

Appendix A

Risk Number	RM14162					Date of update		07 December 2016		
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	3	5	15	2	3	6	Mar-17	Green
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.										

Risk Number	RM14027				Date of update			07 December 2016		
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	2	5	10	2	5	10	Mar-17	Amber
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.										

Risk Number	RM13947					Date of update		07 December 2016		
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	3	3	9	3	3	9	Mar-17	Green
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. 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. 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 20 September 2016 - No change.										

Risk Number	RM14286		Date of update		07 December 2016					
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 will 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	3	3	9	Mar-17	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										
Reviewed by SMT September 2016 - 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		07 December 2016		
Risk Name	Significant flooding in Gt Yarmouth area									
Risk Owner	Steve Miller					Date entered on risk register		30 June 2011		
Risk Description										
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.										
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	2	3	6	2	3	6	Mar-17	Green
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.										

Risk Number	RM14132					Date of update		07 December 2016		
Risk Name	Failure to secure Arts Council England (ACE) Renaissance funding and continue as a Major Partner Museum/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 £1.4m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.										
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	5	5	1	5	5	Jul-17	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										
Progress update										
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.										

Risk Number	RM14065				Date of update			07 December 2016		
Risk Name	Failure to follow data protection procedures									
Risk Owner	Steve Miller				Date entered on risk register			31 May 2012		
Risk Description										
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.										
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	4	4	1	4	4	Mar-17	Green
Tasks to mitigate the risk										
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										
Social media policy reviewed 2016										
Progress update										
Reviewed by SMT September 2016 - internal procedures and systems have been reviewed and tested across the Service.										

Risk Number	RM13949			Date of update			07 December 2016			
Risk Name	Not delivering business plan targets as Arts Council England (ACE) funded Major Partner Museum									
Risk Owner	Steve Miller			Date entered on risk register			30 June 2015			
Risk Description										
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	3	9	1	3	3	1	3	3	Mar-17	Green
Tasks to mitigate the risk										
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										
Progress update										
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. Reviewed September 2016 - positive progress continuing.										

Risk Number	RM14163		Date of update		07 December 2016					
Risk Name	Joint museums agreement review.									
Risk Owner	Steve Miller		Date entered on risk register		21 March 2014					
Risk Description										
Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of 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
2	4	8	1	3	3	1	3	3	Mar-15	Met
Tasks to mitigate the risk										
JMA remains a key priority in the 5 Year Strategy and the Service Plan										
Progress update										
Review completed with all JMC partners. Final Joint Museums Agreement signed off 2015.										