

Risk Number	RM14162					Date of update			12 October 2017	
Risk Name	Failure to generate additional income streams in 2014/2017 in accordance with service plan.									
Risk Owner	Steve Miller					Date entered on risk register			21 March 2014	
Risk Description										
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	1	2	2	1	2	2	Mar-18	Met
Tasks to mitigate the risk										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well. The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k. As this is a risk to be managed on an on-going basis,the target date has been amended to April 2018.										

Risk Number	RM14027					Date of update		12 October 2017		
Risk Name	Theft of museum objects									
Risk Owner	John Davies					Date entered on risk register		22 March 2012		
Risk Description										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	1	3	3	1	3	3	Mar-18	Met
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed										
Additional CCTV coverage provided										
Upgrade of case locks where necessary completed										
Installation of additional case alarms where necessary completed										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT September 2016. Internal audit by NCC in 2016 confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area.										
Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Appendix A

Risk Number		RM13947		Date of update		12 October 2017				
Risk Name		Failure to maintain historic buildings								
Risk Owner		Steve Miller		Date entered on risk register		30 June 2011				
Risk Description										
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Mar-18	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance										
Ensure we include investment in buildings maintenance in all capital projects										
Ensure we foster a good personal and professional relationship between our staff and that of NPS										
Ensure that our building staff are continuously monitoring our buildings to supplement NPS										
Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard.										
Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Risk Number	RM14286		Date of update		12 October 2017					
Risk Name	Reduction of centralised support services									
Risk Owner	Steve Miller		Date entered on risk register		21 March 2014					
Risk Description										
Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	4	8	1	4	4	Mar-18	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery/resolution.										
Progress update										
Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

Risk Number	RM13948			Date of update			12 October 2017			
Risk Name	Significant flooding at any of the Museum sites.									
Risk Owner	Steve Miller			Date entered on risk register			30 June 2011			
Risk Description										
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	2	2	1	2	2	Mar-18	Met
Tasks to mitigate the risk										
Emergency plan is in place										
Regular checks of the store are carried out to check on safety of contents										
Insurance in place										
Risk assessment is reviewed regularly										
High risk items relocated										
Ensure location records are accurate										
Progress update										
Following extensive work between 2013 - 2016, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the amendment to the risk likelihood and impact scores to 1 and 2 respectively.										

Risk Number	RM14132					Date of update			12 October 2017		
Risk Name	Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation.										
Risk Owner	Steve Miller					Date entered on risk register			20 September 2016		
Risk Description											
Failure to secure ACE funding for the period 2018-2022 will result in a massive loss of investment in NMS and the wider County in the region of £1.55m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects. If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2015-18, the loss of funding and a resulting reduction in service provision.											
Original			Current			Tolerance Target					
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date	
3	5	15	2	4	8	1	3	3	Mar-18	Green	
Tasks to mitigate the risk											
Deliver the current ACE Renaissance programme successfully											
Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods											
Put together the strongest application possible											
Strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2018-22 programme											
Monitor service delivery to ensure that targets are being met											
Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges											
Progress update											
Funding for 2015-8 was successfully secured with an ongoing need to deliver against the agreed Major Partner Museum (MPM) plan. NMS was awarded provisional funding for 2018-22 in the new ACE National Portfolio Organisation (NPO) funding programme, with final sign-off of the required Business Plan and associated documents expected by March 2018.											
Positive progress continues to be made against all business plans (MPM, Museums Development and Museums & Schools) for the current 2015-18 funding period. Visitor numbers across the 10 museums are high and learning programme targets are being delivered. This risk continues to be periodically reviewed with positive progress continuing.											