Museum Extension - Project Strategic Risk Management Plan

UPDATE - MARCH 2026

No.	Date Raised	Scenario (As a result of)	Risk (there is a risk that)	Outcome (which could result in)	Analysis			Response	Mitigation Control	Mitigation Actions	Deadline	Post Prevention Analysis			Status	Date Closed	Owner/Category
					Prob	Sev	RAG					Prob	Sev	RAG Score			
1		Members reject option to proceed with project proposal	Museum will remain operating from the lodge Abortive costs for design development up to point of decision not to proceed	The lodge is not currently fully accessible due to age and configuration of the building. As a result it could require significant (and expensive) remediation to accomodate increasing public accessibility needs if the museum remains open. This will be the responsibility of the Council as landowner and Museum partner...	2	3		Avoid	Member support/alternative solution to be sought via SAWG	SAWG review of business cases 23/05 SAWG decision to proceed to Planning submission. OBC in development for full funding. Final decision at FBC Q3 26/Q4 27	Q3 2026	1	3				Strategic - Council
2		Limited availiability of specialist resources (e.g. asbestos contractors) when required	Project progress could be delayed	project forecast timescales/cost may not be met impacting Kiosk business + MDC reputation	1	3		Manage	Allow sufficent contingency time/cost for this phase of the project	Prioritise appointment of specialist contractors so are ready to attend site on dates needed	TBC once project approved	1	3		CLOSED	05/03/26	Operational - Resource
3		Limited PM resource (MDC) if resource is unconfirmed or allocated to other projects	If PM resource is not secured this will risk deliverable across the project in relation to time, cost & quality	delayed project, over budget & not delivered to exact specification	2	3		Manage	The project sponsor needs to clarify priorities & project resource for the entirety of the project	internal resource is fully funded & alloacted to the delivery of the project	23/05	1	3		CLOSED	05/03/26	Operational - Resource
4		Museum objection (e.g to relocating from lodge/extending display across Hythe Quay and Extended Museum)	project is unable to progress despite support from Members/Public. SAWG advise that current operating model is unsuited for the new site	Communication breakdown/non-engagement OR potential to lose Museum Trust as occupant AND reputation impact for Council and Museum	5	3		Manage	Ensure early engagement to understand Museum role, level of engagement and likely participation in future model inc.concerns/expectations so these can be logged and managed by project	Meeting arranged with Museum early in project to establish intentions (even if scope still TBC/professional team not yet engaged)	Q3 2026	2	3				Strategic - Council
5	05/03/26	Unable to complete by LGR date April 2028	Difficulty in handing over incomplete asset to new unitary authority	Lack of continuity, loss of momentum and oversight	3	3		Manage	Project development, governance, early funding authorisation & procurement	OBC in development for full funding. Regular progress updates with SAWG. Procurement action required	31/03/26	1	3				Operational
7	05/03/26	Ability to promptly procure professional teams for the detailed design stage 4	Delay in starting design work	Overrun on final handover date	2	4		Manage	Working with Procurement team to ensure compliance & programme	Meeting held to discuss frameworks	31/03/26	1	3				Operational
	05/03/26	Ability to identify suitable construction partners that are willing to tender for the work	Market does not respond adequately to the project requirements	Wrong contractors unsuited to type of construction and quality requirements	2	4		Manage	Working wth Procurement team to ensure compliance & programme	Meeting held to discuss frameworks	31/03/26	1	4				Operational
	05/03/26	Ability to design a tender process for construction work that does not require a fully open tender process with the possibility of many responses requiring analysis	Delay in starting design work	Overrun on final handover date	2	4		Manage	Working with Procurement team to ensure compliance & programme	Meeting held to discuss frameworks	31/03/26	1	4				Operational
	05/03/26	Market cost increases outside the allowances made in the OBC project cost analysis	The most advantageous tender price exceeds budget expectation	Project is unaffordable or delayed in approving additional funding	2	5		Manage	Cost plan indicators from consultants updated at each stage	Working with cost consultant to develop most accurate possible pre-market cost models & update at each design stage	31/03/26	2	4				Strategic - Council
	05/03/26	Impact of LGR perceived VFM of project	Perceived to be unaffordable	Project halted	2	5		Manage	OBC & FBC to highlight value of asset	OBC/FBC to ensure the new asset shows value by increasing visitor attraction & spending	31/03/26	1	4				Strategic - Council
	11/03/26	Geo-political events leading to cost inflation	Increase in prices & materials and supply chain availability	Insufficient Budget	3	4		Manage	Current contingency amounts considered sufficient	Working with cost consultant to develop most accurate possible pre-market cost models & update at each design stage. May also be a short term problem.	01/04/26	2	4				Strategic - Council
	11/03/26	Ability to navigate the developing position regarding Local Government Reorganisation, including emerging spending controls and joint management of material spending through shadow authorities (expected 2027/28); also restrictions on revenue, capital and asset sales arising from pre-LGR guidance ('s24' requirements)	Slows development of the project and eventual handover	Uncertainty	2	2		Manage	Regular liaison with shadow authority and officers to understand emeriging processes.	Establish project dedicated meetings and updates	01/04/26	2	2				Strategic - Council
	11/03/26	Ability to agree the future business model of the asset as part of FBC	Unable to activate and operate the new facility	Loss of positive impact and reputational damage	2	4		Manage	Close liaison with members to agree options for operating model	Develop financial and operating models for presentation	01/04/27	1	2				Strategic - Council
	11/03/26	Timely stakeholder engagement						Manage									
	11/03/26	Adverse press or social media comment						Manage									
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