

DITSONG MUSEUMS OF SOUTH AFRICA

DRAFT 2019/20 STRATEGIC RISK REGISTER

Strategic Objectives/Goals	Sub programme	Risk Number	Risk Description	Root Cause	Risk				Inherent Risk		Current Controls in Place	Control Effectiveness		Residual Risk		Risk Owner	Mitigating Actions	Action Owner	Time Scale
					Impact	Probability	Value	Rating	Rating	Percentage		Value	Rating						
PROGRAMME 1: Administration (Corporate Services)																			
Increased accessibility and relevance of museums	Marketing and Communications	1	Declining public interest in museums	1. Poor security at museums 2. Lack of funding for school trips to visit museums 3. Outdated exhibitions 4. Some museums are not easily accessible 5. Limited public awareness of museums 6. Macroeconomic climate	Major	4	Likely	4	16	High	1. Security service providers at all sites. 2. Free access for learners during International Museum Week, Careers Week, Science week 3. Public lectures (DMSA and/or with partners) 4. Outreach programmes - taking the museums to the learners 5. Temporary exhibitions and displays 6. Partnerships with DAC and diplomatic missions for temporary exhibitions and displays 7. Advertorial and editorials in magazines, newspapers and radio interviews 8. 'Best Museum' award by Pretoria News 9. Working with Tshwane Tourism Authority and tour operators 10. Approved Events Strategy	Satisfactory	50%	8	Action	CEO	1. Security to be upgraded to include cameras and fencing as per security assessment report. 2. New exhibitions that are relevant and inclusive - 3-5yr Exhibition Plan 3. Develop strategy for virtual exhibition interface 4. Introduction of 'Adopt-a-School' campaign with private sector and well-resourced schools. 5. Marketing campaigns and special ticket prices (groups, etc)	CFO (Action 1) Museum Directors (Actions 2, 3, 4) Marketing & Comms Manager (Action 5)	10-May-19
Developed and retained workforce skills	Human Resources	2	Loss of key staff and skills gap	1. Failure to attract critical skills due to uncompetitive remuneration packages 2. Capacity constraints within DMSA core functions 3. Lack of succession planning 4. Inability to fill positions due to organization-to-person fit	Major	4	Likely	4	16	High	1. Approved Staff Retention Policy 2. Approved Acting Policy 3. Approved Recognition and Rewards Policy 4. Implementation of Management Development Programme 5. Implementation of training interventions as per WSP 6. Training and Development Policy and Plan 7. Talent Management Strategy 8. Human Capital Strategy 9. Approved Staff Retention Policy 10. Bursary Scheme and Committee 11. Organizational (realignment) structure corrects remuneration	Satisfactory	50%	8	Action	CEO	1. Provide opportunities for on-going professional development (conferences, mentoring, coaching, organizational visits) 2. Approved realignment structure 3. Competencies assessment 4. Partnership with Natural Science Collections Facility (to address sector-wide talent pipeline) 5. Re-constitute Employment Equity Committee 6. Draft Succession Planning Policy 7. Review Employer of Choice Strategy 8. Draft Internship Policy 9. Conduct DMSA salary benchmarking	HC Manager (Action 1, 2, 3, 5, 6, 7, 8, 9) Dir: NMNH (Action 4)	15-Jun-19
(Improve) Financial sustainability	Finance	3	Reduction in funding	1. Change in government priorities 2. ACH not priority sectors 3. Adverse Audit Opinion 4. Lack of transformation 5. Loss of grant income 6. Reduction in own revenue generated	Major	4	Likely	4	16	High	1. Approved Resource Mobilization Strategy (alternative fundraising) 2. Transformation Strategy 3. Approved Admission Fees Policy and other 4. Strategy to increase income from sales and services 5. Strategy to increase rental income 6. Qualified audit (18/19) 7. Approved Events Strategy 8. Regular engagement with Minister and PC on Arts and Culture	Satisfactory	50%	8	Action	CFO	1. Annual review of admission fees 2. Increased use of museum facilities for conferencing services 3. Transformation Implementation Plan 4. improved audit outcome	Finance Manager	14-Apr-19
(Promote good governance to ensure an efficient and effective organisation) Effective and efficient organisation	Governance	4	Non compliance with relevant legislation and policies and procedures.	1. Inadequate communication of policies and procedures (internal and external) 2. Poor application of policies and procedures 3. Inadequate controls and inadequate monitoring 4. Non-alignment of policies and procedures to legislation and Treasury regulations	Major	4	Almost Certain	5	20	High	1. Staff meetings 2. Operational Exco and Manco 3. Policy Review Forum 4. SCM Compliance Checklist reviewed quarterly 5. PFMA Compliance Checklist reviewed quarterly 6. Internal audit function	Good	70%	6	Monitor	CEO	1. Regular information broadcasts 2. Draft Records Management Policy 3. Develop comprehensive compliance schedule (excl SCM and PFMA) 4. Benchmark policies and procedures	CFO	14-Apr-19
	Governance	5	Fraud and corruption	1. Inadequate segregation of duties 2. Inadequate corporate governance processes 3. Non-compliance to legislation 4. Collusion between parties 5. Worsening macro economic environment	Major	4	Almost Certain	5	20	High	1. Approved conditions of service, delegation of authority, code of conduct, organizational values, policies and procedures 2. Annual declarations 3. Approved Fraud Prevention Policy and Response Plan 4. Monthly fraud awareness campaigns 5. Access to DAC hotline 6. Physical security measures i.e. security, limited use of camera's 7. Policy on the collection of fees/penalties at museums 8. Curators' signed Non-disclosure agreements	Weak	30%	14	Immediate Action	CEO	1. Fraud awareness workshop facilitated by JA 2. Draft Disciplinary and Grievance Policy and Procedures 3. Post-transaction reviews	CFO	2019/06/31
	ICT	6	Ineffective communication and information management system	1. Poor and outdated ICT Infrastructure 2. Loss of information 3. Failure to access the internet 4. Limited communication 5. Inadequate ICT capacity/division	Major	4	Almost Certain	5	20	High	1. Approved ICT Strategy 2. IT Implementation Plan 3. Approved Business Continuity Strategy 4. Functional ICT Steering Committee 5. Bi-weekly backups 6. WAN Rollout 7. Regular information broadcasts 8. Standing Exco and Manco meetings 9. Standing staff meetings 10. Intranet	Weak	30%	14	Immediate Action	CFO	1. Appoint ICT Technician and ICT Systems Specialist 2. Records Management Officer in the new structure 3. Draft Records Management Policy 4. Roll-out of Enterprise Process Management system	CFO	31-Aug-19
PROGRAMME 2: Business Development (Core Business)																			
Well-curated and preserved heritage assets	Collections Management	7	Mismanagement of collections	1. Non adherence to collection management policies and procedures. 2. Artefacts collected may not be in line with DMSA strategic objectives. 3. Inadequate collection records. 4. Inadequate transformation of collection strategy.	Catastrophic	5	Almost Certain	5	25	Critical	1. Heritage Asset Management Policy 2. Approved Standard operating procedures 3. Heritage Asset Register 4. Quarterly Reporting 5. CRAP 103 Champion and Committee 6. Standing Collections meetings with curators and directors 7. Heritage Asset Accounting Policy 8. Transformation Strategy	Good	70%	7.5	Action	CEO	1. Implement restriction on receipt of donations over the weekend. 2. Continuous updates to SoPs. 3. Acquisitions Committee determines donated items to be accepted 4. Procure Collections Management System (NMCH and NMMH) 5. Curators meetings with focus on heritage assets 6. Transformation Strategy and Implementation Plan requires gap analysis on collections to inform new acquisitions	Dir: NMCH Dir: NMMH Dir: NMNH	30-Jun-19
	Conservation and Restoration	8	Physical deterioration of heritage assets	1. Poor records management. 2. Insufficient and inadequate storage space 3. Inadequate pest control management. 4. Inadequate temperature monitoring.	Catastrophic	5	Almost Certain	5	25	Critical	1. Standard Operating Procedures 2. Funding from Natural Collections Facility for storage cabinets 3. Heritage Asset Management Policy 4. Collections Management System (Specify at NMNH) 5. Conservation Plans developed and implemented annually (passive conservation)	Good	70%	7.5	Action	CEO	1. DMSA approached Dept of Public Works to assist with temperature control. 2. Improve frequency of pest control implementation. 3. Planned Infrastructure upgrades 4. Assess collections management systems for Cultural and Military History Museums 5. Develop standard for digitization of collections 6. Draft Records Management Policy 7. Capex funding to procure HVAC to	Dir: NMCH Dir: NMMH Dir: NMNH	30-Jun-19

2019-20 Strategic Risk Register

	Conservation and Restoration	9	Loss of heritage assets	1. Poor record management. 2. Insufficient security 3. Poor accountability on access to keys to the stores 4. Lack of accountability in managing the control environment.	Catastrophic	5	Almost Certain	5	25	Critical	1. Heritage Asset Management Policy. 2. Quarterly Reporting on Heritage Assets 3. Security cameras 4. Asset Movement Form 5. Crap 103 training and systems training conducted by GT for curators	Satisfactory	60%	10	Immediate Action	CEO	1. To implement bio-metric access. 2. Security assessment report with recommendations 3. Draft Security Policy 4. Service provider to assess safety and security environment and change locks. 6. Install CCTV. 7. Introduce tighter controls on the key register to stores. 8. Locks changed as necessary 9. Gap analysis will inform the ideal storage environment for collections	Dir: NMCH Dir: NMMH Dir: NMNH	30-Jun-19
Increased research output	Research	10	Decline in research output	1. Limited number of professional research staff. 2. Heavy workload at the expense of research. 3. Reduction in funds raised for research	Major	4	Likely	4	16	High	1. Approved Research Policy 2. Knowledge Management Strategy 3. Data Recording Plan 4. Transformation Strategy 5. Bursary Scheme and Committee	Weak	40%	9.6	Action	CEO	1. Recruit staff with research capability 2. Broaden stakeholder management and participation. 3. Draft Research Strategy 4. Implement approved organizational (realignment) structure 5. Transformation Plan	Dir: NMCH Dir: NMMH Dir: NMNH HC Manager	30-Nov-19
Programme 3: Public Engagement																			
Increased accessibility and relevance of museums	Public Programmes	11	Loss of public interest in museums	1. Lack of public awareness of SA heritage and museums 2. Lack of innovation and transformation in museums 3. Competition with alternative forms of recreation. 4. Reduced number of visitors to museums	Moderate	5	Likely	4	20	High	1. Approved Marketing Strategy 2. Museum outreach programmes 3. Outreach partnerships with key stakeholders. 4. Partnership with City of Tshwane 5. Advertisements in Magazines and radio talk interviews. 6. Hosting of schools for science week, career week and museum week. 7. Bespoke customer experience programmes	Satisfactory	50%	10	Immediate Action	CEO	1. Modernize exhibitions 2. Develop electronic and interactive exhibitions. 3. Gap analysis to inform collection decisions. 4. Collections committee to approve acquisition proposals with transformation imperative 5. Draft Friends of the Museum policy	Dir: NMCH Dir: NMMH Dir: NMNH	30-Jun-19