

**The Bakehouse, Masham -
Heritage Learning Centre
Risk Assessment**

	DESCRIPTION	IMPACT	PROBABILITY	EXISTING CONTROLS	ACTION REQUIRED	LEAD RESPONSIBILITY
						OVERALL RESPONSIBILITY IS ALWAYS WITH
						Much of day-to-day management of risk is delegated to PM
1	LOSS OF KEY STAFF					
a	Although MOM is completely dependent on a volunteer base the role of the Project Manager is a lynch pin in the delivery of much of the provision and the impact of absence through lack of funding or sickness would be significant.	MOM Project Manager (PM) recruits, trains and supervises volunteers across all areas. Without PM, volunteer engagement and service delivery would be significantly reduced. MEDIUM	LOW	PM works with more experienced volunteers and those with prior learning to encourage group support and training. PM is both sessional and self employed so work can be delivered by other self employed volunteer managers rapidly & without impacting cashflow, if required.	Develop training and support skills of experienced volunteers to enable a broader base of volunteer recruitment, training and support alongside self management PM to develop a Senior team of volunteers (by Apr 2018)	TRUSTEES

b		<p>PM is a highly experienced educationalist and the design, sale and delivery of the education programme is dependent on her skill and experience. Education programme is a key income provider for PM costs and so reduction in delivery would impact other service areas</p> <p>HIGH</p>	MEDIUM	<p>PM supports and trains volunteers within Education Programme so they are capable of running activities where needed.</p> <p>Actively encouraging local community of retired teachers to become involved in the programme.</p> <p>PM is both sessional and self employed so work can be delivered by other self employed heritage education officers rapidly and without impacting cashflow, if required.</p>	<p>Ensuring planning is clear and accessible to all so that, if urgent handover is required, activities are not delayed or reduced unnecessarily and project outputs can be met.</p>	TRUSTEES
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c		<p>PM provides management to the day-to-day activities, finance and relationships of the organisation under the delegated authority of the Trustess. Her absence would impact on management of cashflow, knowledge of current programmes and safety and wellbeing of staff, volunteers and users.</p> <p>HIGH</p>	MEDIUM	<p>PM works closely with the Trustees and Treasurer to ensure they are fully aware of current activities and commitments. Financial Procedures are in place to ensure payments and receipts are not dependent on one individual.</p> <p>Refurbishment process has been overseen by Trustees with specific professional surveying and heritage experience. They could continue the work without the PM with just a small increase in Trustee time. Clear Policy and Procedures are in place to ensure safety and wellbeing of all is maintained in all activities.</p> <p>PM is sessional and self employed so a temporary PM can be recruited rapidly without</p>	<p>Maintain a clear Activity Programme for the HLC that is known by all staff and volunteers with clearly defined roles and responsibilities with deputies wherever possible.</p>	TRUSTEES
2	FINANCE RISKS					
a	<p>The long term sustainability of the LHC premises is based on a combination of funding and income streams.</p>	<p>Reduction in income in one stream could impact on the overall positive cashflow, leading to problems in service delivery and meeting premises ongoing costs. HIGH</p>	MEDIUM (external decision makers)	<p>Detailed finance projections have been produced based on tested models of income and expenditure, with assumptions and specific risks clearly articulated.</p> <p>Staff and trustees have a strong background in financial and project management and work closely with accountant and external finance advisors.</p>	<p>Regular monitoring of financial performance against projections followed by adjustments in fundraising and service delivery as required. Trustees working with PM, accountant and finance partners (at minimum quarterly monitoring) Regular (at minimum monthly) review by Treasurer and PM.</p>	TRUSTEES (Lead RH)

b		Poor financial management of income streams and spend could have significant impact cashflow and service delivery. HIGH	LOW	Robust Financial Policy and Procedures in place. Staff and Trustees have a strong background in financial and project management.	Financial reporting is a standing item on the Trustee Board agenda. Financial Policy and Procedures reviewed on	TRUSTEES (Lead RH)
3	DURING REFURBISHMENT PERIOD					
a	Landlords pull out of project or sell property	Finding an appropriate premises has been a long process (cf MHLC Options Analysis). The Bakehouse has a unique heritage story and has captured public enthusiasm for the project. Very difficult to find a property anywhere like as appropriate in size or cost. HIGH	MEDIUM	Throughout the process an open and honest dialogue has been maintained with the owners to ensure they are engaged and fully committed. This has included shared drafting of the legal papers for the pre-agreement and lease. Both legal papers are clear in the rental of the space being contingent on planning and funding, but for a fixed period and attached to the owners' current business so the lease agreement will pass unchanged to any new owners.	Continued engagement in positive relationship with owners alongside robust legal documentation.	TRUSTEES (Lead DM)

b	Discovery of unknown issues during renovation works	The building is old and in very poor repair. Some areas of the structure are not currently visible. Issues of damp, poor pointing, leaking roof, asbestos and electrics are highly likely. Impacting timeline and cost HIGH	MEDIUM	Building has now been surveyed and had a Heritage Assessment. Asbestos was found in some materials including the roof. A full Asbestos Report has been commissioned and delivered. A comprehensive and detailed specification of works has been produced based on survey outcomes. The worst case scenario has consistently been considered and accounted for. The works programme includes replacement of roof, full electric refit, clearance to wall and remedial works to walling. All tender companies had detailed site visits before submitting quotes. Works Contract based on a single Main Contractor with a fixed cost and	Close Project Management of the appointed Main Contractor and their work programme throughout the build.	TRUSTEES (Lead DM)
c	Site is at rear of grocery business and the whole building has A1 Shop categorisation	The use of the space as a Heritage Learning Centre requires Change of Use Planning Consent. HIGH	LOW	Discussion with Harrogate Borough Council in conjunction with Masham Parish Council identified the specific area of the proposed HLC will require D1 listing. Application from MPC currently awaiting	Awaiting Consent.	TRUSTEES
d	Access, fire and/or Health & Safety requirements are missed during the refurbishment process	The works require a complete strip down of the site. This is the ideal time to ensure all regulations are met. Retrofitting measures would be considerably more expensive. MEDIUM	LOW	Advice and guidance has been sought from the Fire Service, borough H&S officers, and consultants prior to the planning process. All requirements have been added into the works programme.	Ensure measures included on works specification are installed to a high standard by the Main Contractor.	TRUSTEES (Lead DM)

e	Building work will create injury risks	Risk of injury to builders and passers-by are increased due to roofing works, asbestos clearance, and work at height. HIGH	MEDIUM	Main Contractor is required to abide by industry standard CDM2015 regulations and to provide insurance for works and £5M Public Liability. A Designer Risk Assessment has also been provided to all tenders as has Asbestos Report. Among MOM trustees is a highly experienced Building Surveyor who has designed the works and drawn up the specifications, and will be consistently involved during the	Monitor that the Main Contractor maintains a safe and well managed site throughout the build.	TRUSTEES (Lead DM)
f	Refurbishment works over-run	A delay in the completion of works will impact on launch and meeting initial activity and income targets. HIGH	MEDIUM	Late completion penalties are included in the main contract. These will act as both stimulus for Main Contractor to complete on time, and if this does not happen as income to offset against lost income incurred through activities	Monitor that Main Contractor is keeping to timescale throughout works programme. Consider temporary alternative venue for initial activities in the event of an over-run.	TRUSTEES (Lead DM)
4	ONGOING PROVISION					
a	Lack of take-up of services or visits to HLC meaning incomes do not meet projections	See Financial Risks above				TRUSTEES (Lead RH)
b	Project funding not forthcoming	See Financial Risks above				TRUSTEES (Lead RH)

c	Large number of volunteers working short hours	Missed opportunities for delivering aims. MEDIUM	LOW	Importance of strong communication channels and training. Engagement of volunteers within in the "team" of MOM so they are aware of all activities and opportunities to feed into, develop and inform them.	Develop a learning and sharing programme for all volunteers to receive training and support and find out more about activities. Gather feedback from volunteers and ensure ongoing two-way conversation between volunteers and trustees. Develop social activities to	TRUSTEES (Lead PM)
d	Groups of school children visiting HLC	Health & Safety / child protection issues. MEDIUM	LOW	Safety of children considered in planning process to ensure clear entry and egress alongside a worksafe classroom space. MOM Staff highly experienced in delivering LOTC activities and the associated risk management required MOM has strong safeguarding policies for all staff and volunteers.	Ensure all MOM staff and volunteers receive appropriate training and DBS screening. Provide risk assessments for all visiting schools linked to site and planned activities. Ensure First Aider on site. Ensure all staff and attendees receive safety briefing at start of each session.	TRUSTEES (Lead PM)
e	HLC will be hosting work with older, less mobile and vulnerable members of the community	Access issues, and possible emergency medical issues. MEDIUM	LOW	The HLC has been designed to minimise risk and to provide access for all with a platform lift and accessible toilet.	Ensure all MOM staff and volunteers receive appropriate training. Provide risk assessments for all planned activities. Masham's medical centre is within 200 yards of property, as is the community defibrillator.	TRUSTEES (Lead PM)
5	BUILDING SECURITY					

a	Intruders, arson or theft on premises	Risk of damage from intruders or theft of contents. LOW	LOW	Building has only one point of access from the public highway. The secure entrance door is covered by a secondary secure wooden door during times when the HLC is closed as are windows - providing additional security above the standard external secure doors and windows. The public highway is well lit and well used. See Collections below for more detail on security of building	Ensure Main Contractor meets specification on installation of security measures. Ensure staff are full briefed in security procedures and arrangements when opening and locking the HLC. Ensure security measures are tested on a regular basis	TRUSTEES (Lead DM)
b	Fire or Egress Injury	Risk of fire damage, fire injury or injury during egress low	LOW	Fire Precautions and safe egress routes have been included in the planning of the space with additional exit and fire doors being installed in addition to all required alarms, signage and lighting. Separate Fire and Egress Risk Assessments will be included as part of the building handover.	Ensure Fire and Egress Risk Assessments are regularly monitored, tested and reviewed.	TRUSTEES (Lead DM)
6	COLLECTIONS					
a	Damage to collections when in storage	Damage to collection through water, damp, mis-handling or other mishap. MEDIUM	LOW	Core parts of the collection are kept off site in storage that is temperature controlled, dry and away from regular	Continue to monitor condition of collection on a regular basis.	TRUSTEES (Lead CIA)

b	Damage and safety of collections when used in the HLC building	Damage to collection through water, damp, miss-handling or other mishap. HIGH	MEDIUM	An archive storage area is part of the HLC design, outside public access area. Handling policy used at all times for records taken out of archive storage with strict guidance to anyone using records. Handling training for all staff and volunteers. Displays only using original documents when protected behind glass. Secure, dry archive space designed into HLC for storage of records currently in use.	Ensure handling procedures are used by all staff and volunteers, with full training given. Record condition of documents before and after every use.	TRUSTEES (Lead CIA)
c	Damage and safety of collections when used at other venues	Damage to collection through water, damp, mis-handling or during transportation HIGH	MEDIUM	Minimal use of original material, and all original material to be well protected during transportation. Handling policy used at all times and strict guidance to anyone using records. Handling training for all staff and volunteers.	Ensure handling procedures are used by all staff and volunteers and full training given. Record condition of documents before and after every use. Venue staff, teachers and volunteers to be made aware of handling concerns.	TRUSTEES (Lead CIA)
7	EXTERNAL THREATS					
a	Position of funders in a volatile political context	Opportunities for grant funding reduced or priorities altered. HIGH	MEDIUM	Good relationships maintained with regional and strategic partners, to be aware of potential funding trends or changes and so partners are aware of MOM aims and objectives. Engagement with local, regional and national voluntary sector support services.	Maintain communication with regional and strategic partners. Monitor financial projections and performance closely (see above) to ensure remedial actions are taken swiftly.	TRUSTEES (Lead RH)

b	Economic downturn meaning reduction in collaboration on projects	Reduction in capacity of other SMEs, local organisations or individuals to work with MOM. MEDIUM	LOW	Good relationship maintained with local community and partners to ensure we are working together at all times to achieve the most with limited resources, predominantly through the Masham Connections business forum.	Maintain communication with key local parties and consider ways we can support each other and look at alternative approaches, income streams or shared activities.	TRUSTEES (Lead RH)
c	Duplication of services	Potential for the duplication of what we offer by other parties reproducing our funding and income generation activities. LOW	LOW	Strong relationships with all partners and the MOM review process has clearly demonstrated an unmet need that no-one is willing or has the capacity to fulfill. Broad awareness of our intentions is also encouraging many to work with us to achieve more. Partners such as NYCC Stronger Communities keen to work with our local relationships and expertise to deliver their priorities rather than attempt to create from scratch their own projects.	Maintain strong local and regional presence as the cornerstone of heritage education in Mashamshire and within local schools. Maintain regional contacts, activities and partnerships in heritage learning.	TRUSTEES (Lead AJ)

d	Reductions in school funding and changes to curriculum and governance	Reduction in the amount of time and funding schools are able to put towards local history projects. MEDIUM	LOW	<p>Previous MOM work with schools has built up a strong reputation as a quality provider. New History Curriculum requires more Local History input that teachers are struggling to provide - support MOM is able to deliver. Increasing local teaching alliances, federations and MATs providing increased opportunities for across school projects. Connection with Heritage Schools.</p>	Continue to promote existing work within schools and look to develop new opportunities within emerging school partnerships.	TRUSTEES (Lead AJ)
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