

Risk Number	RM14162					Date of update		27 February 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.										

<b>Risk Number</b>	RM14027					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Theft of museum objects									
<b>Risk Owner</b>	John Davies					<b>Date entered on risk register</b>		22 March 2012		
<b>Risk Description</b>										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM13947					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Failure to maintain historic buildings									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		30 June 2011		
<b>Risk Description</b>										
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM14286		<b>Date of update</b>		27 February 2017					
<b>Risk Name</b>	Reduction of centralised support services									
<b>Risk Owner</b>	Steve Miller		<b>Date entered on risk register</b>		21 March 2014					
<b>Risk Description</b>										
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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
<b>Tasks to mitigate the risk</b>										
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.										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM13948		<b>Date of update</b>		27 February 2017					
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Risk Owner</b>	Steve Miller		<b>Date entered on risk register</b>		30 June 2011					
<b>Risk Description</b>										
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM14132					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation.									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		20 September 2016		
<b>Risk Description</b>										
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
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	31/09/2017	Green
<b>Tasks to mitigate the risk</b>										
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										
<b>Progress update</b>										
Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings.										
Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan. Reviewed by SMT September 2016 - new funding programme announced for 2018-2022. New priorities and increased competition. Application to be submitted Spring 2017.										
The uncertainty of the first time process has increased the likelihood of this risk from 1 to 2. The outcome of the NPO assessment process and museum development process bids will be fully realised by September 2017, which is reflected in the revised target date.										
Positive progress against all business plans (MPM, Museums Development and Museums & Schools). 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.										