

RISK DEFINITION				RISK ASSESSMENT				RISK MITIGATION							
Ref	Category	Description	Date Identified	Likelihood	Impact	Current Risk index	Priority		Owner	Date Updated	Status	Specific Contingency Allowance	Factored Contingency	Float (weeks)	Factored Float (weeks)
1.0	Operational	Works will impact on day-to-day running of Priory House	29/04/2021	3	3	9	Yellow	Building now substantially closed with just Gift shop and small allocation of café remaining open. As areas of the building complete will seek phased handover where appropriate to enable income generation to increase.	DTC	16/07/2024	Live	£ -	-	0	
2.0	Quality	Inadequate supply of good quality stone	29/04/2021	2	3	6	Yellow	Stone source established from Dunton quarry. Back up alternative to use DTC stock of clunch. Brick methodology agreed with Historic England to offset shortage of clunch once stock has been used up.	Messenger	16/07/2024	Live	£ -	-	0	
3.0	Quality	Team cannot reach agreement on technical solution for web repairs	29/04/2021	1	3	3	Green	Approach to stone replacement confirmed by trial bay and reassessed after repairs to first full bay. Extent of mortar repairs and conservation to be confirmed - provisional approach has been set out and is in discussion with HE and conservation officer.	TMP	16/07/2024	Live	£ -	-	0	
4.0	Statutory	Statutory bodies and other interested parties object to proposals	29/04/2021	2	4	8	Yellow	Consent granted for HSHAZ works. Continuing dialogue between project team and statutory authorities (CBC and HE) through project team meetings, site walkovers and email correspondence with agreed system of pre-agreement for amendments. Some of the works in the additional scope not yet consented - particularly for the drainage, Undercroft floor, and associated fire implications). Appointment of Registered Building Control Approver to mitigate potential delays in Building Control Approval.	TMP	16/07/2024	Live	£ -	-	0	
5.0	Quality	Repair and conservation works do not have long-term impact to reduce decay of vaults	29/04/2021	1	5	5	Green	Technical experts form part of the project team. Works undertaken by experienced contractor and closely monitored on site. Environmental monitoring will continue beyond the works. Budget must be held for continuing inspection and maintenance following the project. Maintenance plan will be produced as part of the project.	TMP/DTC	17/08/2023	Live	£ -	-	0	
6.0	Financial	Works do not align with project budget and available grant	29/04/2021	3	4	12	Red	Significant issues found on site due to poor quality previous works. Additional grant funding sought, with Historic England HAR grant and NLHF approved in principle, awaiting grant conditions and agreement for Permission to Start. Predicted final account continues to be monitored by QS.	DTC / Walker Ass.	25/09/2023	Live	£ -	-	0	
7.0		COVID-19 impacts on the ability to carry out works within the grant timescales	29/04/2021							20/03/2023	Closed	£ -	-	0	
8.0	Programme	Nearby construction programmes have adverse impact on proposals, or sequencing of works e.g. High St S drainage works Phase 3	29/04/2021	3	3	9	Yellow	High St drainage works complete. Possibly have disrupted building drainage and flood susceptibility. Building drainage is under review and liaison ongoing with CBC to obtain design of high st drainage and landscaping for review and records of CCTV and maintenance to demonstrate system was functioning properly.	DTC	17/08/2023	Live	£ -	-	0	
9.0		Segregation of works activities relies on agreement to temporarily remove a first floor window. If this does not secure consent, the approach to segregate the front of the building to the construction works with the rear to remain in operation will not be feasible.	29/04/2021					Consent granted	TMP	20/03/2023	Closed	£ -	-	0	
10.0		Availability of suitable contractors due to high demands in current market	23/07/2021					Suitable contractor appointed and start date agreed in principle	TMP	20/03/2023	Closed	£ -	-	0	
11.0	Programme/ Financial	Extent of stone repairs to webs may increase	20/03/2023	3	2	6	Yellow	Extent of stone repairs has been reassessed due to further stones in poor condition and again due to presence of slip repairs. Approach revised to allow for replacement of full / significant proportion of each bay. Allowance to be retained for revisiting Bay 1D	TMP	17/08/2023	Live	£ -	-	0	
12.0	Programme/ Financial	Extent of drainage repair and reordering works not yet well defined	20/03/2023	3	2	6	Yellow	Additional works to wider building drainage and rainwater goods will be scoped by further survey under appointment of drainage consultant. Where possible these works have progressed whilst internal structural works have been under review.	DTC	16/07/2024	Live	£ -	-	0	
13.0	Programme/ Financial	External repair requirements may increase following removal of render and loose materials allows for full inspection	20/03/2023					Works to decorative stucco are now well defined. Allowance needed for repairs to north extension area. SW corner dismantling may reveal additional repairs.	TMP	17/08/2023	Closed	£ -	-	0	
14.0	Programme/ Financial	Partitions to exhibition space and second floor structure load vault webs and obstruct repairs to webs	21/04/2023	5	5	25	Red	Partitions loaded by second floor structure. Full resequencing of works underway. Likely risk of further unknowns/challenges to be encountered as second floor structure is complex and some areas cannot be inspected. Revised design now determined, subject to consents.	TMP	16/07/2024	Live	£ 25,000.00	£ 25,000.00	0	
15.0	Financial	Priory House in flood risk zone. Flooding presents ongoing risk to building fabric and operations	17/08/2023	5	4	20	Red	Further flooding occurred despite High St works necessitating redesign of ground floor areas for flood resilience to design out vulnerable services and fabric. Further mitigation measures are also under consideration such as protective upstand to building perimeter, ventilation, pumping, automatic flood barriers. Additional funding sought to mitigate (secured, subject to conditions and Permission to Start). Flooding will present an ongoing risk to building fabric and operations.	DTC	25/09/2023	Live	£ 30,000.00	£ 30,000.00	0	
16.0	Quality	Remedial works to second floor structure are a compromise around the constraints of the 2003/04 works that have caused irreversible harm and the importance of retaining the layers of historic timber structure.	17/08/2023	3	3	9	Yellow	Existing and proposed structure will be assessed by calculation. Load testing will be considered for structural elements that cannot be proved by calculation. Works will be subject to Building Control approval. Records to be provided of final construction information, photographs and calculation.	TMP	17/08/2023	Live	£ -	-	0	

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17.0	Programme	Delays in programme (e.g. mothballing) due to lack of funds result in loss of continuity with specialist contractor or consultant input where detailed knowledge of the building and repair methods have been built up	17/08/2023	5	3	15	Red	Additional grant funding sought, with Historic England HAR grant and NLHF approved in principle, awaiting grant conditions and agreement for Permission to Start. 4 months likely incurred, as works were due to be instructed in April 2024.	DTC	16/07/2024	Live	£ 40,000.00	£ 40,000.00		0
18.0	Operational	Uncertainty in programme and prolongation of programme impacts on Priory House operations and loss of earnings, through reduced covers, closed Exhibition Space and loss of event bookings due to works over Jacobean Room	17/08/2023	3	4	12	Red	Ongoing dialogue with funders is necessary to ensure key decisions are made to agreed timetable. Co-ordination between design and construction programmes must be maintained. Seek to reopen spaces as soon as works in areas are complete and practicable and safe to do so.	DTC and TMP	16/07/2024	Live		£ -		0
19.0	Operational	Delay and alterations to programme due to unforeseen issues and findings on site, impacts on Priory House operations and planning	17/08/2023	5	2	10	Yellow	Ongoing dialogue with CA and Contractor is necessary to ensure issues arising are brought to prompt attention and potential impacts to programme highlighted with client in good time.	DTC	17/08/2023	Live		£ -		0
20.0	Statutory	Additional works identified, particularly fire safety works require Building Control sign off - capacity of Building Control to sign off in time to suit the programme, lack of engagement from Building Control to date.	26/06/2024	4	4	16	Red	Clear setting out of requirements and critical dates to Building Control; change Approved Inspector if responses not forthcoming.	TMP		Live		£ -		0
21.0	Statutory	Due to change in legislation and implementation of Building Safety Act impacting on the project - additional role required.	26/06/2024	5	2	10	Yellow	Scope to be added either to existing design team or appointed separately if additional support required. Budget allowance factored into revised costs.	TMP		Live		£ -		0
22.0	Financial	Difference in priorities between main funders - e.g. north gable considered essential works by Historic England and DTC, but not as prioritised by NLHF. Inclusion or exclusion leads to reduced funding from one or other of the funders.	26/06/2024	3	3	9	Yellow	Ongoing discussions with funders and between themselves. Clearly set out case for support and inclusion of works within overall package. Consider split funding requests for different elements although this then reduces match funding between the two and ultimately works are fundamental to the structural integrity of the building. Set out strong case for inclusion.	DTC	16/07/2024	Live		£ -		0
23.0	Quality	Unable to reinstate exhibition and interpretation, therefore loss to the public experience and engagement in the heritage; lose ability to tell the story of the repairs; negative public perception.	26/06/2024	3	4	12	Red	Retain £180k within budgets to develop new interpretation and exhibition works that can be accommodated within the space and seek alternative funding.	DTC	16/07/2024	Live	£ 30,000.00	£ 18,000.00	2	1
24.0	Programme/ Financial	Spine wall repairs scope expands as works are undertaken and further deterioration/failures are found	26/06/2024	4	5	20	Red	Opening up has been completed as far as possible and additional contingency included in forecast budgets	TMP and Messenger		Live	£ 100,000.00	£ 80,000.00	6	5
25.0	Programme/ Financial	Repairs to gift shop roof are worse than expected, requiring further repairs.	26/06/2024	3	5	15	Red	Opening up has been completed as far as possible and additional contingency included in forecast budgets. Seeking alternative funding to complete these works.	TMP and Messenger	16/07/2024	Live	£ 25,000.00	£ 15,000.00	2	1
26.0	Programme/ Financial	Increase in scope of condition survey items where opening-up has been limited.	26/06/2024	3	3	9	Yellow	Outline scope of works have been specified with provisional allowance included in budgets for undefined items.	IWA		Live	£ 150,000.00	£ 90,000.00	6	4
27.0	Programme/ Financial	Internal reinstatement works scope expands once works re-commence on site and further making good is required and/or costs allowed are insufficient	26/06/2024	3	3	9	Yellow	Scope and costs have been reviewed by Messenger and IWS and allowances mutually agreed. Contingency allowance included for works not yet identified.	IWA		Live	£ 130,000.00	£ 78,000.00	6	4
28.0	Programme/ Financial	Fire protection measures not fully realised - Building Control/Building Safety Act requires further work to enable sign off. Fire Safety Works have been developed based on advice from Fire Consultant although requires Building Control/Fire Officer and Conservation Officer/Historic England to sign-off.	26/06/2024	3	3	9	Yellow	Seeking engagement of Building Control to agree scope defined. Costs being sought with Messenger to firm up costings.	TMP		Live	£ 80,000.00	£ 48,000.00	2	1
29.0	Programme/ Financial	Completing the contract works gives rise to further knock on work that hadn't been anticipated.	26/06/2024	2	4	8	Yellow	Opening up has been completed as far as possible and additional contingency included in forecast budgets	TMP		Live	£ 50,000.00	£ 20,000.00	2	1
30.0	Programme/ Financial	Vault and render repairs require further work to make stable than currently identified.	26/06/2024	2	4	8	Yellow	Scope has been reviewed with specialist and agreed collectively between team. Factored contingency included for additional small items that may be revealed.	TMP/ WA/ Messenger		Live	£ 30,000.00	£ 12,000.00	2	1
31.0	Programme/ Financial	Programme delays - out of sequence working impacts on availability of trades and inefficiencies in working giving rise to increased costs.	16/07/2024	3	4	12	Red	Programme has been planned with consideration of lead in times and reasonable working allowances. Contractor to have clear liaison with subcontractors and give them line of sight on packages of work coming forward.	Messenger		Live		£ -		0
32.0	Programme/ Financial	Planning consent delays ability to progress works in timely fashion.	16/07/2024	2	4	8	Yellow	Seeking to put in place a Planning Performance Agreement to smooth the consent process. In discussion between DTC and Central Bedfordshire.	DTC		Live		£ -		0
33.0	Operational	Public perception – opening the building without the exhibition may cause negative publicity given the length of time that the building has been closed and the amount of money that has been spent.	16/07/2024	3	4	12	Red	DTC will seek alternative funding to develop an interpretation strategy and business case for the next 10 years with aim to have this delivered by the time Priory House re-opens, or shortly thereafter.	DTC		Live		£ -		0

Total if all realised £ 690,000.00 28
Probability factored contingencies £ 456,000.00 17