

'Everything to Everybody': Project risks for Delivery Phase and after the project

(Abbreviations: EF=Ewan Fernie; TE=Tom Epps; RF=Research Facilitator; PM=Project Manager)

Delivery Phase

Risk	Likelihood	Impact	Mitigation	Who will lead this
New staff may not be recruited on time i.e. for the dates planned in the project (via BCC and UoB)	Medium	High	Ensure delivery stage planning accommodates these timescales and work required by new recruits is not scheduled to occur before they can be appointed. Set realistic timescales for recruitment and work initiation. Prepare for recruitment during the period after round 2 application. Identify any work which could be started later. Tom Epps met with Dawn Beaumont re BCC processes/ RM met with UoB re processes. Building into project plan the flexibility to ensure time to recruit candidates of right calibre. Project team to share opportunities via own networks.	Project Director/Operations Manager
Community organisations are unable/reliant to deliver partnership activity e.g. co-curate exhibitions, family and community days	Risk closed	Risk closed	Formal 'Expressions of Interest' forms and enthusiasm indicate very high interest. 44 organisations confirmed for Delivery Phase activity.	Operations Manager
Use of volunteers requires significant time and effort (recruitment, training, coordinating, managing). There is a risk this will not be	Low	Medium	Ensure careful planning during development and delivery with reference to guidance from NLHF and other groups experienced in volunteer management. A Community	Operations Manager

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appropriately resourced.			Engagement & Volunteer Officer to develop and lead. Other posts have responsibility for day-to-day supervision.	
Costs may increase during delivery phase	Medium	High	Research Development Manager’s expertise will ensure costings are robust and contingency is included in the figures. During Development Phase RDM created more accurate costings. Project Team receiving significant, additional support from HWM. Significant commitment from UoB, including PM in post until Dec, and senior officers from Research Operations and Development and Planning. Comms officers from UoB to support during delivery.	Project Director/Operations Manager/PM/RDM
Community-led activity, such as exhibitions, are of poor quality.	Low	High	Groups will be given guidance, training and support from the project team. Robust consultation and engagement process underway with clear criteria. Evaluation framework drafted. Project themes, strands, films and other resources created with partners as a ‘way in’ to heritage. Already in receipt of 48 ‘Expression of interest’ forms, following successful community consultations. Project can choose between high quality proposals	Operations Manager

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			to work on detailed planning for activity.	
Relationships with external organisations need careful management to maintain engagement and deliver benefits.	Medium	Medium	Clear, regular communication with stakeholder organisations. Keep records of conversations and relationships with stakeholders. Advisory Panel will have a clear remit for consulting /engaging audiences and groups. Community Engagement & Volunteer Officer to be recruited for the delivery phase. PM in post until December 2019 to manage stakeholder engagement.	Operations Manager /PM
Co-delivered activity with cultural partners whilst arts/heritage sector is in volatile state creates uncertainty	Medium	High	While 44 partners have been selected for activity delivery, there is a wider pool of community/heritage organisations which have indicated strong interest in delivering co-curated activity during project	PM
Lack of technical skills required for digitisation.	Low	High	Ensure skills analysis is undertaken during development, the job description is developed with expert input from LoB and UoB, and an appropriate appointment made. Consultations on best practice with REP and other organisations to inform planning.	Operations Manager
Lack of cataloguing skills for making the Collections accessible.	Low	High	Ensure skills analysis is undertaken during development, the job	Operations Manager

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			descriptions for Collection and Engagement Librarian and Archivist are developed with expert input from LoB and UoB, and appropriate appointments made. Consultations on best practice with REP and other libraries/organisations to inform planning.	
Events, activities and publicity creating demand for access to the Collections before the project has made sufficient progress to satisfy this demand.	Medium	Medium	Careful marketing and communications regarding the Collections. Physical and digital exhibitions will be launched at intervals throughout the project, enabling a phased approach to material being made available. Proactive approach taken, with stakeholder log. Resources and opportunities to get involved promoted on website.	PM
Risk of insufficient project management to manage and coordinate all aspects of the project.	Low	Medium	Specification of PM's role during development phase. Other roles will contribute to the project delivery (e.g. events and exhibitions coordination and management; volunteer management; communications; tracking digitisation and cataloguing progress). Additional support from UoB in interim period	Project Director

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			with PM in post (Sept – Dec 2019).	
Poor project evidence or measured outcomes.	Medium	Medium	Use professional expertise to ensure all required metrics are identified as early as possible so methods of measuring them can be specified and designed. Evaluation Framework drafted by Consultant. Audience surveys have provided baseline figures.	Project Director/Operations Manager

After the Project

Risk	Likelihood	Impact	Mitigation	Who will lead this
Inadequate reporting mechanisms at the end of the project.	Medium	Medium	In principle responsibility for this is clearly agreed in the Collaboration Agreement, reporting requirements are understood and mechanisms developed during the delivery period. Final Evaluation Report scheduled for February 2023, with evaluation beginning in January 2020.	Operations Manager
Links with community groups are not maintained.	Low	High	The legacy post of Collection Manager includes responsibility for community engagement. Ensure this is assessed as part of the post-holder's regular progress reviews. Exchange partnership and UoB's new Civic Agreement to maintain/develop relationships with	Project Director/Operations Manager

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			community groups. Operations Manager will capitalise on community relationships in role at LoB.	
Cataloguing and digitising collections takes longer than anticipated leaving work undone.	Medium	Medium	The Collection Manager legacy post will continue the cataloguing work and collection management. Digitisation work will continue alongside future co-curated exhibitions. Working with new and established pool of volunteers built into post-project activities. Applications for further funding e.g. ACE grants for designated collections	Operations Manager
The closer relationship between UoB and LoB is not further developed or maintained.	Low	High	The new library post will formalise the link between LoB and UoB and provide a focus for ongoing wider relationship, including with the Shakespeare Institute and the Exchange. Development Phase working has created renewed close partnership, with endorsement from UoB VC and Leader of the Council.	Project Director/Operations Manager
New ways of working and co-delivered activity with community partners is not continued post-delivery.	Low	Medium	Ensure close working relationship between Cultural Partnerships Manager and the Collection Manager. Ensure close working	Operations Manager

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			with UoB and the Exchange.	