager	4	15%	£53,833	Potential delay of up to 6 months covered by contingency in project plan. This cost accounts for a further 6 month delay
Revenue Risks											
Summary: Programme costed risk register										£69,086	
R1	Partnership working	If effective partnership working is compromised by an inability to bring effective collaboration by way of a new partnership consortium THEN the ability to deliver the programme is compromised and the programme is delayed	6 Month contingency built in to programme to cover any delays Proposal to establish Delivery Partnership Board and Consortium Continuous engagement with key delivery partners and stakeholders during Bid development phase Collaboration plan developed for implementation during project mobilisation	1	2	2	CDF Project Manager	9	2%	£16,150	Potential delay of programme
R2	Staffing and resourcing	If project continuity is broken by staffing changes or insufficient project management resources place constraints on the programme THEN visitor experience and learning offer will be compromised by inadequate staffing provision or the project will be delayed	6 Month contingency built in to programme to cover any delays Good record keeping and other staff kept regularly informed. Project Leader shadows delivery team at all times Operating budget allows for increased staffing to meet anticipated greater demands on the operational team Other BMBC service areas can offer resilience during peak periods	2	3	6	CDF Project Manager	9	5%	£40,375	Potential cost of to programme of lost resource
R3	Political	If political support is withdrawn THEN the project may be delayed or may not be as impactful as originally hoped	Political support is currently strong and has been fostered over a number of years Ensure positive news stories are communicated and local stakeholders are kept up to date and on board with progress. Brief any new members or local interest groups elected during programme lifecycle Ensure any decisions are on forward plans for board meetings early	1	2	2	CDF Project Manager	3	2%	£5,383	Only cost would relate to officer time for drafting and/or redrafting reports - this is an existing cost for BMBC
R4	Activity Planning - creative practitioners engagements	If artists and other creative practitioners do not engage with the programme THEN the impact of the programme is significantly reduced	Co-production work beginning from the outset of the programme led by University of Sheffield Existing networks already in place with culture and creative partnerships across the borough Luna lead in time to mass engagement in final year of programme	1	4	4	CDF Project Manager	4	2%	£7,178	Not impacted by CDF programme funds

