

# Joint Museums Committee

<b>Report title:</b>	<b>Risk Management Report</b>
<b>Date of meeting:</b>	<b>5 April 2019</b>
<b>Responsible Officer:</b>	<b>Steve Miller – Assistant Director, Culture and Heritage</b>
<b>Strategic impact</b> One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.	

## Executive summary

This report provides the Committee with the latest Norfolk Museums Service risk register as at April 2019. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.

The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in January 2019, and following review in March 2019, there are two significant changes to report as per the recommendations below.

### Recommendations:

Committee Members are asked to consider and agree:

- **the new risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England project within agreed budget, and to agreed timescales.**
- **the change in scores to risk RM14286 – Reduction of centralised support services.**
- **The active and dormant risks as per appendices A and B**

## 1. Proposal

- 1.1. The recommendations are included in the Executive summary above.

## 2. Evidence

- 2.1 The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy.

- 2.2 The current risks are those identified against departmental objectives for 2019/20 and are included in **Appendices A and B**.
- 2.3 The register currently contains seven risks. Of these, three risks are actively being managed, as presented in Appendix A, with the remaining four risks having already met their target score by the target date but maintained on the risk register as low and continuous risks in their nature, as shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.
- 2.4
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
  - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
  - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.
- 2.5 There is one new risk to report;

**RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England project within agreed budget, and to agreed timescales.**

This risk was identified in late January 2019, with a view to managing this risk for the lifetime of the project, or until suitably mitigated. This risk will continue to be reported into the Communities and Environmental Services departmental management team for information, and input, as necessary, and is managed on the departmental risk register.

There are also score changes to report;

2.6 **Risk RM14286 – Reduction of centralised support services**

There is a change to the current and target risk score. The current risk score has been lowered from 8 to 6 (with the impact score being lowered from 4 to 3). The target score has also been lowered from 4 to 3 (again, impact moving from 4 to 3).

This change to impact scoring reflects staff working within the Norfolk Museums Service being more familiar and confident with using HR Budget Manager, being more self-sufficient using HR Direct, and less reliant on other central support services, carrying out basic administration duties using these tools where appropriate.

There are no risks of which the risk owner has identified the 'prospects of meeting the target score by the target date' as Red.

- 2.7 The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risks are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach

to risk management across all teams.

### **3. Financial Implications**

- 3.1 There are no significant financial implications arising from the Risk Management report. Any variances to a balanced financial position will be identified through continued financial monitoring and reported appropriately.

### **4. Issues, risks and innovation**

- 4.1 There are no other significant issues, risks and innovations arising from this report.

### **Officer Contact**

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

#### **Officer Name, Tel No. and Email address:**

Steve Miller

Assistant Director,  
Community & Environmental Services  
(Culture & Heritage), Head of Norfolk  
Museums Service, Head of Norfolk  
Arts Service

Tel: 01603 493620

Email: [steve.miller@norfolk.gov.uk](mailto:steve.miller@norfolk.gov.uk)

Thomas Osborne

Risk Management Officer,  
Finance and Commercial Services

Tel: 01603 222780

Email: [thomas.osborne@norfolk.gov.uk](mailto:thomas.osborne@norfolk.gov.uk)



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