

Appendix 4 - Comparative Summary Table

Criteria	Option 1: Do Nothing	Option 2: Invest	Option 3: Close
Strategic alignment	Maintains current level of alignment with existing priorities	May provide opportunity to enhance alignment with strategic priorities, subject to implementation	Would remove the direct contribution of the Museum to current strategic objectives
Financial impact (Y1–2)	Continued operation within existing budget, subject to cost pressures c£236k/year	Increased costs associated with additional investment, subject to approval and business case c£359k/year	Costs associated with closure, including transition and ongoing collection management c£280k/year
Long-term cost (Y3–5)	Costs continue in line with current model and external pressures c£237.5k/year	Costs and potential efficiencies subject to implementation and future operating model c£155k/year	Ongoing costs may remain depending on arrangements for collection storage and management c£280k/year
Community value	Maintains current level of provision	May increase depending on level of investment and service development	Public-facing museum service would cease
Risks	Risks associated with maintaining the current operating model and limited capacity for change	Risks associated with delivery, funding, and implementation of changes	Risks associated with closure process, stakeholder response, and management of the collection
Sustainability	Dependent on existing resources and external factors	Dependent on investment, delivery, and longer-term planning	Not applicable to ongoing service delivery; focus shifts to collection stewardship

The descriptions above are indicative and should be considered alongside the detailed analysis set out in the main report.