

Appendix 4 – Museums Services Contract and Lease 2022-26 Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	BMT becomes financially unsustainable – due the ongoing impact of COVID19 or otherwise.	Early negotiation with BMT to identify issues and discuss options including additional support with contract Supplier Relief if available	Med	High	Med	Work with other partners including Arts Council England regarding CRF and NHLF to find solutions.
2	Reduced contract fee threatens BMT's viability as a going concern and risks ACE Museums Accreditation Standard. Plus, a reputational risk to the Council	Negotiation with BMT around Service reduction /closure of sites. Early dialogue with ACE Clear Comms messaging	Med	High	Med	Work with the Trust to identify additional (external) resources / support for museums and heritage service delivery.
3	BMT can't or doesn't comply with contract (service delivery) conditions.	Identify reason and agree remedy / revised arrangements OR take matter forward through contract default process	Low	Med	Low	Formal contract monitoring meetings plus Officer attendance as Observers at Board meetings scheduled in calendar.
4	BCC can't fulfil R&M obligations to heritage sites / buildings resulting in Health & Safety and / or BMT service delivery issues	Maintain R&M resource with a prioritised schedule of works. Agree R&M programme with BMT including their liability for internal works.	Med	High	Med	Continue to secure external funding where possible e.g. MEND Fund, NHLF funding
5	BMT doesn't succeed in securing NPO / Museums Accreditation Standard OR receives reduced funding settlement from ACE	Support BMT to ensure compliance with Accreditation Standard. Early dialogue with ACE around NPO status / funding	Low	High	Low	Negotiation with BMT about reduced / alternative service delivery
6	Council House Complex rewiring works overrun preventing reopening of BMAG as planned	Early dialogue with BMT about alternative delivery Clear Comms messaging	Med	High	Med	CH complex works Contract mitigations

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.