

**THE BOX PROJECT- PROGRAMME UPDATE**

Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee



Date:	17 July 2019
Title of Report:	<b>The Box Project – Programme Update</b>
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Caroline Cozens, Strategic Projects Manager
Contact Email:	Caroline.Cozens@plymouth.gov.uk
Your Reference:	N/A
Key Decision:	No
Confidentiality:	Part I - Official

**Purpose of Report**

The purpose of this report is to inform the Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee of the progress of the Box Programme. This report will outline the work completed since the last scrutiny on the 5th September 2018. The report follows a site visit to the developing construction site on the 8th July 2019.

**Recommendations and Reasons**

To note the progress of the Box and to agree the Plan for Learning and Engagement.

**Alternative options considered and rejected**

None.

**Relevance to the Corporate Plan and/or the Plymouth Plan**

Plymouth is Britain's Ocean City and The Box will be a major contributor to our economy, local community and vibrant waterfront city.

**A GROWING CITY**

A vibrant cultural offer - The Box will transform the city's cultural offer and create a flagship cultural centre for everyone in our city to engage with, be inspired by and to enjoy. The proposals are aimed at stimulating and meeting the demand for a growing visitor economy in Plymouth, targeting a growth in the visitor numbers to the previous museum from 80,000-100,000 per year to 250,000 per year. The new service will be a national showcase for the delivery of cultural services and local community engagement. The Box programme is being recognised as a cultural offer that is of local, regional, national and international interest in a city growing in importance, setting the direction for the South West. The opening of The Box in 2020 will create a national moment to reposition the city culturally, will create another reason for Plymouth to be a destination and will improve the city as a place to live.

Economic growth that benefits as many people as possible - The Box is a high quality major redevelopment scheme that transforms a tired building and a back street into an impressive major landmark with a vibrant public square that will extend the cultural experiences outside of the physical

building and be a focus for city life. The project has delivered quality jobs and valuable skills in the local construction market with many local people gaining skills, new qualifications and work experiences. The Box will also impact upon the visitor economy where it is estimated it will support just over 500 jobs in the tourism industry. It is seen that The Box will motivate a skilled workforce in the construction, heritage and the visitor economy, both within the City but also the wider city region.

## A CARING COUNCIL

A welcoming City- This project will create a safe place for children, young people and adults. The proposals will address existing shortcomings that are a barrier for some groups from entering a number of buildings that currently house the city's cultural collections. For the first time there will be non-discriminatory access to Plymouth's heritage. We will ensure that the galleries represent a range of voices and are truly inclusive. The programme aims to focus on the work to develop Plymouth as a dementia friendly city. The project will transform the management and provision of an already outstanding arts and heritage offer for residents and visitors alike. The proposals will deliver an improved learning programme for schools and young people, and will focus on the communities in the city.

The Box will:

- Amongst others, offer exhibitions and services that focus on dementia, making it a dementia friendly location
- Offer a safe location for children and adults to visit
- Offer high specification facilities to boost the city as an inclusive community
- Work constructively with audiences and stakeholders; it has reached over 100,000 people in its consultations
- Adapt the Arts and Heritage Service to offer even higher quality services focused on local people and customers' needs
- Develop new ways of working to reach wider audiences
- Listen to people through consultation and respecting their wishes
- Demonstrate that the Council is making decisions driven by citizen wishes

## Implications for the Medium Term Financial Plan and Resource Implications:

The approved budget for The Box is £44.452m. This is broken down into Capital (£40.531m) and Revenue (£3.921m).

## Carbon Footprint (Environmental) Implications:

None.

## Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

*\* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The current buildings used to store the collections are not fit for purpose and there are a number of health and safety matters that will be improved with this programme of investment. The construction projects for both the building and the exhibition involve a number of high risks, so it has been important that professional support has been appointed at all stages of the project to be mindful of the hazards.

## Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Briefing report (mandatory)							
B	Engagement and Learning Plan (draft)							
C	Retail Presentation							
D	Governance Structure							
E	Risk Register							

### Background papers:

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
<a href="#">3 September 2013 Cabinet paper</a>							
<a href="#">Published decision of decanting dated 31 July 2015</a>							
<a href="#">Published decision to appoint Atkins dated 10 October 2014</a>							
<a href="#">13 October 2015 Cabinet Paper</a>							
<a href="#">Published Executive Decision 4 April</a>							
<a href="#">Published Executive Decision 15 July</a>							
<a href="#">8 November 2016 Cabinet Paper</a>							
<a href="#">17 June 2017 Executive Decision</a>							
<a href="#">9<sup>th</sup> October 2018 Cabinet paper</a>							
<a href="#">5 September 2018 Scrutiny Report</a>							

**Sign off:**

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Originating Senior Leadership Team member: David Draffan

Please confirm the Strategic Director(s) has agreed the report? Yes Anthony Payne

Date agreed: 08/07/2019

Cabinet Member signature of approval:



Date: 09/07/2019

## **Appendix A – Briefing report**

## 1. Introduction

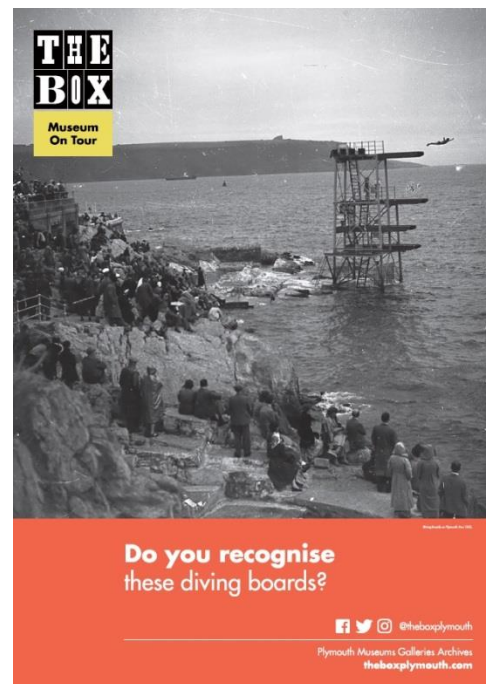
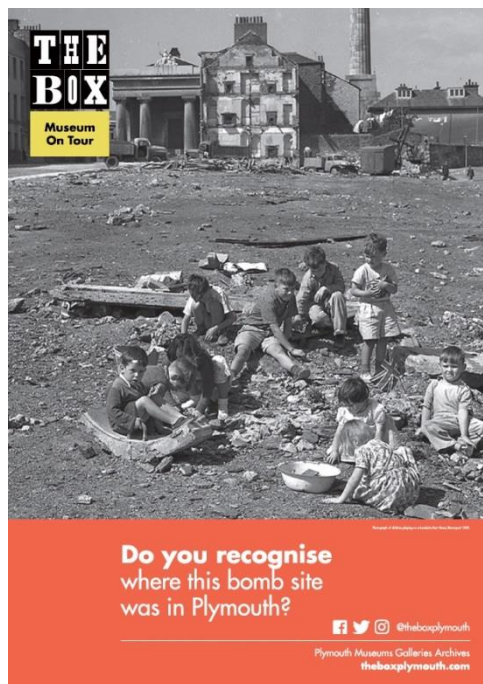
The purpose of this report is to inform the Scrutiny Committee of the progress of The Box Project. This report will outline the work completed since the last scrutiny in September 2018 and review how the project is progressing in advance of opening in spring 2020.

## 2. Background

- 2.1. The Box, originally known as the Plymouth History Centre, has been a key city priority since 2013, when the Council decided to make a major Heritage Lottery Funding application to conserve and improve access to the city's heritage assets, which was successful and subsequently received an award of £15.8 million.
- 2.2. The Box brings together a unique combination of cultural partners and heritage collections including the City Museum and Art Gallery, the Plymouth and West Devon Record Office, the local history collections of the Central Library, the South West Film & Television Archive, the South West Image Bank, University of Plymouth (including the Arts Institute), the Naval Heritage Centre, the British Broadcasting Company and Plymouth College of Art.
- 2.3. The Box project will create a major cultural statement and make a step change for the Plymouth cultural sector. It will provide a new cultural attraction that supports the targeted increase in tourism in the city and the region, increasing visitor numbers from 80,000 to the old museum and art gallery to 250,000 per annum in a steady state.
- 2.4. Even more fundamentally however The Box project will create a major heritage and cultural asset for the people of Plymouth reflecting their stories, their histories and their collections.
- 2.5. Since the last Scrutiny report in September 2018 there have been some notable achievements:
  - Contracts have been signed for the exhibition fit-out with The Hub, for the interactives with ISO and for the Port of Plymouth model with Projection Artworks
  - The 'Destruction to Construction' exhibition at the House of Fraser continued to attract a large number of visitors, 55,000 in total by the time it closed in June 2019
  - The Contemporary Art Society awarded its largest national award to The Box at the Frieze Art Fair in October, enabling us to purchase works of art for our collections valued at around £100k.
  - The Arts and Heritage Service was discontinued and most of the staff re-employed within The Box but also other new talents recruited externally; new posts were created such as an Engagement Programmes Manager, a Volunteer Officer and a Sales and Information team Leader
  - SWFTA donated its entire film, video and equipment collections to The Box, also transferring its final reserves of £55k.
  - SWIB signed a 25 year loan agreement of all of its collections, which were safely moved to our temporary store for cataloguing and preparing for the move to The Box
  - Norman Hine bequeaths his whole estate (valued at £300k) to The Box for the support of naval heritage
  - The Box co-ordinated the delivery of over 100 events at this year's History Festival
  - The Arts Council awarded £175k to the Wampun Belt exhibition
  - The British Film Institute novated its contract from SWFTA to The Box and awarded it £108k in 18/19; the BBC (£7k) and the University (£15k) similarly novated their contracts
  - The Box's Learning and Engagement team have won two prestigious national awards for their work with local communities, embargoed until later in July.

## 3. Learning and Engagement Programme

- 3.1. As members will be aware, the City Museum and Art Gallery has been closed for nearly three years, and during that time an ambitious community engagement programme (The Box on Tour) has been underway to test out ideas, consult on designs, reach out to new audiences and maintain our existing audiences. So far The Box on Tour programme engaged with 114,500 individuals alone during 2017/18 and has reached a similar figure for 2018/19. Some key highlights include: engagement with 64 volunteers who have provided a total of 694.7 days; award for 'Best Community Engagement' and 'Best Overall Archive' by the National Community Archives and Heritage Group for Maker Memories; and the appointment of artists Grennan & Sperandio ([www.kartoonkings.com](http://www.kartoonkings.com)) to undertake a series of documentary drawings of the 'service' industry at night in the city as part of the After Dark project.
- 3.2. Funded largely by the Heritage Lottery Fund the Box on Tour community engagement programme has been underpinned by the creation of temporary venues until the Box opens in 2020. The first opened in January 2017 on the ground floor of the Council House creating a temporary gallery for a programme of displays including the very popular At Home with Beryl Cook. And in January 2018 we opened a new display on the top floor of the House of Fraser attracting an average of 750 visitors each week – this is now closed as we get ready for move our collections and displays into the new Box building over the next six months.
- 3.3. In May 2018 we opened a 3<sup>rd</sup> smaller object display inside Derriford Hospital's main entrance and new Outpatient's waiting room as part of the wider NHS70 programme. We were given access to two giant poster cases which are replaced every couple of months with images from our collections with the strapline 'Do you recognise..?' The giant posters have proved particularly popular with staff and patients alike and are a useful promotional vehicle for us as the 2020 deadline approaches.



- 3.4. In addition to these venues The Box on Tour programme has also run three main strands:
- 3.4.1. Community programme: four projects are currently underway designed to target a range of key Plymouth audiences and community groups.

**Maker Memories** is a partnership project exploring a smaller corner of SE Cornwall that has existed as a military camp, a holiday camp for Plymouth's and more recently an arts and cultural hub. The Maker Memories touring exhibition is currently on display in the

main reception at Maker Camp, ready for the start of the new camping season, and has been awarded 'Best Community Engagement' and 'Best Overall Archive' by the National Community Archives and Heritage Group.

***Plymouth after Dark*** is a major four year project that will result in a large exhibition at The Box in 2021-22. The project will again include oral history recordings, active collection of objects that reflect Plymouth's fascinating and varied nightlife and explore the roles that support



workers play in facilitating our nights out. After an open call for contemporary artists to respond to a specific brief for the project, the artists Grennan & Sperandio.

([www.kartoonkings.com](http://www.kartoonkings.com)) have been recruited to undertake a series of documentary drawings of the 'service' industry at night in the city.

Dates are currently being confirmed with Simon Grennan and a range of locations across the city, such as nightclubs, restaurants and out-of-ours social services. We are also in discussion with the fire service.

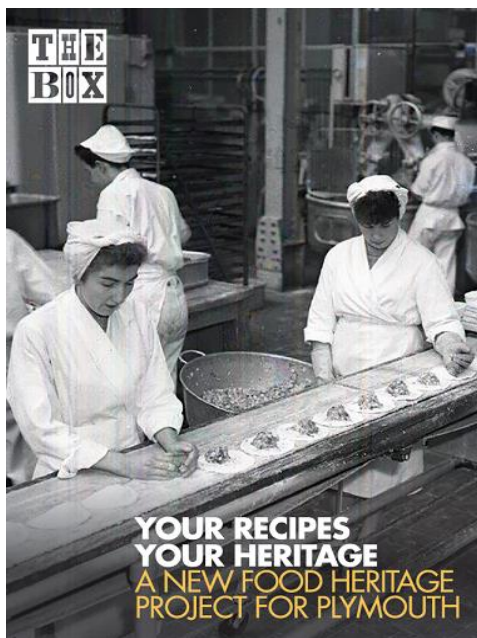
New elements are currently being developed, such as the development of schools resources in partnership with Thrive Plymouth and the Education, Participation and Skills department. We are also exploring opportunities for a collaborative music project with a professional musician and young people.

***Your Recipes, Your Heritage*** explores our eating habits and fashions over just the past century, using food as a medium for engagement.

***Plymouth Roots*** will work in partnership, potentially with Kew Gardens, to explore the city through its flora and fauna, often brought here from around the world. The project will offer a variety of opportunities for participants that will encourage positive outcomes on their health and wellbeing (complementing our existing Arts and Minds group for people living with dementia and their carers), alongside practical gardening support and shared experience.

To kick start this partnership project, with a focus on the topic of Social Isolation, we put a call out via the University to find someone to undertake a piece of research around food heritage, particularly focusing on the 20th century.





From powered eggs, through to the development of microwave meals this research is forming the bedrock of a two year programme of work which looks at how we can bring people together through food and favourite recipes whilst exploring how the use of technology can assist us in delivering our learning offer at The Box, to some of the most isolated.

This partnership project joins CaterEd's meals-on-wheels service with The Box, and will delve into the personal recipe books of the people of Plymouth to create some new and exciting heritage themed menus.

The Your Recipes, Your Heritage project is also looking to tackle social isolation and create valuable opportunities for people of all ages to come together to share both meals and stories.

**3.4.2. Informal learning programme:** the priority in this strand has been to test out and develop self-directed learning opportunities that will complement the emerging new collections-based galleries (see section 4 below). A key highlight for the last year was Keeper of the Light, which piloted a new approach to theatrical interpretation. Falmouth University's Academy of Music and Theatre Arts were commissioned to write and direct with a small cast of drama students a series of performances based on the history of Smeaton's Tower and which was delivered on site. The programme started in September 2018 and culminated in a number of performances in May and June this year, providing a talent development opportunity for a range of drama and textile students who devised the central characters and created costumes with professionals based on collections from the Box – see link below.

<https://www.youtube.com/watch?v=lqzEuhyLo4c>

**3.4.3. Formal Learning programme:** the 3<sup>rd</sup> strand is the development of a new schools offer for KSI-5. Innovate Educate were contracted to undertake a two-phase consultation research programme – in phase one they worked with 29 Plymouth teachers and educators from KSI-5. All teachers and educators interviewed talked of the balance between cost, quality, added value, practicalities and quality of facilities when making decisions about external visits. Phase two developed the revised offer based on earlier findings and now also includes a new 'Masterclass' offer: day-long experiences for pupils across multiple schools with a range of experts that will focus on raising aspirations for less engaged pupils and enriching the offer for talented pupils. . Three consultation sessions were delivered at BBC South West and Ocean Studios with a range of sector experts including RiO, dBs Music Plymouth and Wessex Archaeology, along with teachers and educators.

Since September 2018 we have continued to engage with the Plymouth Teaching Schools Alliance to test and refine ideas for the new schools offer for The Box. The Box presented at the History Hub (Primary), on the proposed sessions that will be offered across all Key Stages, as well as the loan box service and online resources. All attendees responded enthusiastically to the proposed service.

Beyond testing ideas with existing subject hubs in Plymouth, we have also initiated a new group of Teacher Ambassadors for The Box. This group brings together teachers who represent all levels of teaching – from Early Years Foundation Stage, through all the Key Stages (1-5) and

Higher Education – as well as a range of curriculum areas, including Science, Art and History. The Teacher Ambassadors project has been inspired by the Arts Council England publication ‘Cultural Democracy in Practice’ (September 2018), and puts participation at the heart of the development of the schools service for The Box. The group supports teachers to play an active role in decision making about how they and their students can access the cultural offer available at The Box.

Twenty-six teachers attended the first Teacher Ambassadors meeting in the Council House’s Reception Room, and an additional 20 are interested in taking part in the future. After the first meeting, teachers have fed back that they are excited to be involved in this opportunity:

*“I just wanted to say thank you very much for the information that you and Adam shared with us at the first Teacher Ambassadors meeting yesterday – it was an inspirational first meeting. 😊 I am really excited about hopefully contributing to the programme, and just generally super-enthusiastic about The Box and potential links with the schools service!”* (Teacher, Eggbuckland Vale Primary School)

Four projects have been identified for the Teacher Ambassadors to participate in:

- Reviewing a BETA version of the Learning Resources pages
- Development of on-site facilitated schools sessions
- Development of an ‘Objects that Speak’ loan box
- Development of resources to support visits by students with special educational needs

It is intended that sub-groups of teachers will be formed to address these four projects, and that these will be reported collectively to the Teacher Ambassadors at meetings every half term.

Piloting of the new schools offer will continue during 2019 with a full launch in September 2020.

A draft Engagement and Learning Plan is attached as Appendix B.

## 4. Exhibitions

### 4.1. Development of collection based galleries

4.1.1. As members will be aware the local, regional, national and internationally important collections of The Box hold the content and stories that together describe the rich history of Plymouth and surrounding region and its impact on the wider world. And these collections and their stories are being transformed into the following eleven collections-based galleries led by Event Communications, one of Europe’s leading exhibition designers:

Event designed Galleries	Description
Mammoth Plymouth	Visitors will investigate the natural world of Plymouth and the southwest from the Ice Age to the present day. A full sized woolly mammoth will greet you in front of a mass display case of collections reflecting the region’s vast diversity of life in the past and today, on land and in the sea
Port of Plymouth	Visitors will be able to explore the last 3000 years of Plymouth as a maritime port and the way it has grown into the maritime and naval port of today. It will explain the importance of Plymouth Sound, one of the deepest natural harbours in the world, to this important story.

	Visitors will be able to explore Plymouth's global trade that brought so much wealth into the city over 500 years ago, the importance of fishing that still continues to this day and the impact of the navy and its relationship with the city for over 300 years.
100 Journeys	Plymouth has been the starting point from the earliest days of exploration for an extraordinary range of journeys to the farthest reaches of the globe. This gallery tells the stories of Drake, Cook, Darwin, Scott and many others who have left the port of Plymouth and changed the way we see and understand the world
Our Art	Visitors will be able to enjoy the 'stars' of the city's art collection and explore different forms of creative expression in Plymouth and the Southwest through a programme of changing displays – a panorama of the Plymouth coastline, and a glimpse into the creative practice of four well-known artists are planned for 2020
Mayflower	Explore the national Mayflower exhibition which is assembling the one of the largest number of Mayflower artefacts and loans from across the UK and US ever assembled. Visitors will be able to read about the passengers and their journey from the UK to Plymouth Mass, and to understand the social, cultural and political legacy of the Mayflower story
Media Lab	From the earliest innovations, Plymouth and the Southwest has been the focal point for media creativity. Using the largest film and television archive in the UK Media Lab will showcase the people who pioneer, create and experiment with film and media from the early photographic pioneers to the current digital creatives in the city
Photo Album	Using one of the largest photographic collections in the southwest visitors will be able to explore the 'family album' of Plymouth through changing thematic displays. This will be complemented by changing 'take over' display cases for different community groups who will give an insight into their personal stories and histories – 2020 will open with Maker Memories
Memory Box	Around the first floor balcony of the atrium will be series of 'encounters' of everyday objects that will trigger memories of day-to-day life in Plymouth.
Active Archive	Active Archives is an opportunity for visitors to discover the fascinating stories contained within the city's archives – visitors can chart how the city grew and changed over time or see how the records and manuscripts can provide an insight

	into the history of your family, your home and your surroundings.
Cottonian Reading Room	This modern take on a Georgian reading room will allow visitors to explore the breadth of the Box's collections whilst surrounded by displays of objects from the Cottonian collection, one of the greatest gifts given to Plymouth.
Figureheads	Fourteen figureheads from one of the largest collections in the UK will be suspended in an iconic installation in the Box entrance, restaurant and shop. The largest of these figureheads, King Billy as he is affectionately known, will greet visitors on their arrival.

4.1.2. Since the last Scrutiny report on the 5<sup>th</sup> September 2018 the major focus of the exhibition programme has been in the following main areas:

- Continued development of the detailed graphic designs for each gallery with Event: we are close to signing off all detailed packages, and the subcontractors are in place to turn the design packages into artwork and print. A range of graphic prototypes were reviewed for quality on a recent visit to their subcontractors' factory in Huddersfield in June
- Review and sign-off on the technical drawings from our set designers, showcase designers, mount makers and model makers: we have been reviewing the thousands of technical drawings from the Hub detailing all aspects of each gallery – from the housing for a digital screen to the 60% scale model of the Mayflower wooden ship to the fur for the full-size woolly mammoth or the 3.5m high showcases for 100 Journeys. Each gallery has had many hundreds of technical drawings for review to ensure that the main fit-out contractor delivers the quality and design that we have contracted them to provide. As with the graphics, we've also visited the showcase subcontractors' factory in Ghent and the set designers' factory in Redditch to test the quality and design of their work.
- Development of the gallery digital interactives with our software designers: significant progress has been made in the last six months – we are in the design phase for all interactives with some now in the detailed design stage and others still in concept. In addition filming has already begun for a few of the projections in the Mammoth gallery but the majority are scheduled for July, August and September

## 4.2. Temporary exhibition programme

### 4.2.1. Mayflower400: Legends and Legacy (Spring 2020 to September 2021)

Created in partnership with the Wampanoag Native American Advisory Committee, and with the help of over 100 museums, libraries and archives across the UK, US and Netherlands, it will present an epic journey of survival and imagination. We are just about to sign-off the detailed design for all graphics; we have seen and commented on a prototype of a section of the Mayflower ship; we have reviewed and commented on an early prototype for the way the Mayflower passengers will be represented; Design development is underway for both the agreed manual and digital interactive. And most critically we have now secured all 250 loans from lending institutions, making it the biggest loans show Plymouth has ever done, and one of the biggest in the UK. And many of them will be leaving the US for the very first time.

#### 4.2.2. Wampum: stories and shells from Native America (early September to end October 2020)

Led by The Box this is a national touring exhibition and will be the first commission from Plymouth to acknowledge our cultural connection to the Wampanoag people who met the Mayflower and ensured the survival of the new English settlers. Central to this show will be a new Wampum belt made exclusively by the Wampanoag people of the Mashpee and Aquinnah nations, and commissioned by The Box. Work is now well underway and is scheduled for completion by the end of this calendar year. This commission is in response to the British Museum's large historic wampum belt collection, and it was confirmed three weeks ago that they have agreed to lend up to five belts from their collection to support this touring show. All four partner venues are now confirmed.

4.2.3. The Another Crossing exhibition, (November 2020 – January 2021) being developed with the College of Art and the Fuller Craft Museum near Boston, features work by artists such as Sonya Clark, Jasleen Kaur and Jeffrey Gibson.

### 4.3. Contemporary Art Programme

4.3.1. The contemporary art programme aims to take an enmeshed and integrated approach to the collection based galleries and temporary exhibition programme (of which it forms part) in order to bring the historic collection to life for modern audiences while providing a high quality platform for international emerging and established artists to show their work. These exhibitions will give artists the opportunity to work with elements of the existing collection to tell stories influenced by contemporary life – from selfies to surfing, skyscrapers to sneaker-heads, migration to multimedia immersive installations. These initiatives will take a collegiate hub-and-spoke approach to working with other cultural organisations and spaces in the city of Plymouth, such as The Arts Institute (University of Plymouth), The Gallery (Plymouth College of Art), KARST and Market Hall

4.3.2. Numerous internationally renowned artists have already visited The Box to carry out site visits and to a person have been impressed with the ambition of the project. These include Leonor Antunes – who represented Portugal at this year's Venice Biennale, Brazilian artist Alexandre da Cunha, Royal Academicians Rachel Whiteread and Tim Shaw, French artist Alice Anderson, Austrian artist Eva Grubinger and Plymouth born Wolfe von Lenkiewicz. John Akomfrah - who represented Ghana at this year's Venice Biennale, Italian artist Maurizio Anzeri and Sheffield based British painter Ryan Mosley will also be attending The Box over the coming weeks. All have exhibited their works in major museums and have works held in important public and private collections worldwide.

4.3.3. Of the group of artists that have visited The Box, most have presented proposals for inclusion in the exhibition programme and two have been commissioned to make new work for the fabric of the building and The Box's permanent collection:

4.3.4. Leonor Antunes has been commissioned to make a new centre-piece fused glass window for St. Luke's church; the design of which takes inspiration from the end pages of one of the many beautifully made C19th books from The Box's and Plymouth's Designated Cottonian Collection.

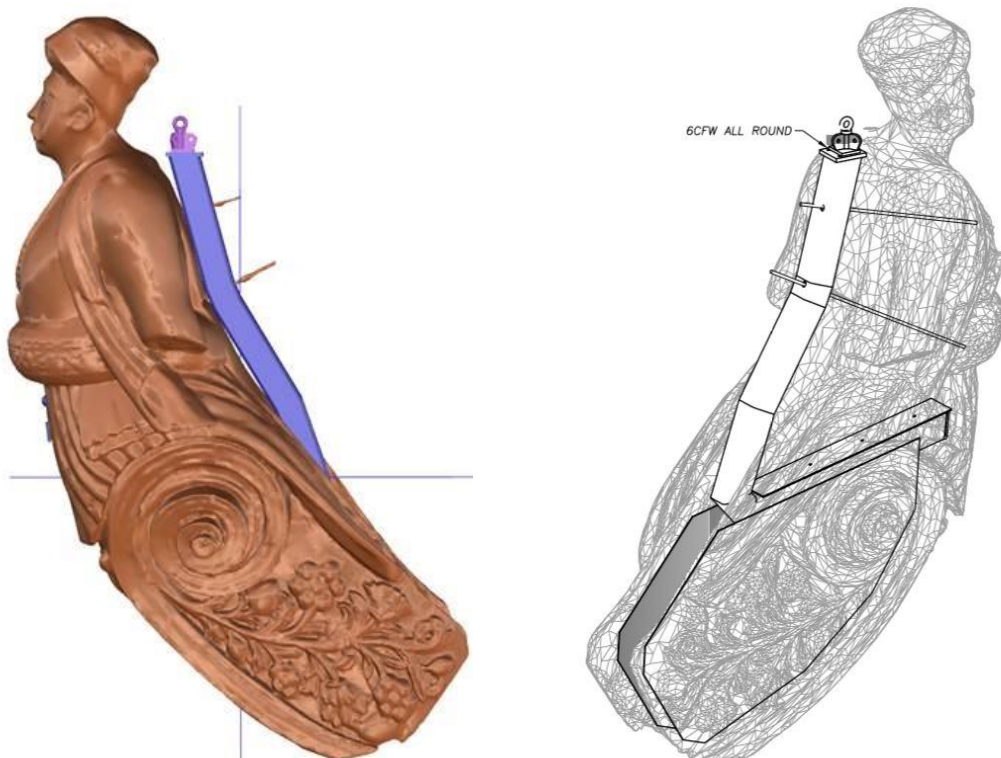
4.3.5. John Akomfrah has been commissioned to make a new three channel film which will take inspiration from the rich history and mythology of the Mayflower's voyage from Plymouth to Massachusetts to establish the Plymouth colony. An act that has become a cultural icon in the history of the United States as well as having significant consequences for the Wampanoag Nation and native North American people as a whole. The Work will be unveiled as part of

the Mayflower 400 commemorations and open in St Luke's Church where it will be exhibited in 2020 and remain in The Box's collection as a permanent legacy of Mayflower 400.

4.3.6. A notable recent acquisition for The Box is the first film by renowned African American painter Kehinde Wiley. *Narrenschiff (Ship of Fools)* which was acquired by the museum through the Contemporary Art Society as recipient of CAS's prestigious Frieze Fund Award. This film also touches on themes of migration and identity and will form part of The Box's opening exhibition programme.

4.3.7. Plymouth will be one of the four cities (alongside Aberdeen, Manchester and Wolverhampton) hosting The British Art Show (BAS9) in 2021. This will be a major across the city initiative held at The Box, The Arts Institute, The Gallery and KARST in collaboration with Hayward Gallery Touring.

#### 4.4. Figureheads



4.4.1. The figurehead conservation project is the most significant of its kind in a generation and not only secures the future of the Devonport figureheads, but identifies The Box as a centre of excellence and innovation for the preservation and display of maritime heritage, with one of the largest collections of figureheads in the UK.

4.4.2. The challenge of conserving the figureheads has been significant and complex. The true extent of the repairs needed was only really fully understood when each figurehead was stripped back. This is when internal rot was discovered in the central cores of many of the figureheads. Water had got into surface cracks penetrated through to the central timbers which were soaking wet. For many of them this involved drying out and treating the timbers whilst the damage was so far gone in some of them, this required cutting out the worst sections and substantial carving in new sections of timber. Other interventions have included steel rods through the timber structures to brace old and new timbers together. This extensive amount of conservation work has created a cost pressure on this part of the programme.



4.4.3. The ambitious aerial display concept has compelled teams of conservators and structural engineers to develop innovative solutions to overcome the challenges of decay on a grand scale. 3D modelling and CT scans have enabled conservators to create complex but elegant structural mounts, with each figurehead secured in place with only 3 cables to create the effect of a fleet of carvings floating in space. This suspension of the figureheads from the concrete box in the sky is unique across the world.

4.4.4. This best-practice model for the conservation, interpretation and re-display of the figureheads is now being shared with international partners to develop a joint tourism product to increase visitors to The Box and promote Plymouth's wider maritime heritage.





## 5. Construction Contract

### 5.1. Progress

5.1.1. The construction contract was let to Willmott Dixon in June 2017 following an enabling work period. The contract has recently been rephrased due to construction delays from abnormal conditions on site requiring additional work to St Luke's Church as well as the former museum and Library buildings. These abnormal conditions requiring additional work have included:

- Underpinning of foundations in the original main building and waterproofing works as water has been penetrating the structure at below ground level
- Works to the North Hill Façade where capping stones were loose and at risk of failure
- Structural problems to the old Library
- Balcony support structure in St Luke's church inadequate and requiring new foundations and structural reinforcement to support the balcony safely.
- The Tower of St Luke's Church in very poor condition
- Additional conservation works in St Luke's church including items such as the stained glass windows, lead work, stone repairs and the old lime mortar rendering.
- Asbestos and needles found in the ground to the south of St Luke's Church and contaminated tarmac all requiring specialist removal and disposal.

5.1.2. Additional work has a knock on impact to the work programme by extending it. Willmott Dixon have worked with us to rephrase the programme to mitigate these delays. This has enabled sections to be handed over to enable the fit out programme to start whilst separate construction areas remain safely active. The revised phase of work and with their anticipated hand over dates are as follows:



Phase	Works	Forecast Completion
1	The refurbishment and alteration of the old museum buildings.	1 <sup>st</sup> July 2019
2	The refurbishment of St Luke's Church	3 <sup>rd</sup> September 2019
3a	The wow space	20 <sup>th</sup> August 2019
3b	Library extension	30 <sup>th</sup> September 2019
4	Library refurbishment, external works and public realm	9 <sup>th</sup> December 2019

5.1.3. We took possession of phase on the 2<sup>nd</sup> July and the fit out contractor – The Hub were handed the keys on the 3<sup>rd</sup> July.

5.1.4. Progress on site can be viewed at any time through the web cam that can be accessed at the following link [Site web cam](#). You will see from this that all of the external finishes have been completed to the double cantilever archive and its finish you can really see this distinct pattern of the four different finishes of tile. Notice also the optical illusion of the acute angle on the Box. It appears as a square corner of a box with the wall below at an angle. In truth, the wall is square and the corner of the box is an acute angle. The archive is of course still to be loaded with over 1 million records and artefacts. Now the scaffolding has been recently removed you get an excellent view of the Plymouth Limestone walls beneath the archive as well as the glazed space that will house the Figureheads, café bistro and retail offer. You can also see the space where the terrace and approach to the box will develop in the final phases.



## 5.2. Change

5.2.1. The design development on site has also been higher than would have been predicted. The design team with the contractor identified a number of provisional items that, at contract, were provisional sums because the design in one way or another was not detailed enough to fully price. Provisional sums are priced and agreed as works on site progress. There have also had to be a number of construction design changes to accommodate the fit out programme design including the location of power and data, changes to lighting and a number of additional works to display and store the pickles (specimens in formaldehyde). There have also been

changes to the design, layout and equipment for the catering offer. The amount of design development and under estimation on the project has proved significantly higher than expected.

### 5.3. Costs

5.3.1. The refinanced construction contract sum was approved as £26,371,335 with a contingency set aside not shared with the contractor. The Quantity Surveyors, Faithful & Gould, prepare a monthly cost report that offers an anticipated final account figure, based on the instructions and potential changes that the contract administration team are aware of. These reports track change and contract liability due to the abnormal, client, exhibition design and architectural matters. There remains significant cost risk due to the ongoing construction works and the works are current forecasting a final account very close to the top of the contingency figure. This will be carefully monitored however there is limited ability to fully control these costs when they are related to abnormal conditions. Any additional cost pressure will be dealt with by additional service borrowing.

### 5.4. Construction Social Impacts

5.4.1. To date Willmott Dixon have delivered the following through the construction project:

- 11 work placements for people within education
- 11 jobs have been created through the NSAF (National Skills Academy for Construction)
- 21 people have gained industry certification across the site workforce
- Willmott Dixon have linked with the Prince's Trust to support learners on their journey into employment. In May, WD collaboratively delivered the Future Steps into Construction programme aimed at 18-30 year olds who are looking for work in the industry and who are currently unemployed and not in training or education.
- WD have facilitated a work placement for Kat, a 20-year-old girl who had completed her Level 1 & 2 in carpentry a few years ago but has been unemployed since due to her lack of practical experience. She was worried about working on a construction site as she felt intimidated by the male dominated environment. WD have since placed her with their carpentry supply chain partner Bob Barry for a work placement (one day a week, going up to 2 days a week) and she is now looking to start an apprenticeship in September.
- Young Devon (largest young people's charity in the South West): WD have delivered careers talks to their learners on the Work-based Learning and the Independent Life Skills course. One of their learners, who has learning difficulties and is currently working with a support worker from the Council, will be doing a work placement at the Box. He will be working alongside the site stonemasons.
- WD have facilitated a work placement alongside TClarke for a candidate from the Jobcentre who was looking for an electrical placement.
- WD delivered a careers talk for Year 10 students at Stoke Damerel Community College on 22nd May as part of their school engagement for the Building Plymouth initiative.
- WD are sponsoring a £5k Elmer sculpture for Elmer's Big Parade (8th July – 15<sup>th</sup> September) which will be situated between the College of Art and the Roundabout pub outside The Box. The sculpture will be auctioned off after the parade and the money will be donated to St Luke's Hospice Plymouth.
- The School of Engineering will be using the outside space at the Box for an outline design project in the first semester of the next academic year. The focus will be on sustainable infrastructure. Pete Herrod-Taylor from Atkins will support the project.

## 6. Service Restructure and Organisational Change

### 6.1 Phase 1 Staff Restructure: Senior Management Posts

6.1.1. To achieve a step change in the cultural offer required a substantial restructure in staffing for the Arts and Heritage Team. At the beginning of April 2018, an interim CEO (Paul Brookes) was appointed to begin, amongst other tasks, the restructure of staff. The first appointments were to create a senior management team of three posts.

6.1.2. These three posts were discussed and agreed with the Arts Council England as major funders of the service, who also helped with recruitment of the right candidates:

- Head of Contemporary Arts – Nigel Hurst, ex CEO of Saatchi Gallery
- Head of Business – Kate Farmery, ex Executive Director of Torbay Culture
- Head of Heritage, Art and Film – Nicola Moyle, ex Head of Heritage and Arts of Plymouth City Council

### 6.2. Phase 2 Staff Restructure

6.2.1. The vision behind the restructure was to have the very best team across a number of inter-related areas of expertise: collections development and display, contemporary art exhibitions and commission, public engagement, learning and research, commercial development, marketing fundraising, business operations and administration.

6.2.2. The structure also recognised that it needed to be strengthened to deliver its considerable responsibilities that cover not just the operations of The Box but also those of the historic houses (Smeaton's Tower, Elizabethan House and Merchant's House), the city's strategic role for the development of arts and heritage, and also the ongoing management of Mount Edgcombe, which was outside the scope of the restructure.

6.2.3. The structure also recognised that the best team could also be achieved by being flexible about the number of hours an individual might wish to commit to.

6.2.4. Consultation on the second phase of the staff restructure was launched on 19 July 2018 and continued until Expressions of Interest were invited from the Arts and Heritage Service on 11 November.

6.2.5. All internal interviews were completed by 17 January 2019 and then posts still remaining vacant were externally advertised.

6.2.6. All internal candidates started their new roles on 1 April 2019.

6.2.7. The staff complement of The Box is 63 full time equivalents (FTE), of which 46 FTE were filled by 54 internal candidates, 16 of whom who are contracted to work less than 37 hours. A number of posts remain vacant and will not be recruited until nearer the time of opening, especially in relation to front of house duties.

### 6.3. Organisational Development

6.3.1. As part of embedding the changed vision, values and culture of the new institution, two away days were held in April and May 2019.

## 7. Governance

7.1. The establishment of a senior executive team for The Box, supported by a wider management team, required the governance structure to be updated for the transition period in which the capital project is being completed and the emphasis moves towards operational delivery.

7.2. Detailed workstream leads report into the Senior Management team of The Box, who then flag any issues for resolution at the Programme Board, chaired by the Senior Responsible Officer for the Council, David Draffan.

7.3. The revised Governance chart is attached as Appendix 2

## 8. Reload

8.1.1. 'Reload' is the programme of activity that is planned over the last 12 months of programme up to opening in 2020. This is possibly the most challenging part of the programme for the service as it requires the public facing activities to go dark as the collections are moved from their current locations into the new facility. This includes the exhibition artefacts that require unpacking cleaning and mounting in their new cases.

8.1.2. 'Reload' will bring well over a million objects from 9 different locations around the city and involve the dismantling of the systems, including IT, that support these collections. This must be done in a way that tracks every object so that at no point is any object unaccounted for. It is a systematic move that needs to be planned like a military operation!

## 9. Plan for Opening

9.1.1. With around 9 months before opening, it is essential that the Box Programme has a significant new focus on operations. A comprehensive plan for opening has been drawn up to ensure we are Box-ready in Spring 2020, drawing on the Head of Business's experience of re-launching Manchester Art Gallery and The Whitworth. It focuses on:

### *Our visitors*

- Effective marketing, PR and community engagement to engage residents (especially Plymothians who have never been to a museum before, families and students); draw tourists (particularly day visitors) to the city and create that 'national moment' to put The Box and Plymouth firmly on the map as a leading creative centre. We'll start with a teaser – a giant hoarding on the North Hill façade of the building – before ramping up activities from September and rolling out a major countdown-to-opening campaign in January.
- The launch of a new The Box website from September.
- A new offer for group visits, which has already resulted in significant bookings including two large groups of Disney Cruise passengers.
- Impactful signage and wayfinding – we've secured the support of Holmes Wood, nationally renowned for their wayfinding schemes in Tate Modern and the V&A, to design and implement a scheme which ensures visitors can find and easily recognise the building and are welcomed and orientated effectively.
- Transport planning, in collaboration with partners across the city, to tie in bus and rail services and refurbish the nearest car park, Regent Street.
- The introduction of a new ticketing and customer relationship system, which will facilitate quick and easy ticket sales (online and in person) and transform our ability to interact with visitors and commercial clients.

### *Our staff*

- Recruitment and comprehensive training of a crack team of uniformed visitor services, sales and information staff.
- Relocation of all Box staff into the Box building.

### *Our income*

- Selection of a skilled catering partner to fit out and deliver our vision for The Box's bistro bar, Tavistock Square street food and catering for private hire events and parties.
- The fit out and launch of The Box shop, with a wide range of distinctive and Plymouth-focused merchandise and a new EPOS system to facilitate effective sales and performance management.
- The launch of our venue hire business, to encourage lucrative reception, dinner, conference and meeting bookings – NB bookings for approx. ten major events have already been taken, before we are actively promoting.
- The introduction of charging for touring blockbuster shows – Plymouth Residents will be able to access for free in 2020. The Box will remain free to entry.
- The launch of a Box Members scheme to complement the existing Friends' scheme and maximise membership income.
- The design, manufacture and installation of contactless donations points throughout the venue.
- Fundraising from trusts and foundations; wealthy individuals; sponsorship and gallery naming, beginning with the finalisation of a three year deal with Babcock.

#### *Our building*

- The introduction of comprehensive ICT, telecoms, facilities management and security systems and maintenance plans, in collaboration with the relevant PCC departments and Delt.

## **10. Funding**

10.1. The latest approved budget for The Box is £44.452m and reflects an ambitious investment in the City for growth, culture and innovation. This is broken down into Capital (£40.531m) and Revenue (£3.921m). Expenditure to the end of June 2019 is £30.649m and this represents 68.9% of the total budget. The grant income has been very successful, with grants received from Heritage Lottery, Arts Council England, Coastal Communities, European Regional Development Fund, Garfield Weston and the Wolfson Foundations, in total £22.9m of capital and one off revenue, which pays for the construction, exhibition and current activity plan to replace the museum service while closed. A Further £4.1m revenue over 4 years has been agreed through Arts Council England (ACE) as The Box was re-designated as a National Portfolio Organisations (NPO) in June 2017.

10.2. Whilst the project remains within its current funding envelope, abnormal site conditions continue to be found causing additional calls on the remaining contingency- such as a significant amount of Asbestos and needles found in the ground to the south of St Luke's Church requiring specialist removal. Specialist conservation work of the figureheads has also exposed additional cost pressures with many of the figureheads found to have their internal core structures in much worse conditions than surveys identified. This has resulted in significant additional work to rebuild and conserve properly these treasured heritage assets. The budget is being carefully controlled, monitored and forecast to project completion however it should be noted that there is little ability remaining to offset unplanned cost pressures. Any pressure will be dealt with by Service borrowing.

## **11. Revenue Budget**

11.1. The revenue budget for The Box has been agreed with the Arts Council for a four year period as part of its funding agreement and takes it through to March 2022, the end of the second financial year after opening. The Arts Council is increasing its grant from £875,000 in 2019/20 to £1,198,000 for each of 2020/21 and 2021/22.

11.2. The Box total turnover is £4m+ and expenditure balances with income received, based on a number of assumptions around commercial income, which have been interrogated by independent consultants, Fourth Street, and re-interrogated by another set of consultants, The Seeking State.

11.3. The key areas of commercial income are retail, catering, exhibition admission charges and corporate venue hire.

11.4. The business model is based on a percentage share of turnover being received from an external catering contract; of the retail shop being delivered in-house; of The Box being free but special exhibitions having a charge for everyone except local residents; of spaces both internal and in the piazza being available for corporate hire.

11.5. The Box galleries will be open to the public 6 days a week (closed on Mondays). On Mondays The Box will be open to school visits and corporate hires. The opening hours of the bistro bar are yet to be determined in negotiation with an external caterer but are envisaged as being able to be open 7 days and evenings per week.

**12. Risks**

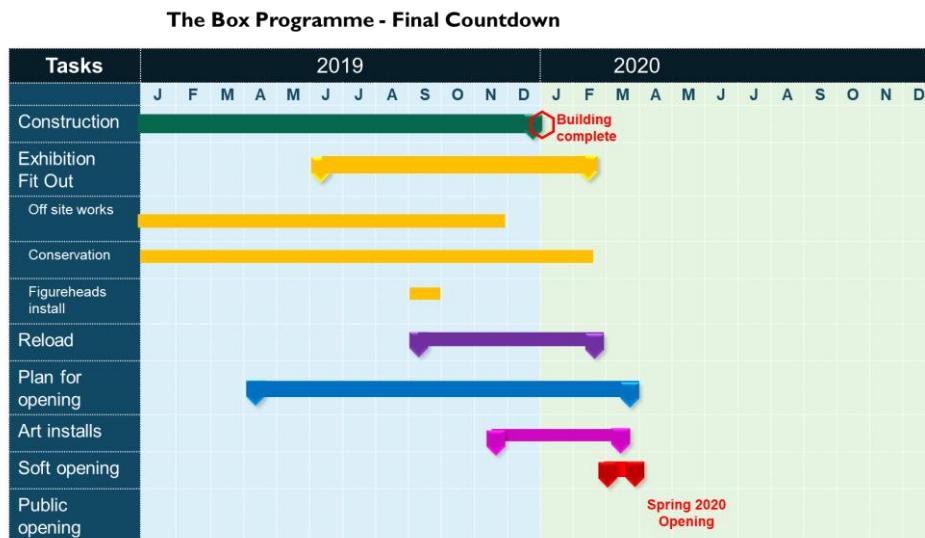
12.1. As expected of a project that has strategic benefits, there are a number of risks that the Council is taking in delivering such a large and complex project.

12.2. It has been widely accepted from its inception that a project that seeks to make a step change in the cultural experience of the city will have a sizeable price tag; and the Council has been very successful in gaining external funding support for the venture. However, it is right that the Council is also funding a proportion of the cost and remains in a position where it stands behind the outcome costs of the project.

12.3. The Council is therefore holding project risks whilst we complete the build programme and fit of both the galleries and other spaces within the building. There has been risk with the conservation of the figureheads and the design and development of the hanging method. The current biggest risk is the pressure on the current agreed funding when risk turn into project issues and additional cost is required to mitigate the issues. The project also holds a reputational risk that the outcome of the programme meets expectations. This has been mitigated with a very strong cross party member involvement in the programme throughout its design development, and now construction period.

**13. Timescales**

13.1. The driver for the programme is to have the visitor experience open for the spring season in the year of 2020, in time for the Mayflower celebrations. This is a fixed deadline that imposes constraints to the contract delivery of the buildings and exhibitions.



13.2. Construction delays have resulted from various abnormal conditions found on site. This included elements of St Luke's church, and parts of the old library and museum. This has resulted in additional works required which have naturally taken extra time. The impact of these construction delays has resulted in rephrasing the construction to hand over in four stages. This has enabled us to overlap the construction and fit out contracts to remain on track for our opening date. We have also had to overlap parts of the exhibition fit out with when we move into the building in January and start the operational parts of the plan for opening including staff training and soft opening. Whilst overlapping will come with challenges we remain currently on track to achieve our original opening date of spring 2020. It should be noted that the pressure on the programme is high and any additional delay from here on in will be very difficult to mitigate.

13.3. In early autumn the programme will need to be reviewed to understand if the opening date is on track and can be publically confirmed. This will start our countdown to opening as we build excitement and anticipation for opening The Box.

## **14. Conclusions**

14.1. The Box Project has reached a major milestone where parts of the building are now being handed over by Willmott Dixon, the building contractor, to the exhibition fit-out contractor, The Hub. It is also now only 9 months before The Box opens to the public.

14.2. The Plan for Opening has great detail on operational issues such as health and safety, duty manager rotas, IT systems etc. It is also putting in place the marketing campaign that launches in the autumn and reaches out to local residents and the wider world that The Box is coming soon! And it is free!

14.3. The Box Visitor Services and Sales and Information teams are preparing for the influx of visitors and looking forward to offering them an experience they won't forget and will want to revisit again and again.

14.4. The Box's Engagement and Learning Team are reaching out to schools and those hard to reach communities in Plymouth, for whom The Box may become a source of inspiration for future generations.

**Appendix B – Engagement and Learning Plan (draft)**



## Learning and Engagement Plan

We believe that museums have an important role to play in people's lives. They enhance health and wellbeing, create better places to live and work and they inspire engagement, debate and reflection<sup>1</sup>.

We want to create experiences which offer the excellence expected at a national museum here in Plymouth. We want to make sure that The Box is not only a great place to visit for the people of Plymouth and the South West (and offers plenty of experiences that give visitors a reason to return again and again) but that it is also recognised as a 'must-visit' cultural destination for people nationally.

As a publically funded organisation we also have a duty to guarantee access and inclusion for everyone, including those least likely to participate in cultural activity. Our unique offer of world class collections in purpose-built spaces will place learning and engagement for everyone at the heart of our work and ensure our relevance as a museum in the 21<sup>st</sup> century.

The Engagement Programmes Team plays a key role in the individual engagement with, public perception of and sector-wide awareness of The Box. Together we:

- Create opportunity for everyone to experience moments of creativity and discovery, to learn and to have fun
- Respond to issues of social justice, working with underrepresented communities to redress imbalances of access to, and participation in, culture
- Address societies contemporary challenges by working in partnership to deliver real difference in people's lives and alleviate pressure on other public services (for example with initiatives that address issues such as dementia, loneliness and mental health)
- Remove barriers to participation, whether they are sensory, intellectual, attitudinal, cultural or financial
- Build our audiences of tomorrow by capturing young people's imaginations today

We will achieve this across 4 strands of programming which focus on activity by, with and for families, schools, young people and communities.

We are focused on delivering **relevant and meaningful activity** that offers people **outstanding experiences** which are **sector-leading** and **sustainable**.

The next steps ahead of opening are set out below:

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<sup>1</sup> Museums Change Lives, Museums Association

	How we will do this	What this will look like	Action
<b>relevant &amp; meaningful activity</b>	<p>Our work is <b>collections /commissions/ exhibitions based</b>. We respond directly to the opportunities that The Box afford us</p> <p>We will ensure <b>reflexive practice</b> by ensuring processes for evaluation, self-reflection and sector benchmarking.</p>	<p>New programmes and projects respond to The Box's opportunities including:</p> <ul style="list-style-type: none"> <li>- Families Programme</li> <li>- Schools Programme</li> <li>- Young Peoples Programme</li> <li>- Community Programme</li> </ul> <p>We will track and monitor our work to make evidence based decisions on future programming.</p> <p>We will evaluate our work to understand</p> <ul style="list-style-type: none"> <li>- what works and why,</li> <li>- what could be improved and how</li> </ul>	<p>All 4 programme strands finalised by 31<sup>st</sup> October</p> <p>CH to determine remaining MHM evaluation consultancy focus by August 2019.</p> <p>AM to gather base-line of data from PCAGM, Museum on Tour ready for comparison upon opening</p> <p>EPT reports delivered to programme board quarterly from opening.</p> <p>Evaluation plan (including ref. to Insights and Impact Toolkit) for EPT by January 2020 ready for soft-test (Feb- April 2020) and opening</p>
<b>outstanding experiences</b>	<p>Ensuring <b>equality, inclusion and access</b> exists across our programmes.</p>	<p>Participation from a range of under-represented groups in the co-design of programmes.</p>	<p>(Ongoing) Consultation, proto-typing, testing or co-design with the following groups completed by September 2019</p> <p>2 x Disability groups, 2 x Schools, 2 x Special Schools, 2 x Protected characteristic groups</p> <p>2 x Dementia groups, 2 x Families offer 1x Volunteers</p>

	Our experiences are <b>unique, hands-on and participatory</b>	We will use the following frameworks to sense check the experiences we offer: <ul style="list-style-type: none"> <li>- Generic Learning Outcomes</li> <li>- Quality Principles</li> </ul>	EPT to benchmark and sense-check against Plymouth-wide offer for their activity strand. <i>(How does our family offer compare to the theatre or aquarium for example?)</i>  EPT to arrange soft-tests (February – April 2020) with a minimum of 3 user groups per Families, Schools, Young People and Community offer.
<b>sector-leading</b>	We follow the principles of <b>cultural democracy</b> .  We will seek <b>360 degree feedback</b> on programme development and delivery  We will programme work that is <b>risk taking and ambitious</b> in scope	We will work in dialogue to understand and address the needs of families, schools, young people and communities co-designing and tailoring our offer to ensure its relevance for the people of Plymouth.  We will ensure programme design and decision making is led by EPT staff expertise, co-designed and developed with key partners/communities/ people with lived experience as relevant to the programme area.  We will put EPT activity forward for regular scrutiny review, and approval by Box leadership  We will actively communicate EPT activity with colleagues across The Box.  We will seek opportunities to work with colleagues in learning and engagement teams nationally	Stella Duffy <i>(leading national thinker in cultural democracy)</i> to meet EPT team 27/06/19  EPT Programme Plans <i>(Families, Schools, Young People, Communities, Volunteers)</i> shared for feedback with: <ul style="list-style-type: none"> <li>▪ Programme Board by 31<sup>st</sup> October 2019</li> <li>▪ SLT Team Meeting by 30<sup>th</sup> September 2019</li> <li>▪ 5 x briefings for colleagues across departments November 2019 – February 2020</li> </ul> CH to scope partnership opportunities with learning and engagement teams nationally
<b>sustainable</b>	We will work in <b>partnership</b> .	We will collaborate with a range of partners where priorities align in order to share resources or maximise impact for visitors and participants.	<i>(Ongoing)</i> CH to seek advice on key PCC departments and external partners on shared agenda.

	<p>We will take proactive steps to ensure EPT <b>financial sustainability.</b></p>	<p>We will create a spectrum across our offer of free and ticketed activity to ensure the sustainability of the programme</p> <p>We will seek financial support for our work</p>	<p>All EPT to ensure spectrum of activity from free to donations to ticketed across their planning.</p> <p>CH to liaise with KF, AN, LW on individual giving ladder (including a special focus on Schools and Dementia activity).</p> <p>CH to draft fundraising needs to share with LW</p>
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### **Engagement Programmes Team Activity: From Now – Opening**

#### *Phase 1*

July – October: Designing and developing the programmes

The four programme strands are currently in development, design of this will be completed by October with opportunity for feed-in by key stakeholders/partners as appropriate during this design phase. This will also include working with colleagues as part of the Public Programming Taskforce (see below).

#### *Phase 2*

October – February: Marketing and promoting the offer

We will work closely with the marketing team to co-design a marketing plan across the programming strands. (The exception to this will be the Schools Programme, whose marketing will begin in early September to better coincide with schools booking times)

#### *Phase 3*

February – April: Agile Testing

We will be soft testing the offer in the learning and gallery spaces between February – April, enabling us to ‘hit the ground running’ immediately on opening. This will include at least 3 soft tests across each of our Families, Schools, Young People and Community Programmes and see us work closely with the operations teams to ensure the best possible visitor experience.

We will also run short evaluation tests across these activities, enabling us to take an agile approach and continue to refine the visitor experience up until delivery. We will use three user groups per activity in order to establish a benchmark from users.

### **Income and Expenditure**

The Engagement and Learning Team has an income target of £20,000 for year one and £25,000 for year two.

The budget set for the Engagement and Learning Team in 2019/2020 is £84,583. We have allocated £36,871 to our Community Engagement programme, £29,900 to our Schools programme and £17,700 to our Families, Early Years and Young People’s programmes.

## Public Programming Taskforce

The Engagement Programmes Team (EPT) has also convened a Public Programming Taskforce (PPT) so that learning and engagement is embedded across the breadth of the visitor experience and we will be establishing a cohesive offer of talks, tours, special events linked to the audience development plan (ADP). The PPT, convened of staff from across departments, are meeting on 4<sup>th</sup> July.

## Programme Overview

The Learning and Engagement activity is split into 4 programming strands. These will offer a mixture of free and ticketed activity to support the sustainability of the programme.

### I. Families Programme

We have appointed Beth Hart as Engagement Officer for Families who will start in July 2019. She will continue activity initiated by Charlotte Gunn to develop a cohesive family programme with a mixture of self-directed and facilitated sessions from drop-in activities to special family events.

A draft family programme will be ready for review by 31<sup>st</sup> October. Proposed activities include:

<b>Proposed Family Activities For Development</b>	<b>Costs</b>	<b>Self-Directed</b>	<b>Facilitated</b>
Weekly Parent and Child Session (For children under 5 and their carers)	Ticketed		✓
Gallery Trails	Free	✓	
Explorer's Bag	TBD	✓	
Drop in activities	Free		✓
Family workshops	Ticketed		✓
Special Family Events (e.g. For example events such as the Family Rave – to be determined with the PPT)	Ticketed		✓

We will establish The Box as a family-friendly destination, we are using the Kids in Museums manifesto and working with the marketing, operations and commercial teams to ensure a cohesive approach to marketing our offer, ensuring outstanding visitor experience and commercial opportunity across activities.

We will be applying for the national Kids in Museums Family Friendly Award in May/June 2020 and Hoop Awards 2020.

## 2. Schools Programme

The Core Schools Programme and Artist Educators Programme will deliver a series of facilitated schools sessions for all ages between EYFS-KS5 (including for pupils with SEND). The schools programme has been developed in consultation with the Teachers Ambassadors network which comprises 53 Teacher Ambassadors from around 30 schools across Plymouth and the surrounding areas

The sessions will be focused on the National Curriculum, providing structured sessions for learning across a variety of subject areas such as art, history, geography and STEM subjects.

The combination of both a new building and new model of charging presents a challenges in accurately predicting numbers of school visits, however given timetabling constraints for both schools and our Learning Space we predict we could deliver up to 228 facilitated sessions per year potentially reaching 6,840 school children. This equates to an average of 6 school visits per term-time week.

In addition to the core schools programme there will be 15-20 online resources covering topics from STEAM, Prehistory, World War I and II, Slavery and Abolition, through to Contemporary Art. These online resources, free for schools and colleges to use, will support schools taking part in self-directed visits as well as embedding learning both pre and post visit.

22 schools loan boxes which cover topics from Mummification to African Instruments will be available to hire.

Our schools programme includes:

School Activities	Costs	Self-Directed	Facilitated
Facilitated Sessions	£3.50 per student		✓
Self- Directed Visits	Free	✓	
Loans Boxes	£20 per week	✓	
Online Resources	Free	✓	
Teacher CPD Offer	Free		✓

Schools will be contacted in September to promote bookings. Bookings will be made via the webpage in the first instance, with a call-back from the team (as managed when the museum was previously open). Once Tessitura is in place from January 2020 bookings will be made through the online system enabling us to capture a range of data about school visits.

We will RAG rate our schools programme to identify and monitor schools engagement and the interest in our offer. Recognising that charging for our schools programme will be unaffordable for some, we are exploring offering a number of school bursary places to schools most in need covering the cost of transport and participation.

We will be applying for the Sandford Award, which recognises excellence in museum and gallery education, in May – June 2020.

### 3. Young People's Programme

Our Young People's Programme will deliver a series of opportunities for Young People to be inspired by the contents of The Box, produce a creative response to the collections, exhibitions and archives and develop their skills. These hands-on, creative sessions for young people will help develop practical skills and increase knowledge around a number of subject areas including design, architecture, music and art.

The programme will include ticketed workshops (currently in development these will test a range of activity and price points to gauge interest) for activity such as photography, film and other creative outputs.

A draft young peoples' programme will be ready for review by 31<sup>st</sup> October. Proposed activities include:

<b>Proposed Young Peoples Programme</b>	<b>Costs</b>	<b>Self-Directed</b>	<b>Facilitated</b>
Competitions	Free	✓	
Young Peoples Workshops	Ticketed		
HE/FE Visits including supporting MA Archive Studies module	TBD		✓
Student Offer (TBD with PPT)	Free		✓
Work Experience/ Placement	Free		✓

We will be working in partnership with HE institutions to develop a compelling student offer which supports the development of new skills and experiences for students as they move into the workplace and that also makes Plymouth a compelling place to study and live. For example, we are considering how we might support a students programming group who could use our collections to respond to current international issues such as activism around climate change or decolonisation and more locally, urban regeneration and social inequalities.

We will also build on the model of performance interpretation that has been developed with Spice Box, Rope Walks and the Keeper of the Light performances working with city-wide and regional performing arts partners. This will see us work with performing arts students to devise and perform new work which bring collections to life for audiences including creating a new visitor experience at the Elizabethan House.

### 4. Community Learning Programme

#### **Adult Learning Workshops**

These are bookable workshops for adults, facilitated by freelance practitioners and occasionally an Engagement Officer. These workshops will be delivered in the Learning Space. They will enable adults to explore the collections, exhibitions and commissions within The Box, through practical art and craft activities. We will programme 6 workshops in 2020/2021, rising to 12 sessions in 2021/2022 if the initial offer is successful.

### **Women's Traditional Craft Group**

The Women's Traditional Craft Group forms part of our Health and Wellbeing offer and has been operating for 10 years. It is open to women from all backgrounds. The group undertakes projects with and for The Box, often based on collections and exhibitions and also regularly produces work for donation to local and national charities. Although ostensibly a 'knitting group' the group performs a vital social link for many isolated older women. The group receives participants via mental health referrals and many are bereaved or suffering long term health problems. These sessions run once a week and are delivered by a freelance practitioner with support from an Engagement Officer.

### **Arts and Minds**

Arts and Minds forms part of our Health and Wellbeing offer, delivered via regular life enhancing, creative workshops for people living with dementia and their carer's. This regular programme makes a wide reaching and positive contribution to Plymouth as a Dementia Friendly City. Previous evaluation and research studies suggest that Arts and Minds has made a positive impact in the improvement of cognition function, memory, creative thinking, enjoyment of life and relationships between people living with dementia and their carer's. These sessions run once a month and are delivered by a freelance artists with support from an Engagement Officer.

We intend to build upon our expertise for delivering creative interventions for people living with dementia by working with HE providers (who have previously expressed interest in this work) teaching these skills to students participating in health and social care courses.

### **Plymouth After Dark**

Plymouth After Dark is a flagship community engagement project which works with some of the most underrepresented and hidden communities across the city. The project has the potential to be nationally significant for the museum sector which in turn would support our ambition to establish ourselves as sector-leading.

This five year project explores the city when the lights go down, through people, places, stories and objects. We believe in the importance of museums, art galleries and archives to promote, reflect and value culture and to act as agents for personal, social and cultural change. This project aims to contribute to this through the programming of opportunities for meaningful engagement, significant audience development, relevant contemporary collecting and ambitious risk-taking opportunities through a variety of means. It will result in a major exhibition at The Box in 2021.

We will increase the visibility of The Box nationally by raising the profile of this project across the sector for example profiling the project at conferences and highlighting the impact to key funders.

### **Maker Memories**

Maker Memories is a community engagement project which explores the history of Maker Camp (in South-East Cornwall) since the 1920s - when it became a holiday camp for school children from Plymouth – to the present day use as a music and arts venue.

The project aimed to create a community archive collection of both digital and physical stories, images, documents, film and ephemera. These have been highlighted on a community-lead website, social media channels and a touring exhibition in community venues.



Maker Memories will be the first community exhibition on display in The Box in 2020.

### **Your Recipes, Your Heritage**

Your Recipes, Your Heritage is a community engagement project with the aim of reducing isolation and loneliness in older people through historic recipes and food. The project is delivered in partnership with CATERed through their community meals-on-wheels service, utilising a researcher specialising in food heritage.

From memories of using powered eggs and rationing, iconic local delicacies such as pasties, through to the development of microwave meals this research formed the basis of a two year programme which looks at how we can bring people together through food and historic recipes.

Your Recipes, Your Heritage will be the second community exhibition on display in The Box in 2020/ 21, alongside a publication featuring community-sourced local recipes.

A wrap-around programme of talks, tours and more linked to exhibitions and key calendar moments will be planned with the Public Programming Taskforce.

### **Loans Boxes**

6 community loan boxes which cover topics from 'Out on the Town' to 'Gardening' will be available to hire.

### **Mayflower 400 Community Development**

The Mayflower 400 projects are supporting over 60 community-led projects across Plymouth including targeting 12 'cold spots' identified by PCC Public Policy unit as having the lowest engagement. This work has supported individuals across a broad spectrum of cultural activity investing in local community leaders and with communities commissioning artists to work with them. The programme supports our remit to work inclusively with diverse communities. Recent evaluation for Vital Sparks (the model upon which Mayflower 400 Community Sparks continues) found that 41% of projects have involved working with people or groups with protected characteristics.

The success of the programme has seen us continuing to build a foundation of grassroots community supporters for The Box across Plymouth. This programme has also seen us play a key role in strengthening and improving communities, offering opportunities to bring people together in new ways and contribute to the ecology which supports Plymouth as a great place to live and work.

### **Volunteering**

We are planning how we will recruit both new and existing volunteers to support The Box across a range of functions from opening.

This will include consultation with diverse groups to initiate interest and design volunteer roles accordingly as well as offering a breadth of opportunities for volunteers responding to changing volunteering demographics and motivations (for example family volunteering, remote volunteering, volunteering for wellbeing and inclusion and ensuring a balance of front and back of house roles). We are exploring how we support

volunteers through induction and training as well as enable volunteers to lead activities where appropriate. We will also be capturing the impact of volunteering at The Box and the difference this makes.

### **South West Film and Television Archive**

We will integrate the use of the film archive across all of our programmes (for example with archival footage used within our loans boxes, as part of our Arts and Minds sessions and as part of school visits) as well as continue to use archival footage for marketing/social media feed purposes (short clips, GIFs etc).

The embedded use of SWFTA across our work responds to many of the key themes and interests of the BFI such as increasing young audiences aged 16 – 30, seeking archival programming opportunities and maximising inclusion and diversity.

### **Special Programmes:**

#### Mayflower

We will deliver a comprehensive programme to support the public exhibition programme and associated contemporary art commissions and exhibitions. This will include facilitated sessions, online resources and a loans box for 'Mayflower: Legend and Legacy', facilitated sessions and online resources for the associated 'Kehinde Wiley – Narrenschiff' exhibition, facilitated sessions and online resources for the associated 'Another Crossing' exhibition, facilitated sessions and online resources for the associated 'Another Crossing' exhibition, facilitated sessions and online resources for the associated 'John Akomfrah' exhibition and facilitated sessions, a masterclass and online resources for the associated 'Wampum: Stories from Shells of Native America' exhibition.

We have commissioned Made By Katie Green to deliver a contemporary dance and heritage programme to provide meaningful cultural experiences and develop new, and more diverse, audiences as part of a national project 'The Imagination Museum: Mayflower 400'. Performances will be delivered in public locations across the city (including The Box's piazza) and a supporting engagement programme will be delivered at Coombe Dean School in Plymstock, with opportunities for primary schools and the wider community.

We have also supported Theatre Royal, Plymouth's 'Journey's' project, part of their wider 'Transatlantic' community theatre project for Mayflower 400. This entailed the delivery of four heritage workshops on the history of the Mayflower voyage, which were delivered to over 50 people by our Learning Officer alongside Dr Kathryn Gray from the University of Plymouth. These workshops were designed to provide the heritage background of the Mayflower story to individuals who would like to participate in the Journey's performance in June 2020. These workshops enabled our Learning Officer to pilot resources that will be used in the Mayflower schools session when The Box opens.

#### British Art Show 9

We are awaiting confirmation of the British Art Show 9 programme so that we can create a fitting learning and engagement offer. We envisage this will encompass all of our strands of activity: Families, Schools, Young People and Communities as well as create new volunteering opportunities.

## **Appendix C – Retail presentation**

# THE BOX



## SHOPPING THE BOX

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Plymouth Museums Galleries Archives  
[theboxplymouth.com](http://theboxplymouth.com)



Octopus Brooch also available as a slightly smaller necklace



Pirates of Penzance Fish Brooch Also available in green & as a slightly smaller necklace



The turn of the tide fish brooch or necklace.



turn of the tide fish cufflinks Also available in the anchor fish design.



Fish Earrings

Mini Ship Necklace or cufflinks



Anchor fish Brooch - also available as a necklace (prices as above).



Anchors both available as brooches or necklaces.



Whale Necklace or brooch



Bunting Choker



# NAUTICAL

## Port of Plymouth

### Our Art







## EXPLORATION

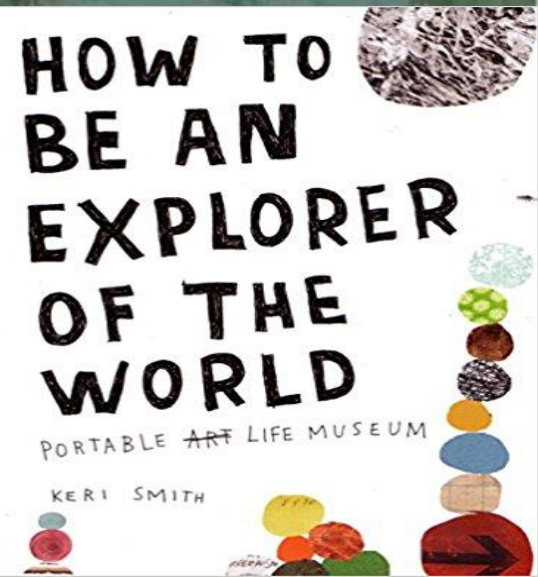
100 Journeys  
Active Archive



# HOW TO BE AN EXPLORER OF THE WORLD

PORTABLE ART LIFE MUSEUM

KERI SMITH

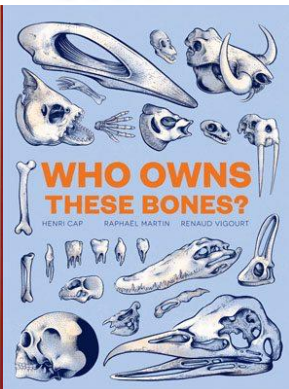
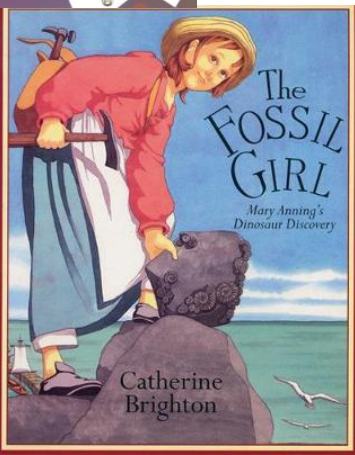






# NATURAL HISTORY

## Mammoth



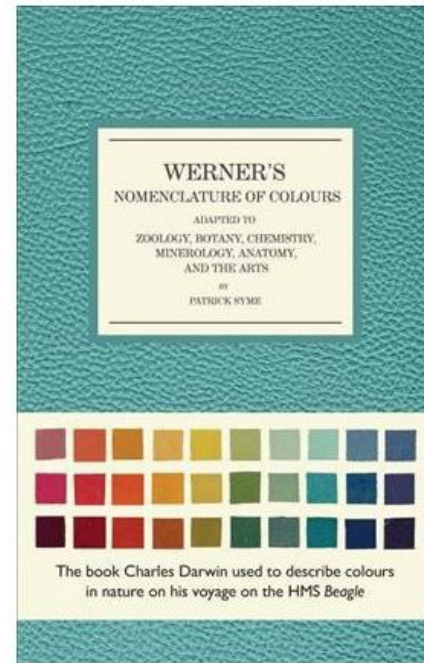
magnoldz geology



LIVING NATURE

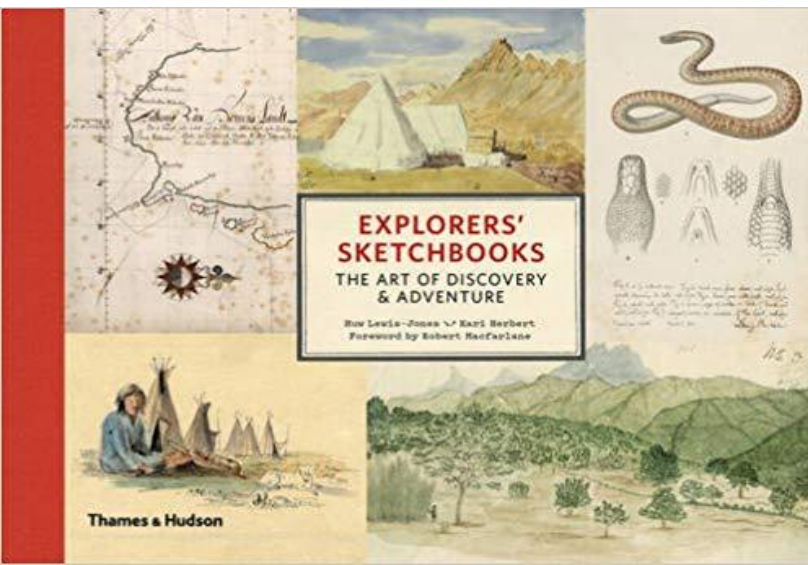
LIVING NATURE





# ART & CREATIVITY

## Our Art





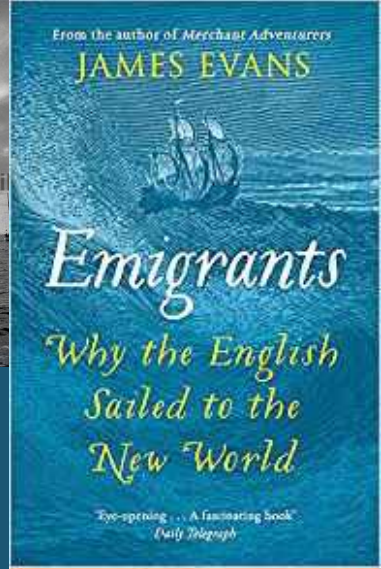


# NOSTALGIA

Media Lab  
Memory Box

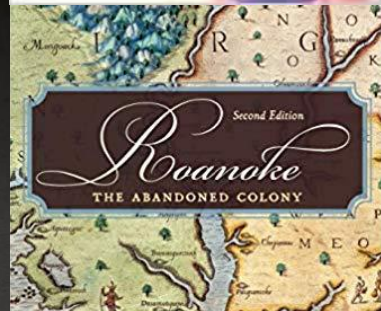
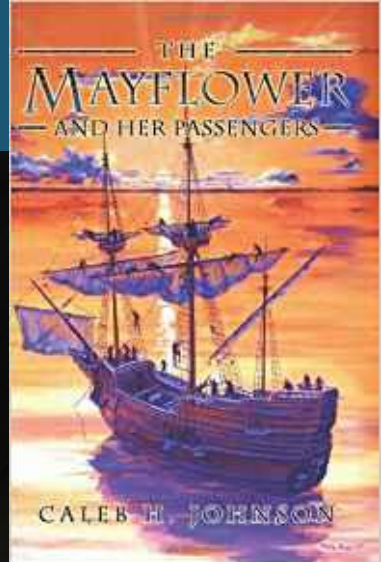






# MAYFLOWER

Legend & Legacy  
400 Commemorations

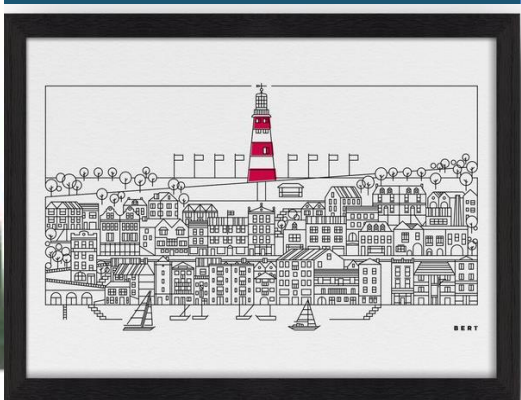
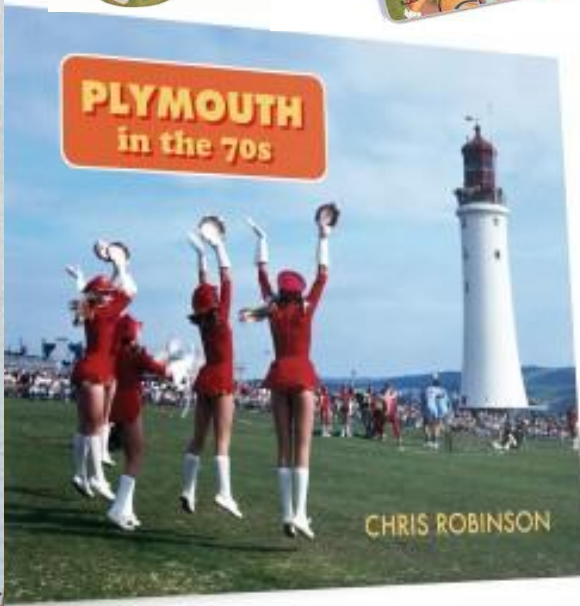






# PLACE

## City of Plymouth





# THE BOX



## THANK YOU

For more information contact Ian Cooper, Business Manager, The Box

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Visit [theboxplymouth.com](http://theboxplymouth.com)

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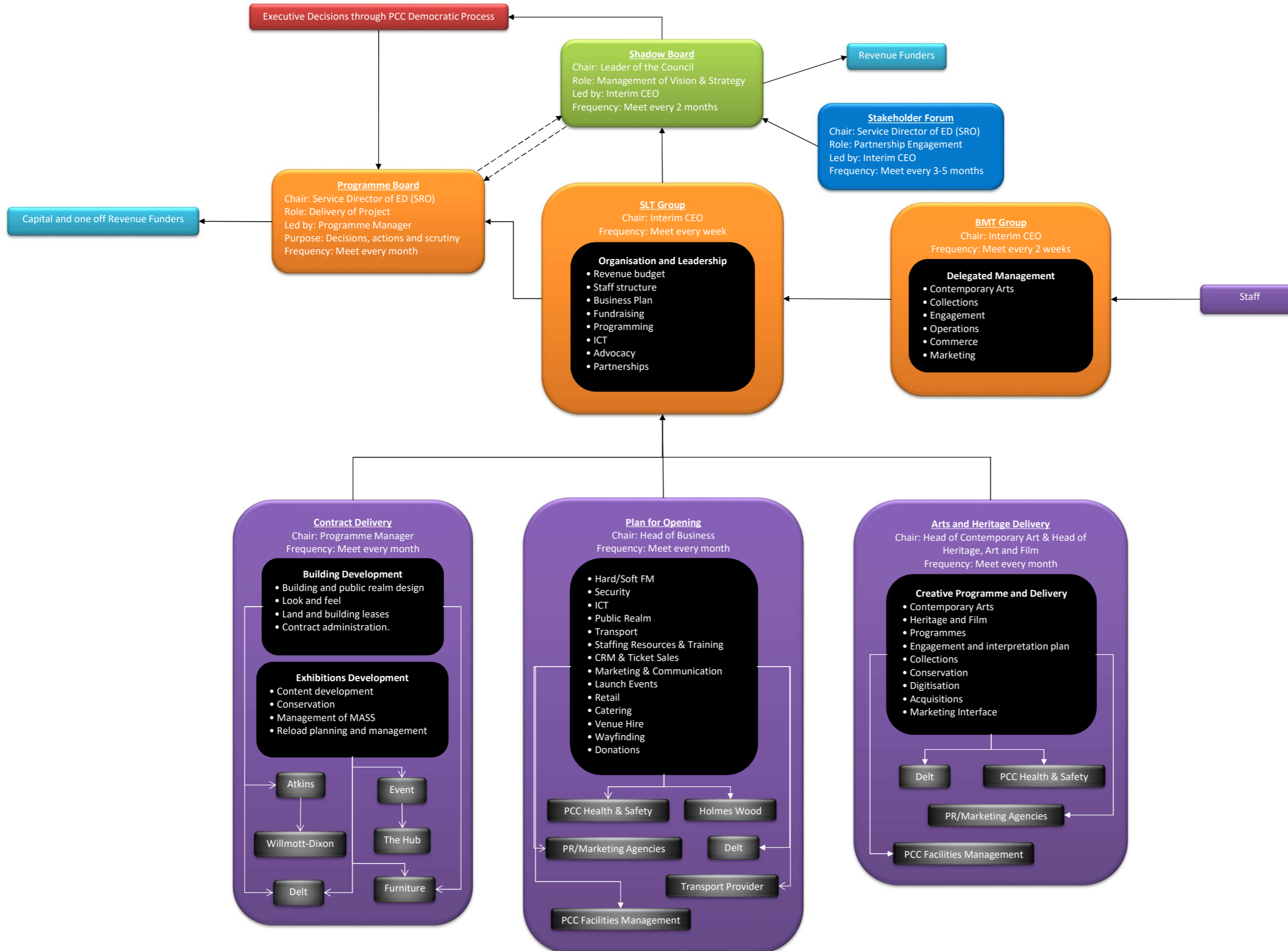
Plymouth Museums Galleries Archives

[theboxplymouth.com](http://theboxplymouth.com)



## **Appendix D – Governance Structure**

# The Box, Plymouth Project Management Structure Chart 2019-2020



## **Appendix E – Risk Register**

# The Box Risk Register

RISK REF	Date raised	Date last amended	POTENTIAL RISKS IDENTIFIED	Mitigation	Initial RISK RATING			Rating following mitigation			CURRENT RISK RATING			RAG	COMMENTS	LEAD	CHAMPION	Group
<b>Board Risks</b>																		
<b>Business Risks</b>																		
<b>Construction Risks</b>																		
<b>Design Risks</b>																		
PHC 006	May-2015	Jun-2019	Union opposition to governance and staff proposals.	Arrange early engagement with key unions set up regular contact meetings advanced of consultation.	4	4	16	2	3	6	3	3	9	Orange	Previously, agreed approach with members with a positive union meeting taken place with new staffing structure now in place. The contentious issue of 7 day a week contract not a part of restructure consultation and therefore requires progress in the second half of 2019 ahead of opening.	PB	DD	Board
PHC 010	May-2015	Nov-2016	Fatigue, stress, resilience and long term sickness of project team.	Adequate resources, staff taking leave allocations, reasonable workloads, supportive environment open to discuss difficult challenges, staff support mechanisms, PAM assist etc.	0	0	0	0	0	0	0	0	0	Orange	CLOSED in Nov 2016. RE-OPENED post the death of a key project team member and the long term sickness of another. Often related to outside of work stresses and pressures that could be further exacerbated by the length of time the project has been going and the significant amount of change ahead around reload and getting ready for opening. Stress risk assessments to be reviewed and updated with action plans if required.	PB	DD	Board
PHC 013	May-2015	Jun-2019	Failure to keep the partnership in place.	Maintain close relationship regular information meetings and real involvement.	4	5	20	2	5	10	1	5	5	Green	Governance issues occurred with to the signing off of HLF contracts all agreement agreed in principle. Transfer agreements signed Staff transferred only the loan agreements remain outstanding.	PB	DD	Board
PHC 020	May-2015	Jun-2019	Failure of construction work streams to meet time scale deadlines.	Ensure all work streams are resourced with the right people and have good programme management to track progress.	4	5	20	2	3	6	3	4	12	Orange	Now a project issue and we have experienced a number of delays. Whilst most have been mitigated the delays to installing utilities have created a 6 week delay to handover of LAMB. This has created a delay to the fit out contract which we are working to mitigate. Impact on reload and other parts of the project being understood. Further delays still possible and whilst we will work to mitigate the risks to the original opening date now need to be reviewed and understood. Prompt resource availability to deal with RFIs and CCFs needed to mitigate this pressure.	CCz	PB	Board
PHC 021	May-2015	Jun-2019	Failure to meet the targets of visitor attraction affecting the business model and income generation.	Develop a useable business model that can be senior tested.	4	4	16	3	4	12	4	5	20	Red	Business plan developed and now The Box commercial team now in place to further develop. Recent work on Food and Beverage is also a challenge to ambition and cost, first procurement process failed, negotiated process underway but is a significant risk with national pressure in the F&B market squeezing the middle. Decision point in early August to understand if any bidders likely or move to running in house. Income generation targets £300,000. Need a tax efficient gifting model in place to harness donations and a clear offer. Currently only one approach to fund with a verbal commitment.	KF	PB	business
PHC 022	May-2015	Jun-2019	Control of the project and independent reporting to PCC.	Appoint experienced PM and professional QS on a technical team and appoint an independent reviewer.	4	5	20	3	3	9	3	3	9	Green	for procurement reasons the contractual relationships couldn't be changed so the PM and the QS remains appointed through Atkins, however a lot of PCC effort has gone into developing and maintaining the relationship with the technical team.	CCz	CCz	Design
PHC 023	May-2015	Jun-2019	Poor design and construction; leads to high maintenance and lifecycle costs.	Make quality a high element in the contractor procurement and employ a CoW.	3	3	9	2	2	4	2	2	4	Green	Appointing WD as a very high quality contractor has reduced this risk right down, COW in place to identify any significant defects or poor workmanship- only minor elements identified and quickly rectified. FM team have been engaged but currently some further action is required to put maintenance schedule in place by FM post handover	IC	CCZ	Construction
PHC 025	May-2015	Jun-2019	Unable to achieve the design quality for a gateway scheme from the funding envelope.	Early discussions with planning, and a very clear understanding of the financial model as to the affordability. Appointed Atkins to review the look and feel and coordinate the different design details.	4	4	16	2	3	6	3	5	15	Orange	Project refinancing in October 2018 to tackle cost pressures over funding envelope. Potential Value engineering exercises to remain in cost envelope or seeking additional funding as cost increase to deliver the design quality. Amber rating due to current cost pressures over the current funding envelope.	CCz	DD	Design



# The Box Risk Register

PHC 026	May-2015	Jun-2019	Delays and conditions placed through Planning.	Early engagement through pre-app process and allow time to contractor to make detailed application.	4	5	20	3	3	9	2	4	8		Planning approval received. Ongoing liaison with Planners needed to discharge key Conditions. Particular concern over attenuation risk increasing while awaiting for technical reports. Risk raised as Planners not allowing any VE items so cost pressures are being cased by the planning authority. Panning have been generally very supportive, however there remain conditions in place until each are discharged via inspections of both historic listed building work or other work listed in planning conditions.	Atkins	CCz	Design
PHC 028	May-2015	Jun-2019	Relocation of parking becomes difficult to achieve.	Develop a car parking strategy with transport.	4	4	16	2	3	6	5	3	15		Initial Engagement with Darren Stoneman to review. Agreed through planning and wasn't an issue with the temporary road closure. However agreement with highways over the contractors parking was an issue eventually over come. Risk reduced as A&H vacated the Annex parking to allow the contractor to park but PCC parking has not been resolved. Long term quality of parking for opening still an issue.	CCz	CCz	Design
PHC 029	May-2015	Jun-2019	Contaminated land found in areas of excavations.	Undertake desk top study and plan ground investigation study.	3	4	12	2	3	6	3	5	15		Key risk area is the former workshops to the rear of St Luke's. LQA written on information available, tests undertaken when demolition complete foundations in for extension so risk much reduced, remains in until public realm reduced level did taken place.- NOW A PROJECT ISSUE. IMPACT ON COST.	Atkins	CCz	Construction
PHC 031	May-2015	Jun-2019	Major underground services traversing site, under estimation of costs to divert them.	Review main Statutory Undertakers drawings highway in the road.	4	4	16	4	2	8	2	3	6		Services better understood, however difficult site. Robust allowances needed in Cost Plan. Risk were increased as we approach construction and investigations were not completed, but now lowered as M&E designs more detailed and services resolved. Major sub and super structure work now complete with connections in for civils works, therefore unknowns reduced. Remains a risk as public realm still to be completed.	Atkins	CCz	Design
PHC 032	May-2015	Jun-2019	Site contains protected ecological species that will affect programme delivery.	Review/Update existing Phase I Habitat survey.	2	3	6	2	2	4	1	3	3		Bat licence for works received and surveys complete. Risk reduced now works underway. Small residual risk of bats returning during construction.	Atkins	CCz	Design
PHC 033	May-2015	Jun-2019	Topographic and surveys not accurate or out of date.	Survey update, risk of errors remains.	3	4	12	2	2	4	3	3	9		Risk limited as most opening up works are complete. Risk remains for the culvert works and works to the node. Atkins has advised event to undertake their own surveys to mitigate risk.	Atkins	CCz	Design
PHC 034	May-2015	Jun-2019	Archaeology present on the site that affects programme delivery.	Undertake survey early.	3	4	12	2	2	4	1	3	3		Desktop study received, watching brief may be required. Cost to be reviewed in Stage 4, surveys complete and reduced level dig in St Luke's complete so risk reduced. Risk remains until public realm done. As work has progressed risk has reduced, only areas un-discovered are within public realm.	Atkins	CCz	Design
PHC 036	May-2015	Jun-2019	Flood risk assessment delays project, adds significant cost, basis of calculations queried.	Undertake this work early. Assume worst case (attenuation and green field site run-off) in costings. Liaise with Planners.	3	4	12	2	4	8	2	3	6		Planning Conditions received relating to drainage/attenuation. Been investigated by Atkins. SWW considering if they would do mitigation work to the Phase 2 culvert part of the project. Phase 2 of the culvert omitted from the project but this increases the risk that SWW will insist on works as a follow up project immediately affecting opening. Culvert works split at Tavistock Place handover point. New risk created as 3rd party contractor now responsible for lower works, and if they build it incorrectly we will have to adapt to suit.	Atkins	CCz	Design
PHC 037	May-2015	Jun-2019	Noise assessment and noise complaints.	Undertake this work early. Make conservative assumptions in the initial design and costings.	3	4	12	2	2	4	2	2	4		Atkins have completed a noise assessment for planning. Issues for 41 Tavistock road and construction resolved. No issues throughout the site works and the bulk of the noisy work complete. Residual risk remains.	Atkins	CCz	Design

# The Box Risk Register

PHC 041	Jun-2015	Jun-2019	Finding more asbestos than expected.	Undertake warranted surveys in conjunction with item 60.	4	4	16	2	3	6	1	3	3		Team to highlight any remaining risk following surveys, which reported minor amounts that were removed. Asbestos found in underfloor heating system in the library causing delay and cost. Risk lowered now demolitions and strip out complete, but remains not closed as there could be services in the public realm to discover. This will be an ongoing risk until the end of the MEP works / handover to the fit out team, each month risk reduces. PROJECT ISSUE AS FOUND IN THE GROUND AT REAR OF SLC. REMOVED BUT WITH COST IMPACT.	Atkins	CCz	Construction
PHC 047	Jul-2015	Jun-2019	Failure of the project creating reputational damage to council and partners.	Retained commitment of partners and clear understanding of the development of the project through each stage of the project, with clear communication strategy.	4	5	20	3	5	15	3	5	15		Risk placed on the Councils Strategic Risk Register. Major funding achieved. Political support to letting construction contract. Public support maintained, however the cost and time overruns could lead to a changed perspective. Risk raised due to cost and time pressures.	PB	AP	Board
PHC 048	Jul-2015	Jun-2019	Failure to maintain cross political support for the project.	Retain briefings on a cross party basis, report to scrutiny, maintain cross party representation on the Client Stakeholder Board.	4	5	20	3	4	12	1	2	2		Political change appears not to have impacted on the project. Recent cabinet papers secured cross party support and regular scrutiny briefings ensures the project remains on track. Full cross party support remains strong.	PB	DD	Board
PHC 050	Jul-2015	01/14/06/2019	Failure to be commercial in the proposals and the business model unable to balance the proposed expenditure	Specialist Commercial team now appointed under the leadership of experienced Head of Business who has sector experience.	4	3	12	3	3	9	3	4	12		Current risks around Food and beverage offer as original procurement process failed to secure a concessionaire. Now undertaking negotiated procedure. Need to review in July 2019 if we are likely to receive new bids in the new process.	KF	PB	business
PHC 051	Jul-2015	Jun-2019	Quality of the product not good enough to prove an attractive venue.	Keep stakeholders engaged on the design meetings to monitor decisions taken on VE and exhibitions.	4	5	20	3	4	12	2	4	8		Stakeholders have reviewed the Event concepts through out the design review period, most exhibition detailed design completed, risk around quality and expectations of AV content. Quality of the end product of the building but also operational aspects. Atkins look and feel approved and details on galleries more understood. Whole leadership team accountable.	BLT	PB	business
PHC 054	Jul-2015	Jun-2019	Over-heating, poor humidity control and poor environment conditions in the existing galleries and spaces; as air control is not effective in these areas.	Modelling of the spaces to understand the impact and develop temporary strategies to put in place on the odd days when environmental impacts are severe.	5	4	20	3	4	12	2	4	8		Environmental control systems have been installed and now require testing and balancing. Risk of perception cannot be tangibly be measured.	Atkins	KB	Design
PHC 056	Jul-2015	Jun-2019	Shelving and conditions in the archives is not good enough to store all collections.	Very careful auditing, and development of proposals, testing of shelf layouts in developing designs, appointment of shelving specialists	5	3	15	4	3	12	4	3	12		Archives nearing completion. Additional storage in the basement has reduced the risk however detailed discussion on the lifts reveal that some items to be taken to the archive will not go in the lift meaning some larger items will be stored in the basement. Currently investigating the final finishes to the archive in the sky as no paint or sealant finish has currently been specified	CCz	NM	business
PHC 057	Oct-2015	Jun-2019	Overlap of contractor and exhibition; creating interface.	Early programming of the handovers and understanding how the existing buildings might be handed over earlier.	3	4	12	3	2	6	4	3	12		WD has created a 4 stage handover programme to enable the fit out programme to be on site in phases - mitigating construction delays. This creates two separate sites. Fire stopping and fire access and alarms in place to enable two sites to work in tandem. Weekly site meetings to discuss deliveries and potential programming conflicts.	CCz	PB	business
PHC 061	Jan-2016	Jun-2019	Changes to the brief and scope creep. Adversely impacting on the cost of the scheme.	Tight Change Control needed with QS liaising closely with designers to fully understand the impact of changes to enable the client to approve in good time.	4	4	16	4	3	12	4	4	16		Change control remains tight and coordinated with the contractor. Risk has continued due to changes requested by 3rd party consultants Event, JOH etc. It's had large knock on effects on both detailing and programme. Change control process whilst providing good paper trail of changes has proved to be cumbersome and as such has resulted in delays with an impact on project programme or budget. T Clark has used these changes as reason that designs couldn't be undertaken/completed. This issue has been compounded by the changes driven by the catering and retail, look and feel and figureheads. New Head of Contemporary Art requested temporary removal of bridge and staircase in SLC for works of first artists and continues to request further changes.	CCz	PB	
PHC 062	Jan-2016	Jun-2019	Design changes to schemes to meet operational needs are unacceptable to Conservation Officers as part of the listed building status.	Continue discussion with Conservation Officers/consultees on the proposed changes and rationale.	3	4	12	2	3	6	1	3	3		Residual risk still exists due to nature of project but has reduced due to level of detail and ongoing conversations.	Atkins	KP	Design

# The Box Risk Register

PHC 063	Jan-2016	Jun-2019	Slow or late design information to the cost consultants and contractor.	Atkins and F&G to liaise closely to make sure information flow is managed. WWA are appointed to manage the information flow and instructions. Weekly client interface to chase information.	2	4	8	2	2	4	3	3	9		Main issues with missing design information were in 2018 with most of this now resolved. However, Atkins are often slow to provide design information for RFLs and CCFs with matters being chased over multiple monthly meetings. It is frustrating that there is still outstanding design information as we are in the final stages of the build.	Atkins	CCz	Design
PHC 064	Jan-2016	Jun-2019	Structural integrity of existing floors unable to support exhibitions.	Additional costs allowed for secondary steel to support floors. Challenge Event to make designs suitable for floor loadings.	4	4	16	3	3	9	3	3	9		Intrusive investigations took place in the enabling works linked to PHC 060 DR. Surveys are now complete and Atkins SE have discussed with Event and the Event proposals have taken account the structural limitations. Therefore, this risk has reduced, however in Event's Detailed Design it has become apparent that Event haven't taken account of the limitations. Therefore, structural reinforcements solutions are necessary and risk has increased. Resolution to the majority of the heavy load exhibitions have now been resolved (figureheads all now hung, pickles reduced in number and cannon case reduced in size) and therefore risk reduced. <b>ISSUE:</b> Mammoth/Pickles exhibition floor being resolved but requiring additional costs unknown if a programming impact.	Atkins	CCz	Design
PHC 066	Jan-2016	Jun-2019	Figureheads need restoration before they can be used. Noted: could be considered a 'funding' and 'Stakeholder' risk too.	Commissioned conservation report on the figureheads. Have them inspected by specialist structural mount makers and dedicate a conservation member of staff to this matter.	4	5	20	3	3	9	5	5	25		ISSUE - The condition of the figureheads continues to be much worse than envisaged with additional works required to conserve them. Current cost pressure to be circa £400,000 and new issues being notified on a weekly basis. Urgent meetings to take place to manage this risk down.	SC	CCz	Board
PHC 069	Jan-2016	Jun-2019	Additional costs, delay and redesign needed as a result of lack of coordination between Atkins and Event.	Establish regular meetings between parties to review current information. Have monthly interface meetings.	4	4	16	3	2	6	3	3	9		Interface meetings held monthly and working well. These will continue.	NM	CCz	Design
PHC 074	Jan-2016	Jun-2019	CCTV requirements not fully understood or do not meet community safety needs.	PCC arranged meeting with city CCTV. Designers to forward current proposals for client comment on internal CCTV. Have review with CCTV team.	3	3	9	3	3	9	2	2	4		Designed and built with consultation from PCC CCTV team. Ducts and connections are being made to connect to the PCC system.	Atkins	CCz	Design
PHC 082	Mar-2016	Jun-2019	Existing structural integrity of civils and adequacy of the highway drainage (The Node).	Design team to work with Highways over a solution that is acceptable to all.	4	4	16	2	3	6	4	4	16		Revised scheme for "The Node" is being designed by Atkins after agreeing a concept with SWW for a simplified connections to the drainage systems within Charles street. These works are excluded from the WD contract and are likely to be delivered by SWH. Design is likely to take 6 weeks, a further 2 weeks for SWH to price and programme. The timescales for delivery are unclear. Integration will be required with current Highways improvements in the Charles Cross/Drake Circus area.	AB	CCz	Design
PHC 084	Mar-2016	Jun-2019	Party wall agreements with neighbouring properties.	Seek legal advice and surveys to ensure agreements are in place in tandem with the programme. To be managed by an appointed party wall surveyor.	4	4	16	2	2	4	2	3	6		Party wall surveyor to confirm final arrangements to conclude their work. WD to complete the works.	AB	CCZ	Design
PHC 089	Mar-2016	Jun-2019	M&E costs above budget, leading to redesign and impact on programme.	F&G to review cost plan and design and to clearly inform PCC of likelihood of this happening so that VE can be considered.	4	3	12	2	2	4	3	4	12		October 2018 refinancing included M&E for redesign and alteration which were much higher than the budget. Residual risks remain as most of the M&E works are at the end of the programme of works, including commissioning now the building has power (which was delayed).	FG	CCz	Design
PHC 090	Mar-2016	Jun-2019	Fire Authority do not accept the principle agreed with Building Control and that the area of coverage is required to be the whole basement in lieu of corridors.	Atkins to liaise with the Fire Authority during Stage 4 and any final sign offs required.	4	3	12	2	2	4	3	3	9		Atkins to arrange any necessary meetings to ensure that matters are clear and actions assigned. Fire risk raised on the agenda again due to national context and comments from NTA (see risk 147), therefore risk increased. Building control have been contacted throughout the scheme and have approved scheme so now risk is small	Atkins	CCz	Design
PHC 007	Mar-2016	Jun-2019	Weather impacts on construction programme.	Allow float within construction programme.	4	3	12	3	2	6	2	2	4		Residual risk remains.	WD	WWA	Construction
PHC 091	Jul-2016	Jun-2019	Storage management/chemical management/ventilation requirements for pickles.	Atkins to ensure that the base build has ventilation for the Pickles Store in the basement and the exhibition cabinet in the Mammoth Gallery.	4	3	12	2	3	6	3	3	9		Ventilation and control of the pickles remains a risk until the installation of the case and outside store is fully completed and advised/signed off as acceptable. Specialist advisors supporting PCC.	Atkins	LB	Design
PHC 008	Mar-2016	Jun-2019	Inadequate site investigations.	Team to propose investigations needed during design phase. Contractor to obtain quotations and procure surveys.	4	3	12	3	2	6	2	3	6		Residual risk relating to Culvert works both within the site and The Node.	Atkins	CCz	Construction
PHC 092	Sep-2016	Jun-2019	Atkins Design resource is affected and designs fall behind schedule.	Maintain high level feed back with Atkins over resources.	2	4	8	3	3	9	2	2	4		Risk reduces each month as remaining scope decreases now. Considered a minimal risk, and would be addressed by Atkins if required.	Atkins	CCz	Design
PHC 093	Mar-2016	Jun-2019	Underground obstructions.	Further to survey information, team to consider provisional sum if risk remains.	3	2	6	2	2	4	2	5	10		WD undertook surveys also, enabling package offered the opportunity to fully survey the road and the buildings risk lowered now as works well underway but remaining as public realm works may find issues.	Atkins	WWA	Construction

# The Box Risk Register

PHC 094	Mar-2016	Jun-2019	Adjacent structures (i.e. requiring special precautions).	Team to propose investigations needed during design phase. Contractor to undertake survey and appoint party wall surveyor.	3	3	9	2	2	4	2	3	6		Investigations of party walls taken place, structural engineer reviewed the underpinning and structural work in St Luke's in detail, a solution to pile the temporary works reduced this risk dramatically but at a large cost to the project. Risk much reduced now as much of the unknown structural work complete. All sub structure works complete so this risk has reduced. Some risk remains until public realm works complete.	Atkins	WD	Construction
PHC 095	Mar-2016	Jun-2019	Other hazardous materials found.	Undertake warranted surveys.	3	3	9	2	2	4	3	3	9		Team to highlight any remaining risk following surveys.	Atkins	WWA	Construction
PHC 096	Mar-2016	Jun-2019	Disputes and claims resulting from unforeseen events during construction.	Rigorous reporting from the team and contractor to identify risks and implement mitigation measures. Client to have separate review of designs to verify if design team have considered everything that is necessary.	4	3	12	3	3	9	5	4	20		Claims have been received for extensions of time due to unforeseen and design coordination. Risk raised due to M&E coordination issues with the Event co-ordination. Ongoing interface sessions with third parties aim to limit unforeseen events. Change Control is another mechanism for controlling emerging 'changes' for client approval.	CCz	WWA	Construction
PHC 097	Mar-2016	Jun-2019	Neighbouring properties raise issues which impact on the construction phase.	Maintain ongoing liaison with neighbours prior to and during construction.	3	3	9	3	2	6	2	3	6		No outstanding complaints.	CCz	CCz	Construction
PHC 100	Mar-2016	Jul-2018	Incomplete design prior to start on site.	Designers to warrant design, potential to utilise BIM and contractor to review information.	4	3	12	3	3	9	2	3	6		The design process has sadly continued during the construction phase. Partly due to the design being incomplete and partly due to changes requested to the designs either by VE or by fit out or other design changes. Elements continue to be designed creating risk.	Atkins	WWA	Construction
PHC 102	Mar-2016	04/16/2019	Poor quality of workmanship/specification results in dispute/abortive work.	Employ a project Clerk of Works and ensure robust contract documentation.	4	3	12	2	3	6	3	3	9		Clerk of works in place to identify any issues early on. Risk likely to be discovered in final phases including snagging and handover.	CoW	Atkins	Construction
PHC 105	Mar-2016	Jun-2019	Competence of contractor and subcontractors.	Robust procurement process followed by an interrogation of the supply chain.	4	3	12	3	3	9	1	3	3		Competency already validated under framework and reviewed at appointment stage. Contractors procedures and site set up very good, also contractor working under the eyes of hard hat tours, however risk remains that sub contractors under perform. WD have a process of getting subcontractors to appoint their own foremen which is a risk and a cost issue.	WD	CCz	Construction
PHC 106	Mar-2016	Jun-2019	Health and safety concerns.	Thorough review of all contractor documentation and ongoing monitoring during construction.	3	3	9	2	3	6	2	3	6		Ongoing concern at all stages of the project with all parties being responsible for safe practices. WD site processes are very robust. However, there was an incident on the 27th November which required the site to be shut down. This was handled well testing processes and procedures. HSE inspection June 2018, raised the use of the crane over working area. All other inspections have been positive. Residual ongoing risks including fit of and installation of the window.	Atkins	WWA	Construction
PHC 107	Dec-2016	Jun-2019	Ineffective handover/dust free procedure.	Mitigate potential delay by reviewing contractor procedure and maintaining coordination with Event. Deep cleans scheduled, however, must be accepted as part of handover.	3	3	9	2	2	4	2	3	6		Contract documents to be clear in the project expectations, risk raised as contractor reporting potential delay in delivering Phase 1 due to co-ordination with Event. Risk lowered following understanding of WD hand over policy.	AB	CCz	Construction
PHC 108	Mar-2016	Jun-2019	Effect of changes/variations on construction programme.	Implement and maintain a strict Change Control process and ensure effective decision making timescales are complied with.	4	3	12	3	3	9	4	4	16		Client to minimise instructions once onsite. However, the delay in completing design information and the fact that a lot of design information doesn't meet the client brief means there will be a lot of change post contract.	Atkins	WWA	Construction
PHC 109	Mar-2016	Jun-2019	Unexploded ordnance discovered during works.	All reasonable surveys/investigations undertaken prior to start of works. Contractor to ensure vigilance.	3	3	9	2	2	4	1	3	3		Investigations completed and risk lowered now as reduced level dig complete. Risk remains as potential in public realm works.	Atkins	WD	Construction
PHC 117	Mar-2016	Jun-2019	Discrepancy between bills of quantities, specification and drawings.	Robust set of tender/contract documentation. Team to deliver fully coordinated design.	3	3	9	2	4	8	4	4	16		Bills generally considered ok by WD but some examples of missed items have been noted, risk increased because the drawings were supplied to F&G late and incorporating much design development change. The re-measure highlighted an under measure and design changes (CA9). However their still appears to be items raised by WD as not in the bills, Atkins unclear if these are covered in the remeasure.	Atkins	F&G	Construction
PHC 123	Jun-2016	Jun-2019	Event design forces design change onto main works despite design parameters imposed on them.	Atkins basis of design has been stated to PCC and Event. Event to work within stated parameters.	4	4	16	3	3	9	3	4	12		Event proposals now understood. But the on site changes could if not incorporated into the base design cause significant delay on site. Evident that Event are not designing within technical constraints and aspiration remains high and uncompromising so it is expected that base build change and disruption will lead to time and cost pressure. ISSUE: MAMMOTH AND PICKLES GALLERY .	CCz	DD	Design

# The Box Risk Register

PHC 124	Jun-2016	Jun-2019	Specialist input (projection, IT, façade lighting, GIS) changes design assumptions.	Atkins to seek quotations from LITE, engage with GIS specialist. PCC to chase in-house IT team for feedback. Contractor seeking quotations for subcontractors.	3	4	12	2	3	6	2	4	8		Limited input received throughout the design stage, provisional sum reduced not based on any good information and stakeholders expectations remain high. Risk reduced as designs are now forth coming. Most of this information has now been received and priced indicatively, if not fully, so risk has reduced. Risk remains until all packages are placed however. External projection omitted. External lighting remains uncostered.	Atkins/WD	CCz	Design
PHC 125	Jun-2016	Jun-2019	Fire strategy development introduces cost, planning, access issues.	Atkins to engage with PCC to discuss details and mitigate late changes.	3	4	12	2	2	4	3	4	12		Operational issues to be discussed in detail through out stage 5. TNA have had a change of officer and although recent correspondence has been very good, he is revisiting the issue of fire suppression which could be a big issue, this risk was raised until the issue was reviewed and resolved. Fire strategy has been updated and issued, ATK have not been advised of costs, but items will occur as part of the MEP installation so element of risk remains but has reduced.	Atkins	PCC	Design
PHC 126	Jun-2016	Jun-2019	Fit out of St Luke's has significant cost/planning implications as greater understanding is developed on the wants/needs of the space.	Continued liaison with heritage and planners will reduce the likelihood of this happening.	4	4	16	2	3	6	3	4	12		Approaching building handover. Head of Contemporary Art requesting further changes on site very late in the process.	CCz	PB	Construction
PHC 128	Jun-2016	Jun-2019	Maintenance assumptions do not align with PCC policies/require specialist regimes/have a cost pressure.	PD to provide feedback from Design Team, review sessions and discuss with PCC.	3	4	12	3	3	9	3	4	12		PCC to consider maintenance and liaise with FM team and framework maintenance contractors alongside handover and O&M manuals.	IC	CCz	Construction
PHC 132	Jun-2016	Jun-2019	The mural within the Learning Space isn't thoroughly considered resulting in loss of opportunity/complaints.	Survey of mural as part of an enabling package. Engaging with the family and seeking grants to restore the painting.	3	2	6	2	2	4	3	3	9		Some negative press coverage in August 2016, however Mural uncovered in Spring 2017 and reviewed by A&H staff, suitable grants needed to restore the painting, Plan is to follow up potential grants for refurbishments in Spring 2018. Risk raised as now grants claimed in Spring 2018	NM	PB	Board
PHC 135	Jun-2016	Jun-2019	Assumptions on kitchen requirements have been made which might not be suitable when a catering operator is engaged.	PCC to continue to review designers assumptions..	3	3	9	2	2	4	3	3	9		Fit out of the catering kitchen to be programmed and delivery route to be agreed. There is not an operator in place to engage with regarding final proposals	IC	PB	Construction
PHC 137	Jun-2016	Jun-2019	Surface water details need to be approved prior to the commencement of public highway works (FUL Condition 8).	Atkins to liaise with Andy Cottam. Engage directly with SWW.	4	4	16	2	2	4	4	4	16		Risk relates to Planning. Adequacy captured in PHC 083 DR. Was held up by the lack of costing information available on culvert see comments on risk 36 and 82, Condition still to be discharged, however now culvert works have been split & agreed with PCC, this can be submitted. Risk has been reduced now culvert works scope has been confirmed.	Atkins/WD	CCz	Design
PHC 138	Jun-2016	Jun-2019	Provision of pedestrian/cycle access across Chapel Street (FUL Condition 15). Extent of works unclear.	Atkins to seek clarity over condition to allow budget to be appraised.	3	3	9	1	1	1	3	3	9		Cycle provision space identified in design. Budget to be reviewed. Risk not updated but issue raised with Atkins for update. This is a risk item as the areas identified for the cycle parking have been effected by the extra sub station and the decision to retain the toilets for the pickles store.	Atkins	CCz	Design
PHC 139	Jun-2016	Jun-2019	Consultation relating to restricting Gibbon Street to one way access only needs further explanation to understand extent of work (FUL Condition 22).	Atkins/PCC to liaise with planners to better understand the scope of the condition.	3	4	12	2	2	4	2	2	4		Programme/cost implications need to be clarified. Atkins to review condition and advise of implications. Consultation has been delayed from Autumn 2017 to spring 2018 so risk has been raised. Political objection to making Gibbon Street one way Client resolved the issue awaiting Atkins to submit for the planning condition to be removed. Risk lowered.	KB	KB	Design
PHC 147	Jul-2016	Jun-2019	Standards not met for National Archive acceptance.	Ongoing PCC review alongside the design team with any comments or queries raised in good time. Keeping TNA involved with the project.	4	4	16	3	2	6	4	3	12		Atkins looking at current finishes to walls and meeting due to understand if the archive has been adequately designed.	Atkins	CCz	business
PHC 149	Jul-2016	Jun-2019	Failure by PCC to coordinate ICT, associated infrastructure and digital plan.	Appoint a Delt PM to lead as a work stream.	3	4	12	2	2	4	2	2	4		Funded DELT to appoint a dedicated PM to promote the ICT interface issues. Detail has been discussed and Delt have reported on all building and exhibition designs. Risk lowered. AO retained to recheck T Clark Drawings.	MB	CCz	business
PHC 154	May-2017	Jun-2019	Contractor goes into receivership.	Consider taking out a performance bond, get full financial appraisal.	3	5	15	3	3	9	2	2	4		Decision taken following advice from PCC risk team and legal that bond is not necessary therefore risk has increased but stable. No change. WD trading strongly risk reduced.	F&G	CCz	Construction
PHC 158	Dec-2017	Jun-2019	Budget. Residual risk of change and effects of exhibition changes on base build costing outside of the budget.	Place greater emphasis on exhibition interface so necessary change is flushed out, compromise where possible to ensure Event design around constraints, and re-focus on income generation.	4	4	16	3	4	12	3	4	12		Mammoth and pickles gallery reinforcement. Lighting and other requests. Risk that further issues may arise when contractor on site.	CCz	DD	Board

# The Box Risk Register

PHC 159	Dec-2017	Jun-2019	Capacity: with the combination of work streams, coupled with unresolved change issues, the core team are now over stretched leading to fatigue and burn out.	Sure up administration and support resources to allow senior staff to remain focused to avoid work stream delays.	4	4	16	3	4	12	4	4	16		Death of Programme Manager and long term absence of build Project Manager. Fatigue and burnout continue to remain a risk. Seek to produce a stress risk assessment and for Senior Leadership Team to monitor and track this risk with the stresses of fit out and the pressure of opening beginning to build.	PB	DD	Board
PHC 161	Dec-2017	Jun-2019	Exhibition Programme. Meeting expectations and delivery of the opening programme. Achieving the necessary conservation of the major exhibits in time.	Be decisive about resourcing conservation and artistic programme, don't dwell on failure, be bold and proactive in decision making.	4	4	16	2	3	6	3	4	12		Reputation risk and expectations of funders.	NM	DD	Board
PHC 162	Jun-2018	Jun-2019	Resolution of legal associated with revised WPD approach.	Regular chasing of WPD & PCC legal team to ensure closing out of all actions.	3	4	12	2	2	4	2	2	4		Michemores issuing extensions of time and any other contractual legal changes.	WD	CCz	Construction
PHC 163	Jun-2018	Jun-2019	Elongated response periods associated with Change Control process leads to adverse effect to programme and cost implications.	All parties to respond in stipulated timescales. When timescales are not achievable, the party has a responsibility to raise this to the other team members so an alternative deadline can be agreed.	4	3	12	3	3	9	3	4	12		A strong Change Control system put in place to ensure that instructions are not given without cost implications being understood. All parties have proved slow in responding to change control causing concern of delay.	AF	CCz	Construction
PHC 164	Jul-2018	Jun-2019	New senior management posts seek to make changes to the project that cause delay or costs to rise.	Being clear in the appointments of the sphere of influence and decision making processes and governance.	4	4	16	2	4	8	3	4	12		Changes to SLC and further change requests.	PB	DD	Board
PHC 165	Jul-2018	Jun-2019	Restructure demoralising staff leading to deadlines being missed.	Clear consultation and good information to staff will motivate staff.	4	4	16	2	4	8	2	2	4		New structure now in place. Residual risk remains.	PB	DD	Board
PHC 166	Jul-2018	Jun-2019	Wayfinding not resolved in good time to allow the graphic design to deliver a co-ordinated approach.	Use look and feel 3D visuals to develop wayfinding .	2	3	6	2	2	4	2	2	4		Separate contract been awarded.	KF	CCz	Design
PHC 167	Aug-2018	Jun-2019	Change being introduced outside of the CCF process.	Heads of disciplines to reinforce the message that change has to be via the CCF route.	4	3	12	2	3	6	2	3	6		Team to identify and control any works which constitute a change and ensure it goes through Change Control.	All	WWA	Construction
PHC 168	Nov-2018	Jun-2019	Delay and disruption resulting from culvert works not programmed by contractor.	Scope clarification and engagement with contractor.	4	4	16	3	3	9	3	4	12		Contractor has re-sequenced works.	F&G	WWA	Construction
PHC 169	Nov-2018	Nov-2018	Impact of contractor complying with the Fire Strategy.	Regular meetings and review of progress on site to ensure material orders and specification are compliant.	3	3	9	3	2	6	3	3	9		Ongoing review and engagement between Atkins and the contractor teams.	Atkins	CCz	Construction
PHC 170	Dec-18	Jan-19	Impact of issues associated with SLC plaster and lathe ceiling.	Ceiling removed due to poor condition. However, this is linked to a planning condition. Planning officer has been consulted and the team are awaiting feedback.	4	3	12	2	2	4	4	3	12		New ceiling installed in line with architect details.	Atkins	PCC	Construction
PHC 171	Dec-2017	Jan-19	Brexit affects import tariffs on costs and this causes contractors to go into receivership or decline to meet their contracted price.	All prices are tendered at current rates and the risk of increased tariffs are a contractor risk (see also risk PCH 154).	2	3	6	2	3	6	2	3	6		PCC received advice from legal advisor that advised that the JCT contract places the increased tariff or import duty with the contractor.	CCz	DD	Board