

## Appendix 5 – Commissioning of Cultural Activities 2020-21 Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	One or more of the funded arts organisations portfolio becomes financially unsustainable.	Early notification through Board papers and attendance at Board Meetings. Identify issues and work with other partners including Arts Council England to find solutions.	Med	High	Med	Continue work on Birmingham Cultural Investment Enquiry initiatives to identify additional resources / support for culture sector.
2	One or more of the funded arts organisations portfolio can't or doesn't comply with funding conditions.	Identify reason and agree remedy / revised conditions OR take forward through grant funding default process	Low	Med	Low	Officer attendance as Observers at Board meetings plus Service Schedule monitoring meetings scheduled in calendar.
3	Capital Endowment funding opportunity delayed	Work with Finance and Legal colleagues to establish and implement the 'client account' arrangements	Med	Med	Med	Regular updates and sustained consultation with funded organisations who are involved.
4	Commissioning arts projects delayed due to slippage of historical budget approvals for Support to the Arts	Prepare Commissioning Prospectus documents and promotion material in advance to be ready on time for circulation in new financial year.	Low	Low	Low	Keep independent arts sector informed of situation.
5	One or more of the Project Commissioned arts organisations can't or doesn't comply with funding conditions or isn't delivering outcomes.	Identify reason and agree remedy / revised conditions OR take forward through grant funding default process including claw back of funds where required.	Low	Med	Low	Set up regular control and review feedback sessions for Cultural Development Team officers
6	Reputational risk to the Council of reduced or changes in arts funding settlements creating problems for the sector.	Continue regular dialogue and consultation with sector to identify issues before they arise.	Med	Med	Med	Work together on joint initiatives such as establishing Cultural Compact including revisiting Birmingham Cultural Investment Enquiry.

**Measures of likelihood/ Impact:**

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.