

Risk Register - Norfolk County Council

Risk Register Name		Norfolk Museums Service																Red			
Prepared by		Steve Miller and Steve Rayner																High			
Date updated		May 2016																Med			
Next update due		August 2016																Low			
Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date reviewed and/or updated	
Norfolk Museums Service	RM13947	Failure to maintain historic buildings	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.	30/06/2011	4	3	12 Amber	3	3	9 Amber	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	Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Major roofing works at the Shirehall completed in 2012. Museum of Norwich at the Bridewell re-opened to the public in July 2012 following substantial investment in its historic fabric as part of an HLF-funded refurbishment. Reviewed by SMT 20 August 2013 - As this is a risk to be managed on an on-going basis, having met its target score by January 2013 - agreed at SMT 20 August 2013 to show prospects as 'Green', amend target date to 01 April 2017 and retain on the risk register for monitoring purposes until 2017. Reviewed by SMT 21 March 2014 - No change.	3	3	9 Amber	01/04/2017	Green	Steve Miller	Steve Miller	06/08/2016	
Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	3	4	12 Amber	2	3	6 Amber	Emergency plan is in place Weekly checks of the store are carried out to check on safety of contents Contents insurance purchased Ensure risk assessment is reviewed Seek alternative storage provision Swap valuable high value items with other stores Ensure location records are accurate Commence a programme of rationalisation of collections in order to enable store to be vacated	Reviewed by SMT 16 April 2013 - The library basement art store has now been cleared. There will remain a large proportion of our social history collections that will be reviewed for further rationalisation but these are not considered to be a significant long term risk. Survey of storage area (December 2012) had identified possible asbestos issue that would require urgent evacuation of all collections to an alternative, secure, site. GY Operations manager has established the situation and prepared a suitable action plan/risk assessment. There may be minor low level asbestos related risks in relation to removal of floor tiles and Norse has been tasked with investigation. Reviewed by SMT 20 August 2013 - Identification of alternative storage location remains a priority, subject to NMS rationalisation strategy. Current impact score raised from two to three, however, prospects remain 'Green' subject to further review. Reviewed by SMT 21 March 2014 - No change to scoring - Target date amended to 31/03/2015. Positive progress on delivery during the first half of 2014/15, expectation for this risk to be resolved by target date. Risk fully resolved May 2015. However, a residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn.	1	1	1 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/08/2016	
Norfolk Museums Service	RM13949	Not delivering business plan targets as Arts Council England (ACE) funded Major Partner	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 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	3	3	9 Amber	1	3	3 Green	Monitor service delivery to ensure that targets are being met Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges	Positive progress against all business plans (MPM, Museums Development and Museums & Schools).	1	3	3 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/08/2016	

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	Norfolk Museums Service	RM14132	Failure to secure Arts Council England (ACE) Renaissance funding and continue as a Major Partner Museum	Failure to secure ACE funding for the period 2015-2018 will result in a massive loss of investment in NMS and the wider County in the region of £1.2m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.	23/08/2013	3	5	15 Amber	1	5	5 Green	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 autumn 2013/spring 2014 Strategic conversations with NCC Directors and Elected Members in terms of budget discussions relating to 2014-17	Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings. Reviewed by SMT 21 March 2014 - No change to scoring. Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan.	1	5	5 Green	31/03/2016	Met	Steve Miller	Steve Miller	01/05/2016
S	Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	5	5	25 Red	2	5	10 Amber	Review of display case security. Review of security staffing and systems. Additional CCTV coverage. Upgrade of case locks where necessary. Installation of additional case alarms where necessary. Employment of additional gallery security guards while reviews being undertaken. Removal of small paintings pending upgrade of CCTV. Liaise with police during their investigation. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.	Recommendations from internal and external security reviews implemented. Case security checked and upgraded where necessary. New key protocols introduced. Security added to remit of H&S Committee. Awaiting sign off from Internal Audit. Reviewed at SMT 15 January 2013. Target met. Safety and security infrastructure in place. Retain on risk register for monitoring purposes. Reviewed by SMT 20 August 2013 - As this is an on-going risk John Davies will own and update to reflect future security arrangements. Reviewed by SMT 21 March 2014 - Robust on-going audits and security reviews are continuing. No change to scoring - Target date amended to 01/04/2015 as this is an on-going risk.	2	5	10 Amber	31/03/2015	Met	John Davies	John Davies	06/02/2016
S	Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	3	4	12 Amber	1	4	4 Green	New staff not allowed computing access until they have completed the data protection and information security e-learning courses. A workbook on data protection and information security has been published for staff and volunteers who have no computer access. Mandatory refresher training and monitoring rates of completion of training. Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient.	Staff reminded of the serious nature of data protection, encouraged to refresh their e-training, and advised how to avoid easy mistakes when using email address lists - 08/08/12. Reviewed at SMT 15 January 2013. Target met. NMS measures in place. Retain on risk register for monitoring purposes. Reviewed at SMT 20 August 2013 - Ownership to change to Steve Miller with SMT to monitor in future. Reviewed by SMT 21 March 2014 - Local data has been reviewed and bespoke guidelines and procedures have been developed and delivered to support corporate policies. Any changes in terms of procedures brought in via DNA will be implemented across the Service as per NCC standards.	1	4	4 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/08/2016
S	Norfolk Museums Service	RM14162	Failure to generate additional income streams in 2014/2017 in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15 Amber	3	5	15 Amber	Commercial Strategy in place Staff will be trained and supported in the delivery of key goals	Reviewed by SMT 21 March 2014 - Excellent progress made and the target score was met for 2013/14. Very good progress made in the first half of 2014/15 including the establishment of the new Development Foundation to help with Service-wide fundraising. Loss of staff through restructuring as a result of NCC budget reductions for 2015/16 puts our income generation targets under much more pressure. Full impact will not be known until restructure is completed although planning suggests we will be able to deliver our budgeted income for 2015/16.	3	3	9 Amber	01/04/2017	Amber	Steve Miller	Steve Miller	06/08/2016
	Norfolk Museums Service	RM14163	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8 Amber	2	4	8 Amber	JMA is a priority in the Service Plan 2014/15	JMC briefed 27th June 2014; Review currently underway with all JMA partners (Sept 2014), no issues anticipated. Final JMA signed off 2015.	1	3	3 Green	31/03/2015	Met	Steve Miller	Steve Miller	06/02/2016