

HG-014-08167 The Hold







4. Project Execution Document

HG-014-08167

The Hold: A Suffolk Archives Service for the 21st Century

Project Execution Document

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1. Introduction

The Hold will be a world-class heritage destination on Ipswich's Waterfront. A landmark building, The Hold will have state-of-the-art storage facilities for Suffolk's rich and important archive collections, an accessible searchroom for researchers, a learning space for schools, a lecture hall and seminar rooms for use by the University and The Hold for talks and conferences, a special exhibitions space that will showcase the best of the collections, large airy public spaces that can be used as events and meetings spaces and a café to tempt people in who would not normally think to visit.

The Hold will be a gateway to Suffolk's heritage, enticing people over its threshold through the quality of its exhibitions and events; reaching out into the county through its formal and informal outreach programmes and capturing national and international audiences and participants by showcasing its exceptional collections online.

The Suffolk Record Office has an extraordinary partnership with The Hold's neighbour, the University of Suffolk. A University that was founded by and for the community, the partnership will engage with young people from across the county with the archives and will bring skills, expertise and ideas that will place the collections and its programmes on a regional, national and international stage.

But The Hold is much more than a building. The project is the engine that will transform the whole of Suffolk Record Office into an Archives Service for the 21st century, driving change, innovative ways of working, new activities, new collections and engagement with new audiences across the county.

2. Project Vision and Objectives

2.1. Project vision

Vision statement:

"The Hold": A Suffolk Archives Service for the 21st Century

The Hold is a partnership between Suffolk County Council and the University of Suffolk (the University) that will create a new, flagship heritage facility and a reshaped service, launching people, young and old, on new voyages of discovery.

Located within Ipswich's unique and regenerating Waterfront, The Hold will house Suffolk's nationally and internationally significant archives and will be the engine for a transformed, audience-focused service that will reach out to the diverse communities in Ipswich, the county and the nation through its activity and digital programmes, engaging them with Suffolk's rich archival heritage in new and exciting ways.

The Hold will open its doors to reveal Suffolk's treasured past and inspire Suffolk's future.

2.2. Project objectives

For heritage

- To safeguard Suffolk's irreplaceable collections with state-of-the-art accommodation
- To create an efficient building and service, bringing more of Suffolk's heritage together on one site
- To create space to showcase Suffolk's heritage and provide interpretation to a broader audience
- To provide an enhanced online offer and allow visitors anywhere in the world to interact with Suffolk's collections
- To enhance Suffolk's collections through an ambitious Activity Plan

For people

- To forge a sustainable, learning partnership with one of the UK's newest universities; the University of Suffolk
- To have a positive impact on the employability of the University students
- To create new learning opportunities and drive the renaissance of Suffolk Archives' schools offer
- To remove barriers to engagement and increase our reach to diverse audiences
- To diversify our volunteer base and increase levels of engagement in the service

For communities

- To create an environmentally sustainable building reflecting best practice
- To contribute positively to the critical mass of regeneration activity on Ipswich Waterfront
- To create a resilient, commercially-focussed and outward-facing Suffolk Archives Service
- To empower communities in undertaking their own heritage activities

2.3. Project need

The Hold has been conceived in response to several critical challenges currently facing the Suffolk Record Office. Firstly, there is a lack of available storage space, with current estimates projecting full capacity to be reached within the next three years. Secondly, the current storage facilities on-site are inadequate and no longer fit-for-purpose.

The development of a new, state-of-the-art heritage facility is designed to overcome these issues by: providing ample storage space to house the majority of Suffolk's archives; and delivering a new heritage research centre to engage the community with Suffolk's rich archival heritage in new and exciting ways.

The facility will effectively replace the Ipswich branch of the SRO, with its percentage of total SRO collections to increase to 85%, which will include additional collections to be transferred out of Bury and Lowestoft. It is anticipated that the percentage of collections based at The Hold will increase over time as more collections are

acquired. In addition, The Hold will also house some of the archaeological archives from the Suffolk County Council Archaeological Service (SCCAS).

In terms of the other SRO sites, the Bury branch will continue to operate as usual, albeit with reduced collections at 15% – as 5% of its collections within the storage outstore will be transferred to The Hold – while the Lowestoft branch will remain open with a reduced presence. The current proposal is for the LRO to remain open, unstaffed, as a local access point to serve the local community. This will include (amongst other things): local history collections, touring exhibitions from The Hold, workshops and training for SRO staff, volunteers and members of the public, and small local events.

The Hold will transform the current SRO service through its new activity and digital programmes. This programme has evolved from the original 'Sharing Suffolk Stories' theme, to encompass a much broader and more ambitious Activity Plan. The Hold will stage a series of blockbuster exhibitions, borrowing items from national institutions to supplement SRO collections, have touring and online exhibitions, countywide oral history recording and a range of imaginative and surprising events widening the impact of the Sharing Suffolk Stories community research-based project designed to create an online resource using historic maps as the initial base. People will be able not only to engage online through collections and exhibitions but also by listening to oral history recordings and TED style talks. There will be teachers' forums and INSET events, loan boxes and online resources for schools. The Hold will provide opportunities for skills and careers development for young people, including students, at the start of their career, including volunteering, work placements, apprenticeships and internships.

In addition, The Hold will collaborate closely with the University of Suffolk, providing flexible, shared learning spaces and state-of-the-art teaching facilities, as well as a comprehensive archive resource for students to utilise for study and research purposes. It will also house the university's own archive.

3. Heritage Lottery Fund Process

3.1. HLF Round 1

In March 2016, Suffolk County Council was awarded a Round 1 pass from HLF for a grant of £10.9m to develop The Hold. An initial grant of £538,100 was awarded for development work, which included:

- Architectural design of the proposed new building, 'The Hold'
- Development of proposals for engaging existing and new audiences with Suffolk's archival heritage (Activity Plan), conserving the collections (Conservation Plan), and ensuring future financial sustainability of the Suffolk Record Office (Business Plan and Management & Maintenance Plan).

The approved project costs for the Development Phase set out in the Round 1 grant award letter were as per the Round 1 application form, and comprised:

Cost heading	Description	Cost	VAT	Contingency	Total
Professional fees	Design team, Phase 1 consultancies	743,670	0	0	743,670
New staff costs	Project Coordinator, Activity Plan Officer	92,320	0	0	92,320
Recruitment		2,000	0	0	2,000
Contingency	5% excluding new posts	37,421	0	0	37,421
Volunteer time		52,600	0	0	52,600
Other costs	Backfill 5 teachers, focus group expenses including travel costs	2,750	0	0	2,750
Total costs		930,761	0	0	930,761

3.2. HLF Round 2

We will apply to the HLF for £10.3m. The Round 2 submission is supported by the following work:

- Activity Plan – developed following in depth community engagement and consultation with local communities, key stakeholders and specific target groups
- Architectural Design RIBA Stage 3 reports (including associated cost plans)
- Business Plan
- Conservation Plan
- Digital Strategy – developed to ensure The Hold reflects the best in terms of digital infrastructure, digital audience engagement tools, and supportive technology
- Exhibition and Interpretation designs to RIBA Stage 3
- Job Descriptions for new posts to deliver the project, six of which will be permanent additions to the SRO workforce
- Management and Maintenance Plan
- Volunteering and Training Plan – developed as an integral part of the Activity Plan

External specialists have produced these plans, working closely with SRO staff. SRO staff were particularly involved in the production of the Conservation Plan and Management and Maintenance Plan.

Appendix 3 shows the detailed costs of the Delivery Phase work, how these compare to the Delivery Phase estimated budgets that were submitted at Round 1, and an explanation of any changes.

4. Overview of Milestones

Milestone	When
Development Phase	
Award of Design Team contract	Jan 2017
Mid stage review	July 2017
Pre-planning consultations complete	Sept 2017
Submission of planning application	Sept 2017
Submission of HLF Round 2	Dec 2017
Development Control Committee	Jan 16 th 2018
HLF Board	Mar 2018
Delivery Phase	
Permission to Start HLF Round 2	Apr/May 2018
Site Mobilisation, Demolition and Construction	July 2018
Strongroom structure complete	May 2019
Remaining areas and internal works complete	July 2019
External works and landscaping complete	July 2019
Strongroom proving period complete	Sept 2019
Completion and Handover	Sept 2019
Collections decant and staff move	Sept – Dec 2019
Soft opening	By end 2019
Formal opening	Spring 2020
Conclusion of Activity Programme, evaluation	May 2022

5. Success Criteria

Cost – delivery of the project on cost and within the approved budget(s) will be a key factor in evaluating the success of the project. Effective cost management will be implemented throughout the project to ensure that the design and construction is delivered to realistic and achievable cost parameters, in accordance with the cost plan and overall budget. It is imperative that the completed building demonstrates excellent value, with appropriate consideration of life cycle costs.

Time – delivery of the project on programme and achieving the key milestone dates throughout the project is important to the successful image of the project (e.g. building open to the public by end of 2019 coinciding with 900th anniversary of oldest document in SRO collection). Effective project management will drive delivery of the project in accordance with the programme and monitor progress against the key dates / milestones.

Quality – delivery of the project to meet the aspirations identified in the design scheme (e.g. brickwork as a key design feature) and to achieve the quality standards established by the project stakeholders, along with meeting or exceeding all statutory, legislative and key stakeholder requirements, will be used to assess the success of the project.

Health & Safety – delivery of the project in accordance with all regulatory and legislative requirements and achieving an exemplary health and safety record on the project is deemed to be a success factor.

Risk Management – delivery of the project whilst effectively managing risk to mitigate impacts upon the project and to key stakeholders will be central to the success of the project. Consideration will need to be given not only to technical construction risks, but also risks to Suffolk Record Office in terms of financial, resource, reputation and business continuity.

Reputation – successful delivery of the project with recognition of the needs and concerns of staff, funders, neighbours, students, members of the public and other key stakeholders. For example, the construction programme will be conducted to mitigate adverse impacts on neighbours and stakeholders, achieving a high score under the 'Considerate Contractors Scheme'.

Sustainability – environmental sustainability in the delivery and use of the building is considered a vital success factor given the Key Partners visions and in the teaching and research of sustainable design (an area of academic development for the University of Suffolk).

Key Performance Indicators (KPIs) will be utilised to monitor the quality of the project process and the Project Team performance. Project delivery in line with key performance indicators will be reviewed on an ongoing basis throughout the project and at key stages, including at the end of each construction phase, and at project completion.

The Contract Prelims will confirm what KPIs must be monitored by the contractor to demonstrate their performance in meeting the project requirements.

6. Project Constraints

The main constraints to the project other than costs relate to the tight nature of the site in the heart of a 'live' university campus and operational car park. The Build contractor will need to manage the site carefully to ensure the comfort and safety of students, stakeholders and neighbours throughout the construction programme. The site will be contained securely behind solid 2.4m high hoarding. Access to the site is adjacent to the university and will need careful control.

Noise from plant will be reduced by choosing plant with low level sound emittance. It will be further reduced by installing acoustic barriers to the hoarding and scaffolding to the sensitive areas of the boundary. Sound readings will be taken daily to ensure that the levels are kept within recognised tolerances.

Dust will be suppressed using water misting plant during demolition and during any hot spells where there is a possibility of wind borne dust emanating from the site.

Vibration is likely to be largely from heavy plant which will be tailored to suit the site conditions. Piling will be CFA to mitigate the vibration from driven piles. Plant, where possible, will be rubber wheeled

Traffic: the Build contractor will produce a Traffic Management Plan for agreement by the University and other key stakeholders. Access to the site will be via the Back Hamlet entrance. The road up to the college is well defined and there is plenty of pedestrian access that can be separated by barrier if necessary. The Build Contractor will address the crossing into the university either with manual or traffic light controls. The entrance to the site will be formed at the North-East corner and the exit from site will be into Grimwade Street; there is a student car barrier there at present which will be used by site traffic with the agreement of the university.

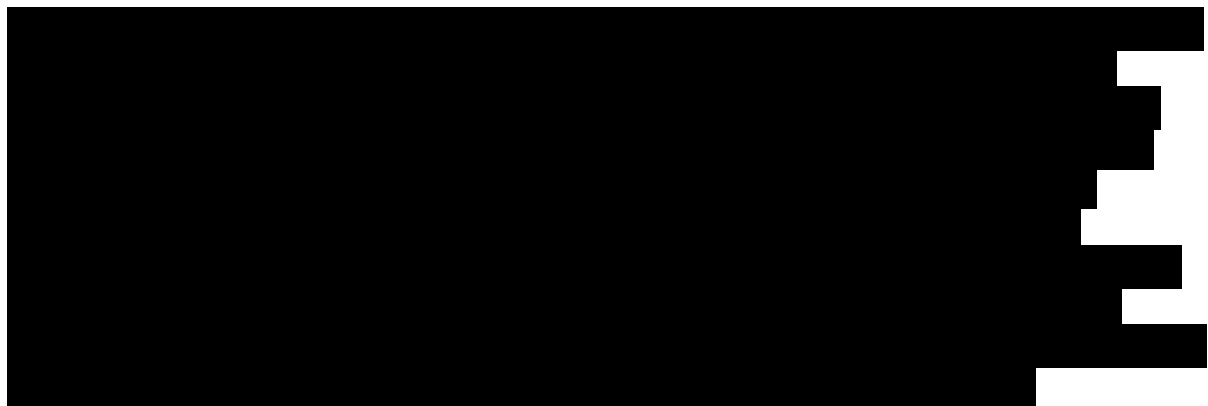
The existing car park would still be used by the university with access and egress as above.

7. How the Project will be delivered

7.1. Key Roles and Responsibilities

Suffolk Record Office and University of Suffolk – Client

The Client is responsible for defining project requirements and briefing the Project Coordinator accordingly and will project manage non-construction elements of the project, including planning for the move and IT management. It is the responsibility of the Client to report progress to stakeholder groups and secure approvals from various parties when applicable. The Client is accountable to relevant senior managers and elected Members (at SCC) and University Board (at the University) for the delivery of the project to programme and within the budget allowed.



Project Coordinator and Strategic and Commercial Manager

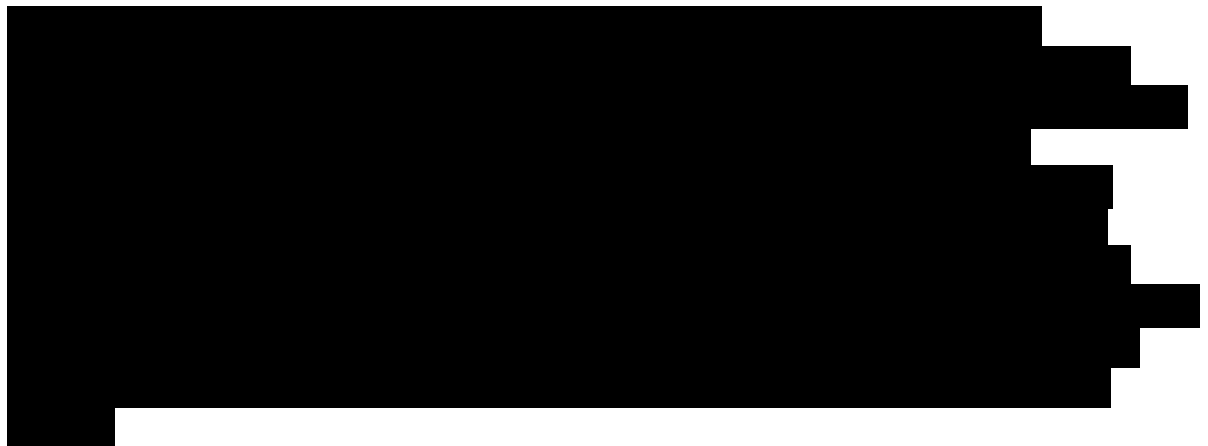
During the first half of the Delivery Phase, the Project Coordinator will continue to have overall responsibility for the project. The Project Coordinator works for the Client to deliver the project on time and to budget, and manages non-construction

external specialists for the Delivery Phase, such as the Artist and the Exhibition and Interpretation Specialists. When The Hold is open and operational, their responsibilities will be assumed by a new post: the Strategic and Commercial Manager (SCM). A permanent addition to the SRO team, the SCM will be responsible for overseeing the project up until the end of the HLF funded period. This includes reporting and evaluation after the project has concluded and managing external specialists appointed in the latter half of the Delivery Phase – the Evaluation Consultant.



Project Manager (Construction) and Contracts Administrator – Concertus¹

During the Delivery Phase, Concertus Design and Property Consultants will continue to perform the role of Project Manager in relation to construction. They will manage the Build Contractor and its component disciplines as a single entity under a JCT Design and Build 2016 contract. As Contract Administrator, they are also responsible for administering the construction standard contracts, which will include administering change control procedures, seeking instructions from the Client in relation to the contract, issuing instructions such as variations, or relating to prime cost sums or making good defects. They are also responsible for issuing certificates of practical completion and interim certificates, issuing the certificate of making good defects, and issuing the final certificate.



Build Contractor – RG Carter


The contract with the appointed Build Contractor, RG Carter, will be managed by the Project Manager (), as a single piece under a JCT Design and Build contract 2016, and consists of many sub-disciplines as well as supply chain. RG Carter will be responsible for pre-construction activities, mobilisation, delivery and the aftercare process. They will meet regularly with the Project Group (see below) to discuss the project as work proceeds to ensure that high standards are


¹ Note the Project Manager is not an HLF-supported role, but provided to SCC via Concertus

maintained and opportunities for value management, social care and continuous improvement are identified.


Among RG Carter's portfolio of work are archive construction projects at the Britten-Pears Foundation in Suffolk, the Henry Moore Foundation in Hertfordshire, and the University of Cambridge's Sidgwick site.

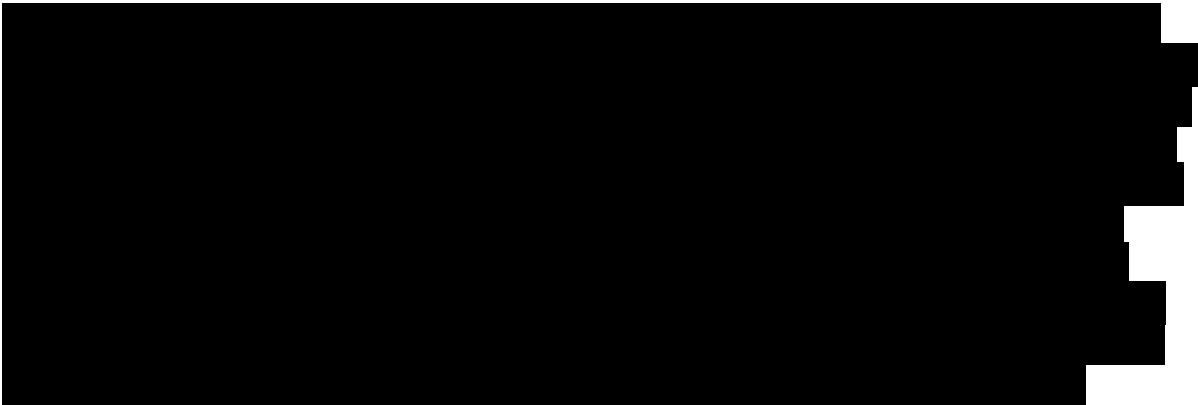
Other than via the Project Manager, the day to day point of contact between the Client and the Build Contractor will be through the latter's 'Contracts Manager' who manages the team on site.



 will directly control all aspects of site management, ensuring delivery meets the specification, programme, quality and budget while protecting the safety of the workforce and members of the public. He will also facilitate opportunities for value engineering and identify innovations which can save time and money without compromising on quality or safety.

Design Team - Pringle Richards Sharratt

The Design Team will be novated to the RG Carter at the beginning of RIBA Stage 4. , however, will be retained by the Client, to ensure continuity of advice and service, and liaise with the PRS team on the Build contractor's side. The Design Team will perform the Services as Lead Design Consultant and provide information for the Client to the Construction Manager. They will co-ordinate the design activities of the other consultants within the project structure and the Build Contractor and Sub-Contractors to deliver a coordinated design for the Project.



[REDACTED]

Exhibition Design – GuM Studio

GuM Studio (sister company to PRS) will continue their appointment to develop and oversee production and installation of the exhibition/interpretation design for The Hold. [REDACTED]

Cost consultant – Focus Consulting Ltd (Construction)

Focus consultants will continue to provide all cost consultancy services, ensuring the cost plan is maintained and updated to reflect any design changes.

[REDACTED] role will include:

- Establishing project financial control and reporting systems and procedures with both the Client and Funders
- Input on Procurement Strategy
- Primary Client/Team Contact 'day to day'
- General support to the Design Team and Client
- General co-ordination activities and administrative duties
- Attendance at meetings as required
- Prepare Project Cost Plan
- Prepare Interim Valuations
- Prepare Cost Reports
- Prepare Final Accounts.

Some of [REDACTED] relevant project experience is detailed below.

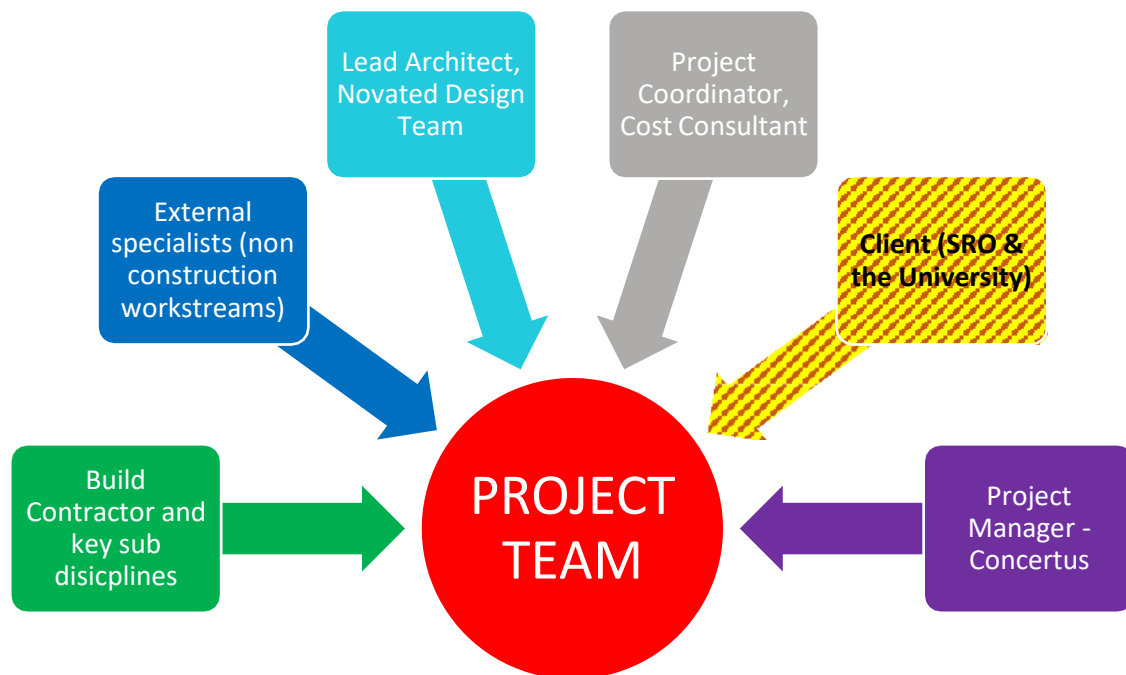


Figure 1 Make-up of the Project team

Project Team

The Client, Project Coordinator, Project Manager, Cost Consultant, Lead Architect, novated Design Team and external specialists on both construction and non-construction elements of the project are collectively known as the ‘Project Team’ (Figure 1). The organogram at Appendix 5 shows the relationships within and around the team.

Key contacts

The table below is a contact list for key roles within the Project Team which will be populated as appointments are made.

Organisation	Role	Direct Dial	Email

Evaluation Consultant			
TBC			

7.2. Governance

The overall project management arrangements from the Development Phase will continue into the Delivery Phase, and are shown in figure 2 below, with the key personnel identified. The Project Team described above will be governed at 2 levels – strategic and operational.

7.3. Build Phase ²- Programme Board

Senior and strategic responsibility for project management will rest with the Programme Board, who will meet on a monthly basis. The Programme Board consists of senior representatives from the University of Suffolk (the University), Suffolk County Council (SCC) and The National Archives (TNA).

The Board will be responsible for:

- Approving major change and variation that falls outside Project Group's remit, particularly around costs and budget.
- Receiving reports from the Project Coordinator in order to monitor overall progress of the project (capital and activities).
- Approving strategic communications.

² Build Phase' refers to the section of the Delivery Phase from receiving 'permission to start' to construction handover, and covers all workstreams during this period (i.e. not just construction, but activities too)

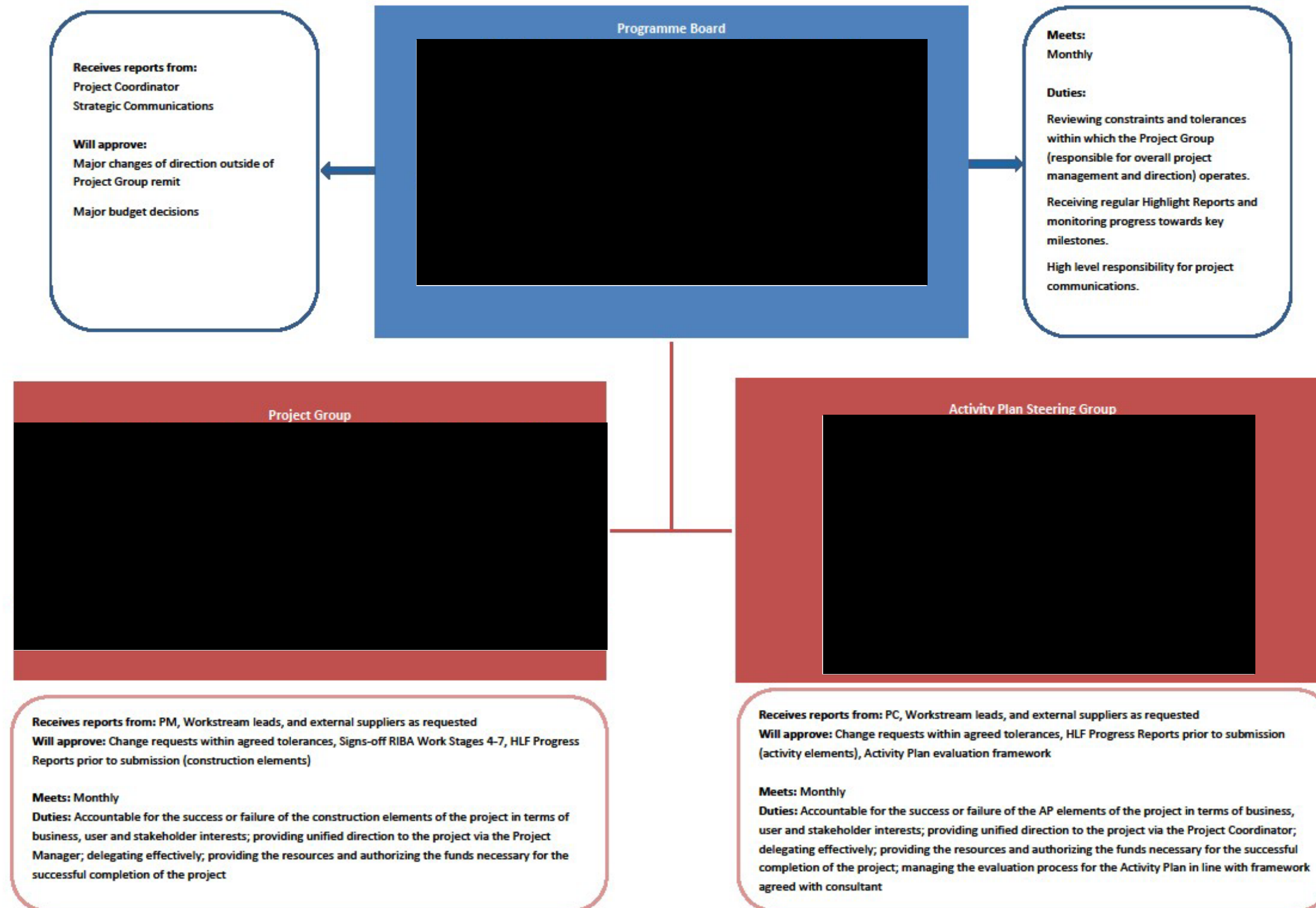


Figure 2 Project Governance Arrangements

7.4. Operational Phase and Legacy - Strategic Committee

Once The Hold is open and operational, the Programme Board will be succeeded by a 'Strategic Committee'. The Committee will provide policy oversight of the agreement between the County Council and University to run The Hold; it will consist of elected members and senior University staff and be chaired by a SCC member. It will meet initially on a four-monthly basis and monitor progress against the aims and objectives of the formal agreement between the SCC and the University. Together with the Operational Committee (see below) it forms the 'Partnership Group' for The Hold (see figure 3a).

7.5. Build Phase - Project Group

The Project Group (see Figure 2 above) will be made up of select members of the Project Team; designated officers from SCC, consultant teams and the University. It exists to manage the day to day operations and running of the project, ensuring that individual workstreams are on track and have the required resources to meet project milestones. Its remit will include non-construction workstreams such as the decant and move process and IT planning. It will receive reports from the Project Coordinator and Project Manager, external specialists and workstream leads. The Group will report to the Programme Board via the Project Coordinator, and will meet once a month.

During the construction programme, Concertus will provide project management and advice, managing the relationship with the Build Contractor, Client (SRO for SCC and the University) and Design Team to deliver the scheme. Project Group will monitor progress of the Works and will ensure that rigorous quality management procedures are in place throughout the construction phase.

7.6. Operational Phase and Legacy – Operational Committee

Once The Hold is open and operational, the Project Steering Group will be succeeded by an 'Operational Committee'. It will consist of SCC officers with responsibility for the management of the SRO and The Hold and University staff with academic and administrative interests in The Hold and be chaired by a senior SCC manager. The Operational Committee will provide a forum to discuss any day to day, operational matters of mutual interest/concern between the SRO and the University. It will meet monthly and will act as the executive arm of the Partnership Group (Strategic Committee). Together with the Strategic Committee (see above) it forms the 'Partnership Group' for The Hold.

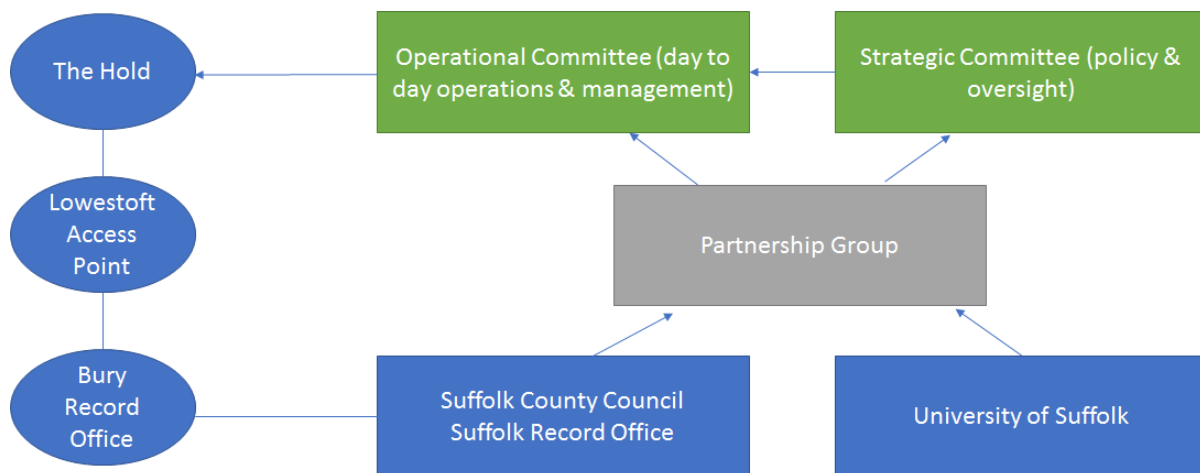
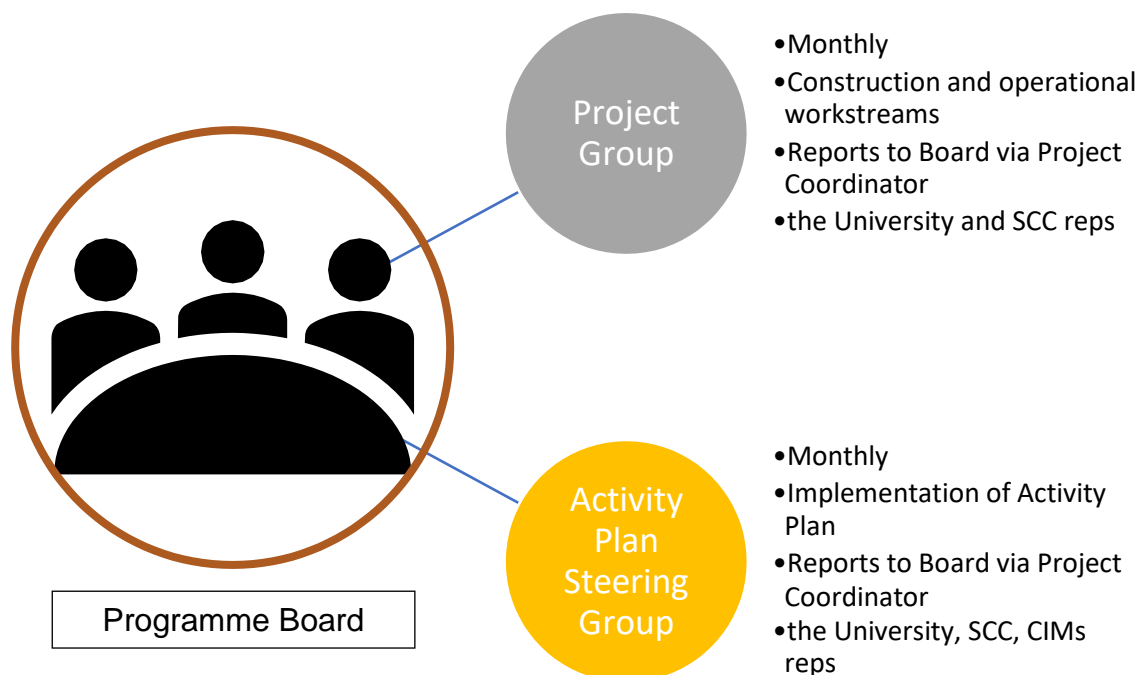


Figure 3a Governance Arrangements for The Hold post-opening

7.7. Activity Plan – Steering Group

As reflected in Figure 2 above, during the Delivery Phase, a separate steering group will be established to guide the implementation of the Activity Plan. It will consist of personnel from Suffolk County Council, the University of Suffolk and Ipswich Museums (e.g. to ensure complementarity of exhibition programming and outreach) and will meet on a monthly basis. Like the Project Group, it will report, via the Project Coordinator to the Programme Board (see diagram below). The Project Coordinator will incorporate Activity Plan progress in their monthly report to the Programme Board.



Activity Plan Steering Group

Chaired by – Suffolk Record Office Manager

Minuted by – SCC Business Support

Attendees:

- Project Coordinator (until Spring 2020)
- Strategic and Commercial Manager (from Spring 2020)
- SRO Collections Manager
- SRO Searchroom Services Manager
- Community and Learning Officer (initially west officer only, then both)
- [REDACTED], Ipswich Museums
- [REDACTED] University of Suffolk
- [REDACTED] University of Suffolk
- Volunteer Engagement Coordinator (from Spring 2019)
- Exhibition and Interpretation Officer (from Spring 2019)
- Marcomms Officer (from Spring 2019)

8. Reporting Progress

8.1. HLF

As with Round 1, on confirmation of a Round 2 pass the Suffolk Record Office will seek 'permission to start' the Delivery Phase. A similar reporting structure will then follow, comprising regular progress reports, grant reclaim requests and a final completion report. At the end of the project an evaluation report will be produced following the HLF guidelines.

8.2. Monthly Client Update Report

During the Main Contract construction phase, the Project Coordinator and Project Manager will produce a monthly report for the Programme Board containing the following:

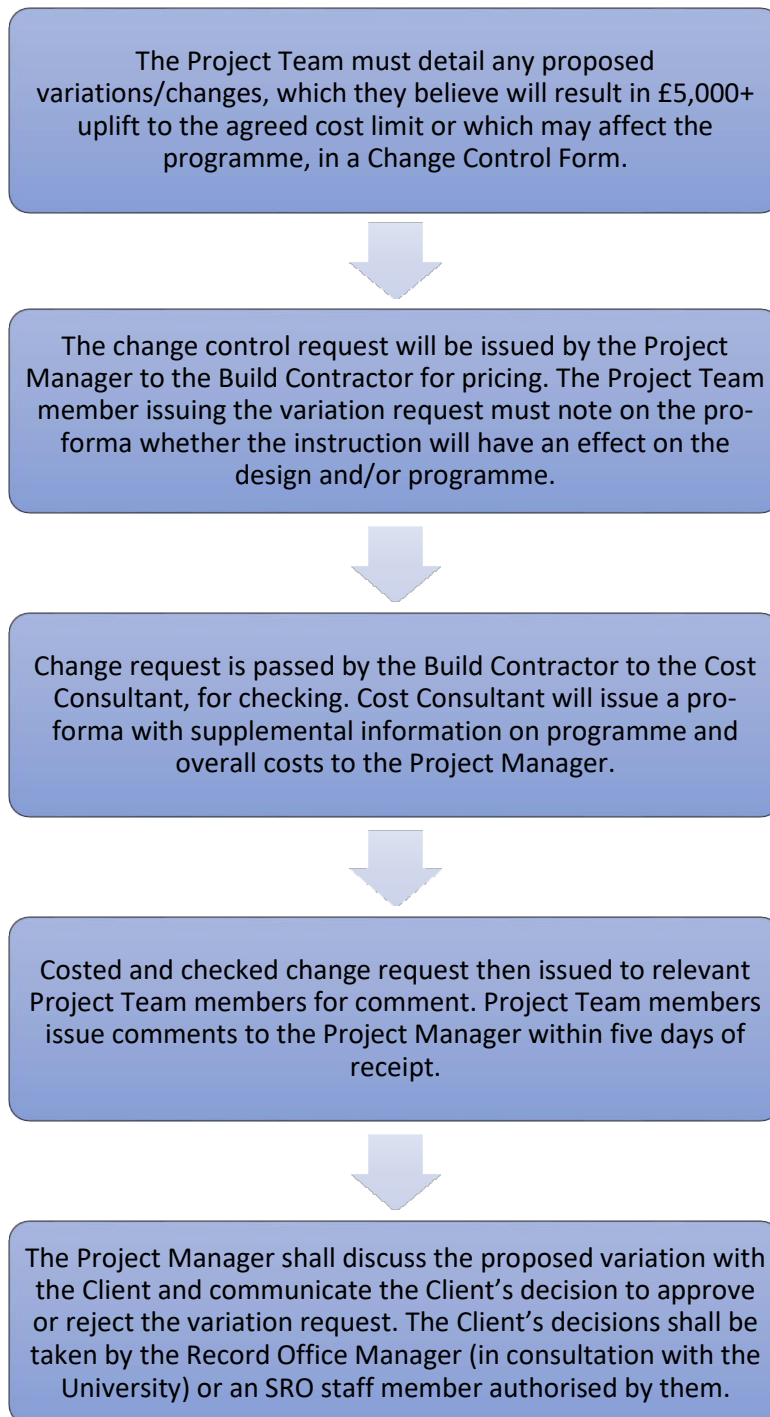
1. Executive Summary
2. Design Team Report
3. Structural Engineer's Report
4. Building Services Engineer's Report
5. Cost Consultant's Cost Report
6. Update on Activity Plan implementation

This monthly report is intended to give the Programme Board an update of project development for each consultant work area for that month and a monthly progress

report on the Activity Plan, as the principal means by which the project will reach new audiences for Suffolk Record Office.

9. Change Management procedures

During the Delivery Phase all cost and programme variations to the project, regardless of their source, shall be administered through the following procedure:



All variations (except minor changes as noted), including the issue of drawings and expenditure of provisional sums, must follow the above system. Variations or

changes instigated by the Client shall first be presented to the Project Manager and relevant Project Team members in accordance with the above procedure.

Variations implied or inferred from correspondence, conversations or meeting minutes shall not be considered valid until confirmed in writing by the Project Manager.

10. Appointments

10.1. Externally commissioned work

We will appoint external specialists for the Delivery Phase of the project as follows:

- 1) Build Contractor – to build The Hold. The contractor's team will consist of many different disciplines and sub-disciplines across the different phases of the construction programme. Figure 3b below shows these relationships detail.
- 2) Design Team (continuation of appointment to complete work up to RIBA Stage 7)
- 3) Exhibition and Interpretation Specialist (continuation of appointment to complete work up to RIBA Stage 7)
- 4) Cost Consultant (continuation of appointment to complete work up to RIBA Stage 7)
- 5) Evaluation Consultant - to evaluate the project at regular intervals
- 6) Freelance Conservator - to assist with the decant process and oversee conservation and digitisation work required as part of the Activity Plan
- 7) Artist - to work with the Design Team, Exhibition Design Team, and local communities on an arts proposal for The Hold, which will form the basis of an application to the Arts Council England for funding

Briefs for these roles are included in Supporting Document 6 to the Round 2 HLF application.

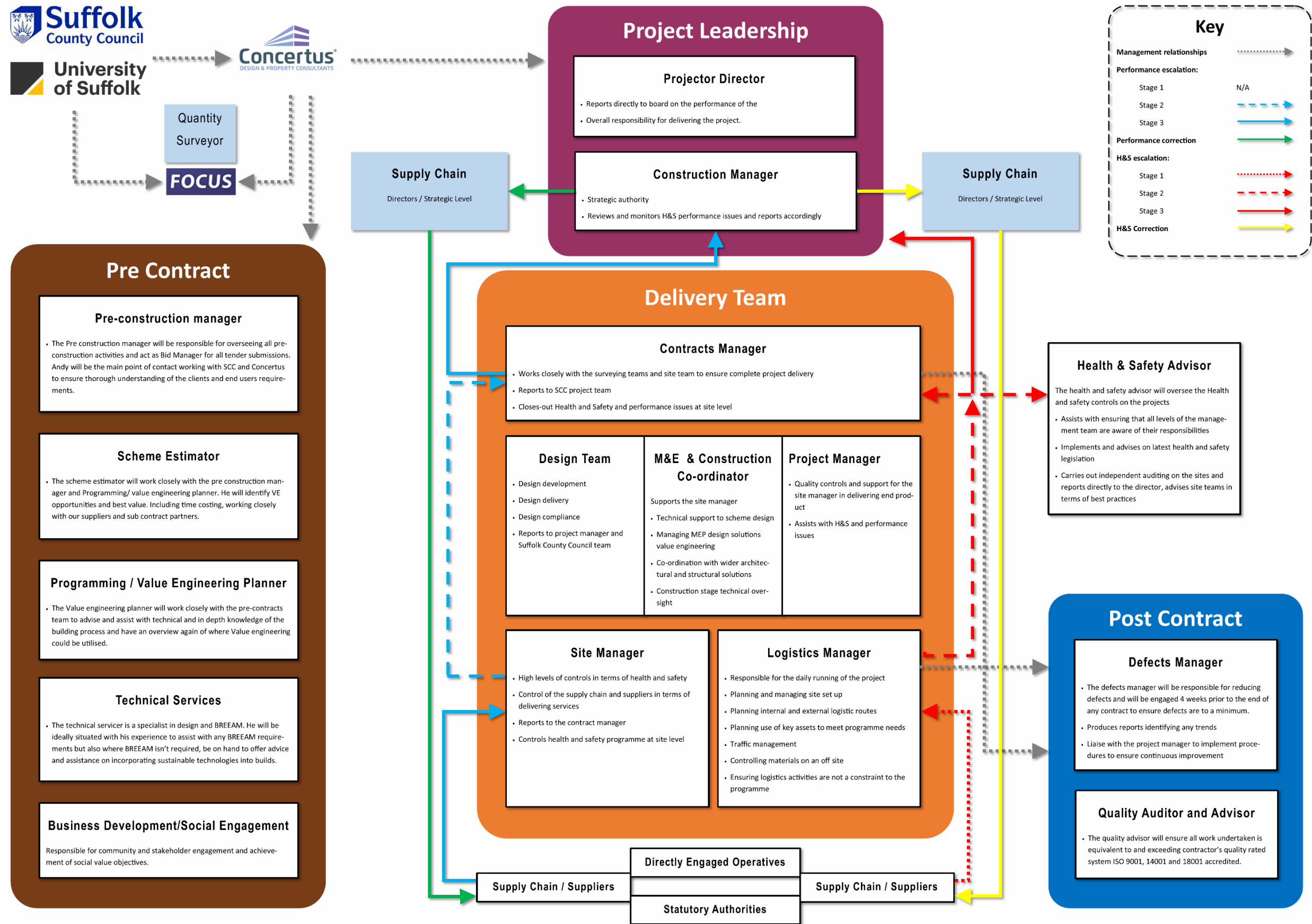


Figure 3b Build contractor disciplines and relationships

10.2. New posts

The project will see the appointment of seven new HLF-funded members of staff to deliver the project, six of which will be permanent additions to the SRO workforce and will be sustained in the future after the HLF funding has ceased:

- Project Coordinator f/t (2 years HLF funded until 2020 - post ends with appointment of Strategic and Commercial Manager – see 1.1 above)
- Strategic and Commercial Manager f/t (2 years HLF funded then permanent - takes over from Project Coordinator in Spring of 2020, the formal opening of The Hold – see 1.1 above)
- Community and Learning Officer (West) f/t (4 years HLF funded then permanent – appointed at the beginning of the Delivery Phase in Spring 2018 to deliver SSS)
- Community and Learning Officer (East) f/t (2 years HLF funded then permanent – appointed in Spring of 2020, the formal opening of The Hold)
- Exhibition and Interpretation Officer f/t (3 years HLF funded then permanent – appointed in Spring of 2019 to allow lead-in time for first shows at The Hold when it opens)
- Volunteer Engagement Coordinator f/t (3 years HLF funded then permanent – appointed in Spring of 2019, the formal opening of The Hold, alongside the second Community & Learning Officer)
- Marcomms Officer p/t (2.5 years HLF funded then permanent – appointed Autumn 2019 with soft opening of The Hold, to prepare comms and marketing for the formal opening and beyond)
- 2 Heritage Trainees - full-time (or part time) trainees for 12 months, aimed at University students. Both posts will include a monthly training day from a mixture of in-house training and access to training through organisations such as SHARE, Archives and Records Association; Community Archives and Heritage Group.

In addition, SRO will appoint a self-sustaining Funding Officer p/t in Spring of 2019. The post will not be HLF funded, but they will work alongside staff at The Hold to help fund activities aligned to the HLF-supported outcomes e.g. working with the Exhibition and Interpretation Officer to help find show sponsors, sourcing cataloguing grants etc.

Job descriptions for these posts can be found Supporting Document 6 to the Round 2 HLF bid. The Salary Grades have been confirmed by SCC Human Resources (including moderation panel) for accuracy. An organogram to show how these posts fit into the SRO structure is provided at Figure 4 below.

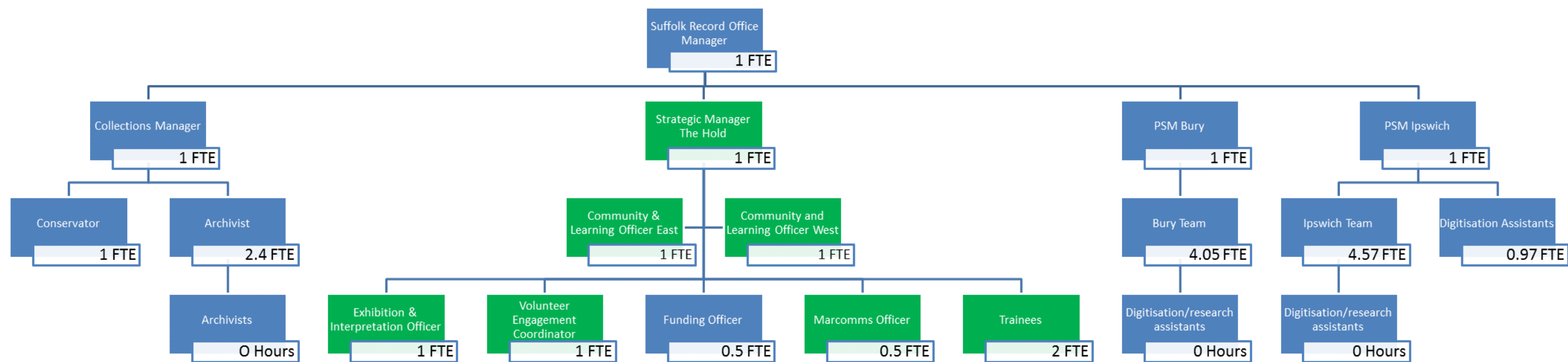


Figure 4 SRO Organogram showing new posts in permanent structure

10.3. Appointment process

Staff

New staff will be appointed in accordance with Suffolk County Council's standard HR procedure which involves:

- Preparation of Job Description, Person Specification and Additional Supporting Information
- Advertising position on Suffolk Jobs Direct Website (www.suffolkjobsdirect.org) and sector-specific advertising channels
- Panel Interview and Reference Checks
- Appointment and induction of successful candidate
- Successful completion of 6-month probation period required

External Specialists/Contractors

External specialists/contractors will be appointed in accordance with the Public Contracts Regulations 2015, and, where applicable, EU Procurement Rules (i.e. where value thresholds dictate).

The HLF value thresholds must also be adhered to, which direct that goods and services over £10,000 in value must be procured with at least 3 competitive quotes from different suppliers. This threshold is lower than the Local Authority procurement threshold of £50,000, up to which an appointment may be made on the basis of a single supplier quote; however, the HLF threshold takes precedence.

11. Programme

The key milestones for the programme are shown above at section 4. The detailed Delivery Phase programme, including construction and non-construction elements is provided at Appendix 1, together with a simplified view. The programme is also supplied as Supporting Document 2 of the Round 2 HLF application.

12. Quality Management

Generally - the quality of the finished product is of the highest importance and emphasis will be placed upon establishing systems to ensure quality control is applied at all stages of the Project. The strongroom in particular will be subject to additional quality testing e.g. to ensure the proving period has successfully completed, and thereafter further environmental monitoring will be undertaken with 'dummy' archive material in situ, before any original archives are decanted into the new facility.

During the Delivery Phase, the Build contractor must ensure that the proposed methods, level of supervision and site conditions are conducive to achieving the project objectives. The Contractor will, at the commencement of construction, issue a Quality Plan for review and comment by the Contract Administrator.

Work will be inspected throughout the duration of construction with particular emphasis upon the initial stages in order to establish and maintain quality standards.

The Contract Administrator/Project Team as appropriate will carry out inspections to ensure quality is maintained and constructed works comply with the issued design information. Emphasis will be placed upon protecting finished work and phasing the works to ensure that the finished product is maintained in the required condition when handed over to the Client.

13. Financial Management

During the Delivery Phase, cost management for the construction programme is the responsibility of the Cost Consultant working within the Project Team and the Build contractor. As noted in section 10, any variations resulting in a change to the agreed project budget will be managed by the Cost Consultant and must be approved by the Client. The Client (via the Project Coordinator) will continue to manage all non-construction costs during this phase.

13.1. Cost Plan

The Cost Consultant will develop and maintain a cost plan for the construction aspect of the project to include all known and anticipated costs. This cost plan is updated and re-issued at each RIBA Work Stage. The RIBA 3 Cost Plan is included at Appendix 2. It is important to note that the Cost Plan 'New Build Elemental Budget' combined elements that are displayed as individual line items in the HLF submissions.

Appendix 3 shows the detailed costs of all the Delivery Phase work, how these compare to the estimated budgets that were submitted at Round 1, and an explanation of any changes. This appendix is also supplied as Supporting Document 5 of the Round 2 HLF application.

13.2. Cost Reports

HLF

As noted in section 9.1, regular cost reports are submitted to the HLF in the Delivery Phase as part of the progress report and grant request procedure. Copies of invoices are issued as supporting documents and evidence of spend during these periods.

Project Team

During the Delivery Phase, the Cost Consultant will prepare a monthly Cost Report for the Project Coordinator and Project Manager to share with the Project Team. The Report will include a cash flow forecast that will be reconciled each month with the actual cash flow during the construction stage. The Cost Consultant will keep the Project Coordinator and Project Manager fully informed at all stages of the final anticipated construction cost.

13.3. Value Management

Value engineering processes may be implemented at any stage by the Project Coordinator either independently, or at the request of the Client. When required, the Project Team will be asked to consider ways in which savings can be made. When

considering value engineering, the cost saving opportunities will be balanced against:

- ☐ Life cycle costing and maintenance
- ☐ Planning constraints
- ☐ Programme implications
- ☐ Quality
- ☐ Health and Safety.

13.4. Consultant Fees

External specialists appointed directly³ by the Client for the Delivery Phase work will each agree a schedule of interim fee payments with the Project Coordinator. In the event that a Consultant considers that s/he is undertaking work outside the scope of her/his fee agreement, s/he shall immediately notify the Project Coordinator in writing providing details of the additional work and an estimate of the additional fees.

Briefs for the Delivery Phase consultants are included at Supporting Document 6 to the Round 2 HLF application.

Invoices shall be addressed to the Project Coordinator quoting the appropriate purchase order number, for approval and forwarding to SCC Payments Team.

SCC operates a Purchase Order (PO) system for approving expenditure on projects which abides by the process and rules set out by the HLF. The Project Coordinator will agree fees with individual consultants and raise POs accordingly. A copy of the approved PO will be issued to the consultants and the PO number will be issued. The value of the PO is a “not to exceed” figure which will be strictly enforced. Consultants should inform the Project Coordinator of any anticipated breach of the purchase order value prior to submission of any invoice exceeding the imposed cap.

All submitted invoices should quote the PO number and detail the period and workstream for which the invoice has been raised. Invoices not in accordance with these guidelines will need to be re-issued resulting in delayed payment.

All invoices should be made out to:



Suffolk County Council
Endeavour House
Russell Road
Ipswich
IP1 2BX

³ Construction sub-contractors will be appointed directly by the Build Contractor via Site Manager/Logistics Manager

14. Risk Management

14.1. Risk Logs

The value in any risk assessment comes from regular review by the Project Team, identifying ways in which, as far as is reasonable, a risk can be prevented from occurring in the first place, and then developing plans to mitigate the risk should it occur.

An 'owner' has been assigned to each risk who will be the best person to monitor, manage and mitigate the risk through to closure. In addition to the financial and commercial risks set out in the Business Plan for The Hold, the following risk categories also exist:

- Organisational Risk (risks to the SRO as a whole)
- Capital Project Risk (risks to construction project)
- Post-completion Risks (risks after the HLF project has ended)
- Collections Risk (risks to the collections brought about by the project & ongoing risks to the collections once in situ)

A separate risk log will be built by the Project Coordinator, Project Manager and Construction Manager for the construction risks, as part of early stages of the build contract. Risks will be reviewed on a monthly basis by the Project Coordinator and Project Manager, with a particular focus on ensuring risk ratings and mitigating actions reflect the current situation. The Project Coordinator is ultimately responsible for updating the risk register. Key risks are flagged to the Project Team, presented to the Programme Board and regularly submitted to HLF through the progress reporting process.

The Risk Register is provided at Appendix 4.

15. Appendices

1. Detailed Programme
2. RIBA Stage 3a Cost Plan
3. Detailed Delivery Phase Costs
4. Risk register
5. Project Team organogram

Appendix 1 – Detailed Programme

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		Spring 2018	Summer 2018	Autumn 2018	Winter 2018	Spring 2019	Summer 2019	Autumn 2019	Winter 2019	Spring 2020	Summer 2020	Autumn 2020	Winter 2020	Spring 2021	Summer 2021	Autumn 2021	Winter 2021	Spring 2022
Your organisation will be more resilient	High profile events @ The Hold																	
	Events linked with National Initiatives																	
	Develop Marcomms Strategy																	
	Evaluation of the Activity Programme																	
Staff appointments																		
	Project Coordinator (temporary)																	
	Freelance Conservator (temporary)																	
	Back-fill Digitisation Assistant (temporary)																	
	Strategic & Commercial Manager (permanent addition to SRO)																	
	Community & Learning Officer (West) (permanent addition to SRO)																	
	Community & Learning Officer (East) (permanent addition to SRO)																	
	Exhibition and Interpretation Officer (permanent addition to SRO)																	
	Volunteer Engagement Coordinator (permanent addition to SRO)																	
	Marcomms Officer (permanent addition to SRO)																	

Soft opening

Formal opening




















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ID	Task Name	Start	Finish	Qtr 1, 2018				Qtr 1, 2019		Qtr 1, 2020		Qtr 1, 2021		Qtr 1, 2022				
				May	Oct	Mar	Aug	Jan	Jun	Nov	Apr	Sep	Feb	Jul	Dec	May		
53	Strongroom Proving Period	Wed 29/05/19	Tue 15/09/20	Strongroom Proving Period														
56	Remaining Areas Super Structure	Fri 14/09/18	Mon 03/12/18	Remaining Areas Super Structure														
63	External Works	Thu 18/10/18	Fri 26/07/19	External Works														
68	Internal Works	Mon 19/11/18	Wed 16/10/19	Internal Works														
77	Completion and Handover	Fri 12/07/19	Thu 30/04/20	Completion and Handover														
78	Comissioning and Testing	Fri 12/07/19	Thu 22/08/19	Comissioning and Testina														
79	Monitor and test strongrooms	Wed 14/08/19	Wed 11/09/19	Monitor and test strongrooms pre-moving period														
80	Draft Manuals	Fri 23/08/19	Fri 23/08/19	Draft Manuals														
81	Snag and Desnag	Wed 14/08/19	Wed 28/08/19	Snag and Desnag														
82	Staff Training (building)	Mon 09/09/19	Fri 13/09/19	Staff Trainina (building)														
83	Project Handover	Mon 16/09/19	Mon 16/09/19	Project Handover														
84	Client loose furniture and fittings	Mon 16/09/19	Wed 16/10/19	Client loose furniture and fittings														
85	Soft Opening	Wed 16/10/19	Wed 30/10/19	Soft Openina														
86	Formal Opening	Wed 01/04/20	Thu 30/04/20	Formal Opening														
87	Decant of collections (N.B. Phase 1 completed during Development Phase)	Wed 01/02/17	Fri 01/05/20	Decant of collections (N.B. Phase 1 completed during Development Phase)														
88	Phase 1 - Planning	Wed 01/02/17	Fri 31/08/18	Phase 1 - Planning														
103	Phase 2 - Preparing	Mon 14/05/18	Mon 31/12/18	Phase 2 - Preparing														
111	Phase 3 - Packing, inputting and digitisation	Mon 14/05/18	Sun 01/09/19	Phase 3 - Packing, inputting and digitisation														
116	Phase 4 - Relocation	Fri 01/03/19	Fri 01/05/20	Phase 4 - Relocation														
117	Confirm responsibilities & activities	Fri 01/03/19	Sun 01/12/19	Confirm responsibilities & activities														
118	Confirm timetable & phases for collections move	Thu 01/08/19	Tue 01/10/19	Confirm timetable & phases for collections move														
119	Carry out move with removal company	Sun 01/09/19	Sun 01/12/19	Carry out move with removal company														
120	Collections move complete	Sun 01/12/19	Sun 01/12/19	Collections move complete														




















HLF Delivery Phase Timeline "The Hold"	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

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HLF Delivery Phase Timeline "The Hold"									
Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Start	Finish	May	Oct	Qtr 1, 2018	Mar	Aug	Qtr 1, 2019	Jan	Jun	Qtr 1, 2020	Nov	Apr	Sep	Qtr 1, 2021	Feb	Jul	Qtr 1, 2022	Dec	May
279	Ipswich Carribean Experience collection	Wed 01/01/20	Thu 31/12/20																		
280	Old Poor Law	Fri 01/01/21	Sun 01/05/22																		
281	HA558 Ickworth	Fri 01/01/21	Sun 01/05/22																		
282	Oral History	Fri 01/01/21	Sun 01/05/22																		
283	Iveagh Manuscripts	Fri 01/01/21	Sun 01/05/22																		
284	De Saumarez	Fri 01/01/21	Sun 01/05/22																		
285	Conservative Association	Fri 01/01/21	Sun 01/05/22																		
286	Exhibitions and Interpretation	Tue 01/05/18	Tue 31/05/22																		
287	Design and install - semi-permanent displays	i																			
301	Show programme - temporary space	Mon 17/06/19	Tue 31/05/22																		
302	First Show - Christmas/New Year	Mon 17/06/19	Mon 13/01/20																		
307	Second Show - Spring 'Blockbuster' - Arrivals!	Mon 13/01/20	Sun 31/05/20																		
314	Third Show - Summer	Mon 01/06/20	Fri 04/09/20																		
320	Fourth Show - Halloween	Mon 07/09/20	Sat 07/11/20																		
326	Fifth Show - Christmas/New Year Show	Mon 09/11/20	Fri 08/01/21																		
332	Sixth Show - Spring 'Blockbuster'	Mon 18/01/21	Mon 31/05/21																		
339	Seventh Show - Summer	Tue 01/06/21	Mon 06/09/21																		
345	Eighth Show - Halloween	Mon 06/09/21	Mon 08/11/21																		
351	Ninth Show - Christmas/New Year Show	Mon 08/11/21	Mon 10/01/22																		
357	Tenth Show - Spring 'Blockbuster'	Mon 10/01/22	Tue 31/05/22																		
364	Fundraising	Tue 01/05/18	Sun 01/03/20																		
365	Suffolk Archives Foundation	Tue 01/05/18	Sun 01/03/20																		
366	Launch event - SAF implement public fundraising campaign	Tue 01/05/18	Thu 31/05/18																		

HLF Delivery Phase Timeline "The Hold"	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Start	Finish	May	Oct	Qtr 1, 2018	Mar	Aug	Qtr 1, 2019	Jan	Jun	Qtr 1, 2020	Nov	Apr	Sep	Qtr 1, 2021	Feb	Jul	Qtr 1, 2022	Dec	May
367	Confirmation of donor recognition scheme	Tue 01/05/18	Thu 31/05/18																		
368	Approaches to major donors	Fri 01/06/18	Sat 01/12/18																		
369	Approaches to corporates	Tue 01/01/19	Sat 01/06/19																		
370	Approaches to community groups	Sat 01/06/19	Sun 01/03/20																		
371	Appoint Funding Officer (non HLF funded post)	Wed 01/05/19	Fri 14/06/19																		
372	Arts Project	Tue 01/05/18	Sun 01/09/19																		
373	Appoint Freelance Artist (PT)	Tue 01/05/18	Thu 31/05/18																		
374	Proposals for work/s developed with community groups	Fri 01/06/18	Sun 30/06/19																		
375	Installation of works (linked to external landscaping)	Mon 01/07/19	Wed 31/07/19																		
376	Evaluation	Thu 01/08/19	Sun 01/09/19																		
377	Project Evaluation	Tue 01/05/18	Thu 30/06/22																		
378	Appoint project Evaluation Consultant	Tue 01/05/18	Fri 01/06/18																		
379	Evaluation Framework developed	Fri 01/06/18	Sun 15/07/18																		
380	Consultant trains staff and students in evaluation metnodoology	Sun 15/07/18	Fri 31/08/18																		
381	Staff and students undertake iterative evaluation of Activity Plan	Sat 01/09/18	Sat 01/01/22																		
382	Consultant prepares capital project evaluation report (c. 3 months after opening)	Wed 01/01/20	Thu 02/04/20																		
383	Activity Plan evaluation report (compiled from iterative evaluation by staff & students)	Sat 01/01/22	Sun 01/05/22																		
384	Final report compiled combining capital report & activity report	Wed 01/06/22	Thu 30/06/22																		

HLF Delivery Phase Timeline
"The Hold"

Task

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Inactive Summary

Appendix 2 – RIBA Stage 3a Cost Plan

Appendix 3 – Detailed Delivery Phase Costs

	Cost (Round 1)		Revised (Round 2)		Explanation for the change
Cost heading					
New building work Capital build "The Hold", comprising:		£11,969,565		£13,458,000	
UKPN electricity supply	£60,000		£130,000		Increased load due to omission of gas supply
Gas	£70,000		£0		No gas supply
Water supply	£60,000		£60,000		
Openreach and BT	£20,000		£20,000		
Service disconnections for demolition	£50,000		£50,000		
Enabling works	£40,000		£45,000		Increased allowance for demolition
Diversion of services	£0		£50,000		Allowance added for re-routing fibre optic cables
Contamination removal (asbestos)	£0		£41,000		Allowance added for asbestos removal and other contamination
Construction main contract	£11,669,565		£13,062,000		Increased in line with QS's Stage 3a Cost Plan
<i>Subtotal</i>		<i>£11,969,565</i>		<i>£13,458,000</i>	
Other Capital work, comprising:		£1,528,394		£1,380,692	
Soft landscaping	£50,000		£47,000		Reduced requirement
Signage pedestrians to town centre	£12,500		£15,000		Increased allowance
Work to link access road	£75,000		£75,000		
Improvements to highway signage, crossings etc.	£50,000		£40,000		Reduced requirement
Service disconnections for demolition	£50,000		£0		Double counted at Round 1
Production of artworks	£25,000		£25,000		ACE 'Grants for the Arts' project
Exhibition fit-out	£450,000		£423,692		Revised in line with designer's estimates
<i>Subtotal</i>		<i>£712,500</i>		<i>£625,692</i>	
IT fit-out	£538,295		£455,000		Box machine removed
<i>Subtotal</i>		<i>£1,250,795</i>		<i>£1,080,692</i>	
Building fit-out	£277,599		£300,000		Increased per client requirements
<i>Subtotal</i>		<i>£1,528,394</i>		<i>£1,380,692</i>	
Equipment for decant		£50,000		£100,000	Increased as work for Conservation Plan revealed need for more secondary packaging
Other, comprising:		£36,500		£20,320	
Fees and surveys:					
Building control (plan and inspection fees)	£10,500		£4,320		Per quoted price
Acoustic assessment and survey	£12,000		£12,000		
Planning conditions discharge	£2,000		£2,000		
Drainage survey	£5,000		£0		Completed Development Phase
Fire consultant	£5,000		£0		Completed Development Phase
Travel plan	£2,000		£2,000		
<i>Subtotal</i>	<i>£36,500</i>		<i>£20,320</i>		
Professional fees, comprising:		£405,810		£581,219	
Design Team	£366,322		£442,379		Increased in line with tendered price
Quantity Surveyor	£39,488		£43,250		Increased in line with tendered price
Artist (for ACE project)	£0		£40,000		ACE 'Grants for the Arts' project
Exhibition & interpretation specialist	£0		£55,590		Moved here from Rd 1 Activity Costs
<i>Subtotal</i>	<i>£405,810</i>		<i>£581,219</i>		
New staff costs		£646,463		£770,069	
	£646,463		£770,069		Revised to: Project Coordinator, Community & Learning Officers (x2), Strategic & Commercial Manager, Volunteer Engagement Coordinator, Exhibition and Interpretation Officer, Marcomms Officer Complete overhaul of new posts required in view of Business Plan and Activity Plan. New posts, (apart from PC), will be

					permanent additions to SRO staff structure to sustain the transformation of the service. Posts appointed at different points during Delivery Phase.
Training for staff		£12,500		£23,700	Have added staff and volunteers together because they will train together
Paid training placements		£90,000		£80,302	Revised to provide broader range of opportunities, including for younger post 16s. Revised to: 2 x heritage career trainees (£43,668) 6 x summer interns (£32,148) 2 x post-16 trainees (£3,486) Young Archivists Scheme (£1,000)
Training for volunteers		£7,000		£0	Have added staff and volunteers together because they will train together
Travel for staff		£15,000		£15,000	
Travel and expenses for volunteers		£6,000		£13,250	Some uplift here; more volunteering opportunities created than envisaged at Round 1
Equipment and materials		£278,241		£420,620	Has risen as a result of the broadening-out of the Activity Plan beyond 'Mapping Suffolk's Stories'. Activity Plan budget breakdown: - Interpretation - £137,200 - Informal learning (events and activities) - £112,020 - Formal learning and participation - £17,200 - Digital (discrete packages, not entire Digital Strategy) - £74,500 - Heritage - £79,700
Professional fees relating to any of above		£156,678		£20,000	Evaluation Consultant remains, all other professional fees redistributed to other activities or moved as follows: - Freelance conservator - incorporated into "heritage" element of Equipment & Materials budget - Artist (ACE project), Exhibition & Interpretation design - incorporated into professional fees of Capital budget
Other costs, comprising:		£4,205,610		£2,833,671	
Recruitment	£4,000		£4,000		
Publicity and promotion	£40,000		£40,000		
Evaluation Materials for dissemination	£7,100		£7,100		
Other costs removal	£80,220		£90,260		Based on quote received.
Contingency	£1,459,621		£962,100		At Round 1, modelled at 10% of capital costs, 5% of activity costs. Reduced now to 6% capital, 2% activities, as project de-risked.
Inflation	£2,110,659		£947,257		At Round 1, modelled at 15% capital, 1% activities. Reduced now to 6% capital, 1% activities.
M&M	£217,510		£295,369		Based on 5 years increased staff costs and premises costs above baseline.
Vol time	£286,500		£487,585		Volunteer hours to support decant, conservation and Activity Plan
Subtotal	£4,205,610		£2,833,671		
TOTAL		£19,407,761		£19,716,843	Uplift to be covered through additional fundraising - no HLF uplift requested

Appendix 4 – Risk Register

HG-014-08167 Risk Register											
Ref	Description of potential risk	Owned By	Likely	Impact	Level	Control	Likely	Impact	Level	Status	Log
1	Project costs rise	Project Group	3	5	High	Stage 3 Cost Plan developed by experienced QS including all elements of capital scheme and inflation/contingency allowances in contract price. Risk factors (e.g. archaeology) tested during Development Phase. Build Contractor input into pricing has provided cost certainty.	2	5	High	Open	Capital Project
2	Building does not meet Partner expectations upon delivery	Programme Board	2	4	Medium	Client Brief clearly defines project outputs, outcomes and benefits. End of stage reviews will ensure project remains viable/any required changes are reflected by updating agreed benefits/outcomes and outputs	1	4	Low	Open	Capital Project
3	Building regulation application - possible design or cost impacts due to matters arising from application	Design Team/Project Manager	3	3	Medium	Regular consultations with Building Control and pre-application advice. No major planning issues arose from application - only design 'tweaks'. Detailed discussions between Design Team and SCC Planners. Development Control Committee 16/01/18	1	3	Low	Open	Capital Project
4	Construction works will span the winter period, delay prior to or during construction due to bad weather	Build Contractor	4	2	Medium	Build in float to construction programme	2	2	Low	Open	Capital Project
5	Highways likely to request traffic impact assessment, on site and off site measures in relation to the scheme	Project Coordinator	3	2	Medium	Undertook early pre-assessment consultation to ensure any key measures factored into early designs and cost estimates. Travel Plan will be a planning condition.	1	2	Low	Open	Capital Project
6	Lack of timely decision making and/or project creep	Project Group	2	3	Medium	Project management structure with experienced Project Manager. Clear project aims, defined outcomes and timetable	1	3	Low	Open	Capital Project
7	Party Wall issues with adjacent landowners to west side of site	Design Team/Project Manager	3	3	Medium	Early discussion and agreement with neighbours and avoiding excavations being within 6m of the boundary line, careful consideration of deep pile foundations and proximity to party walls etc.	1	3	Low	Open	Capital Project

8	Planning approvals - delay to obtaining approval or other onerous conditions	Programme Board	2	4	Medium	Undertaken pre-application consultation and maintained regular communication with SCC/local planners throughout design and development. Proposals have been considered by both the IBC Design and Conservation Panel and the RIBA Suffolk Design Review Panel. Planning application to be determined by SCC Development Control Committee 16/01/18.	1	4	Low	Open	Capital Project
9	Problems with Build Contractor/dispute	Concertus	2	3	Medium	Follow well-tested OJEU procurement procedures using SCC Tier 1 Framework of contractors, with good relationship and experience.	1	3	Low	Open	Capital Project
10	Restrictions or constraints on logistical use of site and/or car parking during construction; reprovision of lost spaces for staff and students	Concertus/main contractor	3	3	Medium	Close coordination with the University in relation to planning and sequencing works. Build Contractor with experience working on tight town centre sites and a 'live' campus. SCC assisting discussions between the University and IBC for reprovision of spaces at other adjacent sites. Travel Plan will be planning condition.	1	3	Low	Open	Capital Project
11	Coordination of the Exhibition and display point fit-out with the Base Build	Design Team	2	3	Medium	Ensure programme is understood clearly by Build Contractor. Clear understanding of the respective work packages; design coordination; inspection of Base Build prior to Exhibition fit-out.	1	3	Low	Open	Capital Project
12	Technical failures of AV installations	Exhibition Design Team	2	3	Medium	Robust testing of installations prior to installation. Appropriate management and maintenance planning.	1	3	Low	Open	Capital Project
13	Unexpected problems on site during construction	Project Manager	3	4	High	Contingency in all costings. Thorough site surveys undertaken.	2	4	Medium	Open	Capital Project
14	Achieving BREEAM Excellence - possible time, cost and design constraints could impact success in achieving excellent rating.	Design Team	3	3	Medium	Early pre-assessment undertaken to assess likelihood and financial implications of being able to achieve Excellent understood.	2	3	Medium	Open	Capital Project
15	Presence and location of unknown obstructions, ground contamination or below ground services including drainage in proposed development area	Concertus	3	3	Medium	Undertaken early investigations, UXO, soil testing and site scan CCTV drainage surveys etc. Cost plan factors in all new connections (e.g. fibre optic cables), repairs to existing drainage and new attenuation system for surface water	2	3	Medium	Open	Capital Project
16	Site may require Archaeological Investigation - risk of uncovering important archaeological finds during construction; unknown time and cost impacts	Design Team/Build Contractor	3	3	Medium	Early consultation with archaeology team to assess likelihood and potential impact of uncovering finds. Desk-based assessment completed. Trial trenching completed in August and confirmed archaeological layers very disturbed, with no major finds. Watching brief will be a planning condition.	2	3	Medium	Open	Capital Project

17	Failure to deliver on time, on budget, or to the original quality	Project Group	2	5	High	Project management structure with experienced Project Manager. Cost certainty well-developed and Build Contractor brought on early. Clear and realistic construction programme with adequate float.	1	5	Medium	Open	Capital Project
18	Damage to collections during decant/recant process	Record Office Management Team	3	5	High	Thorough boxing and packaging preparation as part of decant plan. Appoint a suitably qualified move contractor with adequate levels of insurance. Volunteers receive adequate training prior to helping box/package.	2	5	High	Open	Collection
19	Strongroom 'proving' period signed off too early resulting in absorption of moisture and damage to collections	Record Office Management Team	2	5	High	Adequate proving time built into construction programme. Build Contractor with experience of constructing archive buildings to PD5454. Rigorous monitoring and testing prior to collections move, including use of 'dummy' material in situ to test environmental performance safely.	2	5	High	Open	Collection
20	Damage to collections handled as part of digitisation and cataloguing processes	Record Office Management Team	2	4	Medium	Suitably qualified staff and freelancer to carry out these processes. Volunteers and students to be thoroughly trained before handling original collections.	1	4	Low	Open	Collection
21	Damage to collections arising from being handled and installed for exhibitions	Record Office Management Team	2	4	Medium	Prep and installation of original material to be carried out by suitably qualified conservator. Appointment of Exhibition and Interpretation Officer to manage process carefully. Volunteers and students to be deployed with care in installation process and trained before handling original materials	1	4	Low	Open	Collection
22	Damage to collections arising from being on display in temporary exhibition space	Record Office Management Team	2	4	Medium	Display case specifications will follow British Museum standards (also facilitating the loan of objects from this body in the future) covering environmental/light conditions, security, and fixing methods etc.	1	4	Low	Open	Collection
23	Lack of gas suppression system in strongroom results in fire damage to collections	Record Office Management Team	2	5	High	Fire risk to strongroom has been 'designed-out' through M&E measures. Installation of VESDA and other requirements of PD5454 and its imminent successor (EN16893) in relation to strongroom design.	1	5	Medium	Open	Collection
24	Failure to meet market or financial projections	SRO Manager, Strategic & Commercial Manager	2	3	Medium	Detailed market research and analysis has been undertaken for business modelling purposes and market and financial projections based on these findings are deemed to be conservative. Financial assumptions should be regularly examined, including sensitivity analyses to test the model and review areas of risk.	1	3	Low	Open	Financial and commercial

25	Increase in utility costs	SRO Manager	3	3	Medium	Estimates based on advice from service engineers. Review of contracts for supply and tariffs. Early indications of likely lower energy costs for strongrooms than initially anticipated. Renewable energy sources being explored.	2	3	Medium	Open	Financial and commercial
26	General insufficient partnership funding	Programme Board	3	5	High	<p>SCC continuing to underwrite funding gap for Delivery Phase.</p> <p>Developed thorough fundraising plan during Development Phase and established new CIO (the "Suffolk Archives Foundation") for grassroots fundraising, corporates and major donors.</p> <p>Live applications to several funding bodies and public campaign underway (John Blatchly Local Studies Library).</p>	2	5	High	Open	Financial and commercial
27	Timetable slippage	Project Coordinator	3	2	Medium	Detailed Delivery Phase programme produced, with contingencies. Wealth of PM experience on project team and client-side advisors. Clear lines of reporting between team and contractors.	1	2	Low	Open	Organisational
28	Failure to attract community support for scheme leading to lack of interest in Activity Plan	Project Coordinator/Activity Plan Steering Group/Design Team	1	4	Low	<p>Thorough AP consultations reveal solid support for scheme. Activity Plan steering group from community already in place. Communications and marketing during Delivery Phase (appointment of Marcomms Officer) will engage community in scheme and generate further excitement.</p> <p>Pilot projects (countywide) completed during Development Phase, which has identified willing delivery partners and helped build further momentum and interest in the project.</p>	1	4	Low	Open	Organisational
29	Lack of support from wider heritage sector in Suffolk	Activity Plan Steering Group	2	3	Medium	Key links with delivery partners already forged during Development Phase (e.g. Ipswich Museum, Sutton Hoo, Long Shop Museum, Moyses Hall) in relation to Activity Plan delivery and Exhibition and Interpretation Plan coordination.	1	3	Low	Open	Organisational
30	Scheme fails to attract Heritage Lottery Funding Round 2	HLF Project Coordinator	2	5	High	Engagement of professional team of staff and consultants. Regular HLF monitoring meetings. Listen to HLF feedback, follow advice of HLF Case Officer, Mentor and Monitor, have a Plan B ready. Passed Mid Stage Review (13/07/17) and project team/consultants assimilated feedback.	1	5	Medium	Open	Organisational

31	Project Visitor numbers not achieved	Strategic and Commercial Manager	3	4	Medium	Appointment of Strategic and Commercial Manager and Marcomms Officer during Delivery Phase to promote The Hold and transformed Suffolk Archives Service	2	4	Medium	Open	Financial and commercial
32	Lack of interest in Volunteer Plan	Activity Plan Steering Group	3	4	Medium	Appointment of Volunteer Engagement Coordinator during Delivery Phase to promote existing and new volunteering opportunities and manage all stages of the volunteer cycle (recruitment, screening, training, recognition, retention, evaluation), Marcomms Officer will also help promote the volunteer programme widely.	2	4	Medium	Open	Organisational
33	Poor take-up of activities and events in Activity Plan	Activity Plan Steering Group	3	4	Medium	Appointment of 2 Community and Learning Officers during Delivery Phase to coordinate, promote and deliver Activity Plan. Key links with delivery partners and community groups already forged during Development Phase and some non-binding agreements secured (e.g. for Sharing Suffolk's Stories project stream).	2	3	Medium	Open	Organisational
34	Impact to service delivery if new facility not available by required date	Project Board	2	3	Medium	Careful project planning, monitoring and control and use of early warnings to enable contingency plans to be made	1	3	Low	Open	Organisational
35	Loss of stakeholder goodwill due to temporary closure for decant	SRO Manager	1	3	Low	Minimise "closed" time to absolute minimum necessary and stagger decant. Strong communications plan to ensure stakeholders aware	1	3	Low	Open	Organisational
36	Failure to effectively deliver core services and activity programme.	Record Office Management Team	1	4	Low	The SRO already has considerable expertise and experience in delivering core services. Costs related to the activity programme have been quantified and taken fully into account and integrated into the Hold's business planning.	1	4	Low	Open	Organisational
37	Failure to comply with partnership agreements	Record Office Management Team, Partnership Group	1	3	Low	New governance arrangement (a Partnership Group) will be put in place to monitor progress against the aims and objectives of the SCC/the University partnership agreement and to provide for on-going liaison on all operational matters of mutual interest/concern.	1	3	Low	Open	Organisational
38	The University and SCC encounter problems in agreeing joint operational policies e.g. IT, security, access	Partnership Group, Strategic Committee	1	3	Low	New governance arrangement (a Partnership Group) will be put in place to provide for on-going liaison on all operational matters of mutual interest/concern.	1	3	Low	Open	Organisational

39	Damage done to SRO brand	Record Office Management Team, Marcomms Officer	1	3	Low	SRO brand will be considerably enhanced through the new emphasis on outreach and activity planning within the project. The development of The Hold and its new services/facilities will provide wider understanding and appreciation of the role of archives.	1	3	Low	Open	Organisational
40	Accrual space for collections fills up faster than anticipated	SRO Manager	3	3	Medium	Regular monitoring of statistics and strategic review of collecting as part of Archive Accreditation. Retain strongrooms at Gatacre Road for contingency space which can be hired out commercially for modern records storage.	2	3	Medium	Open	Organisational
41	Changes in staff continuity	Record Office Management Team	3	3	Medium	Annual staff development programmes established to meet employee needs and SRO objectives; regular Project Team meetings.	2	3	Medium	Open	Organisational
		From	To	Level							
		16	25	Very High							
		10	15	High							
		5	9	Medium							
		1	4	Low							

Appendix 5 – Project Team organogram

