

Arts Council England NPO 23-26: Bristol Museums

Negative Risks that offer a threat to ACE NPO and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	Increased competition for ACE NPO funding leads to decrease in grant levels	1. Ongoing impact of the pandemic and increased competition for ACE NPO funding across the SW region and nationally.	Reduced grant to BCC Culture and Creative Industries and/or SWMD leading to direct impact on core service activity and staffing, resulting in reduced delivery, benefits and positive impact for the city and SW and resulting socio-economic impact.	Closed	Our Organisation	Strategic	Head of Service	1. Review and define C&CI Service priorities to ensure ACE NPO alignment and support. 2. Review current funded activity and staff to identify opportunities for reducing scope whilst mitigating impact. 3. Review of fundraising strategy and priorities to ensure core services and provision are maintained. 4. Improve advocacy, marketing and communications to ensure ACE visibility of BCC commitment to culture and arts, activities, impact and ROI.	On target	1	3	3	Not known			0	Nov-22
2	Absence of strategy and priorities	1. Existing Cultural Strategy (2017) is not current and there is no Culture and Creative Industries Service Strategy.(This risk does not affect SWMD as strategy is set nationally and applied regionally.)	1. Inability to prioritise against agreed strategic priorities leads to lack of coordination, duplication and decreased socio-economic impact and ROI, undermining the case for investment. 2. Lack of strategic infrastructure to enable cultural and creative industries to flourish and grow, reducing benefit to the creative and tourism economies, city and region.	Open	Our Organisation	Strategic	Head of Service	1. Review of existing strategies underway to design process for creation of Service and city-wide strategies.	On target	3	5	15	Not known			0	Nov-22
3	Museums & Archives Review	2. Service review and savings target. (This risk does not affect SWMD as the programme and all associated delivery costs are fully funded by Arts Council England and outside the scope of the review.)	1. Achievement of savings target may reduce internal capacity to deliver outputs/outcomes.	Open	Our Organisation	Operational	Head of Service	1. Review and refine service priorities to improve focus, delivery and impact. 2. Develop core programmes and additionality/scalability options to manage expectations and demands. 3. Work with OD to create Service OD plan to support staff skills development, efficiency and continuous improvement.	On target	3	3	9	Not known			0	Nov-22
4	Reduced audience engagement and development	1. Ongoing impact of the pandemic and sustained/reduced visits to sites and participants in programmes. 2. Lack of meaningful engagement with communities.	1. Audience numbers are not maintained or increased. 2. Audience profile to C&CI sites and programmes does not reflect the diversity of the city and its visitors. 3. Reputational damage to BCC. 4. Reduced ability to attract external funding to support key policy-aligned areas of activity.	Open	Our Organisation	Strategic	Head of Service	1. Review Service Audience Development Plan to ensure currency. 2. Ensure all projects and programmes align to target audiences and needs. 3. Implement in-year review processes to ensure agile responses to address under engagement and diversity and re-design projects as necessary. 4. Improve Service and city-wide forward planning and initiate and implement an integrated marketing and communications strategy and advocacy plan to improve awareness, understanding and engagement with cultural activity to improve the evidence base for support. 5. SWMD undertakes effective consultation with the sector to influence the approach to development support and adapting to sector capacity and operating environment.	On target	3	3	9	Not known			0	Nov-22
5	Ability to deliver a high-quality Service	1. Savings required by Museums and Archives Review may impact resource available to deliver to industry standards and drive, deliver sector leadership. 2. Wider BCC budget position may exacerbate reduced capacity and Service levels. (This risk does not affect SWMD as the programme is wholly funded by Arts Council England.)	1. Reduced quality visitor and participant audience experiences. 2. Reputational damage to BCC. 3. Increased complaints. 4. Decreased visitation and/or participation and income generation, leading to budget pressures and further Service review.	Open	Our Organisation	Operational	Head of Culture	1. Review of Service priorities and focus to improve focus, alignment and ROI. 2. Review of Service policies, processes and standards to set minimum standards and quality measures to be articulated throughout annual planning and objective setting.	On target	2	3	6	Not known			0	Nov-22