

Risk No.	Strategic Objective	Risk Description	Risk Owner
1	Well-curated and preserved Heritage Assets	Physical deterioration of Heritage Assets	Curators and Directors
		Collections being mismanaged without management awareness and or consequence management.	Curators and Directors
		Objects being collected are not in line with DMSA's strategic objectives.	Curators and Directors
2		Physical loss through insufficient security of collections	Curators and Directors
3		Physical loss of Heritage Assets through natural disasters	Curators and Librarians
5	Increased research outputs	Curators not conducting sufficient research	Curators

6		Research not inclusive	Curators
7		Outdated Exhibitions	Curators and Directors
8		Exhibitions that are not transformed to be inclusive of all cultures	Curators and Directors
9		Irrelevant educational tours / Educational tours not aligned with education curricula	Public Officers Engagement and Directors
10		Lack of security for visitors and staff	Directors
11	Strategic outcome goal - Financial sustainability: Revenue diversification and growth and implementation of cost optimisation.	Budget cut	CFO and Finance Manager
12		Infrastructure decay and lack of well maintained buildings :e.g,Pierneef building Lawyers, paying less	CFO and Finance Manager

13		Lack of Intergrated database	CFO and Finance Manager
14		Insufficient Own Revenue	CFO and Finance Manager
16		Reputational damage	MANCO
17	Vision - Sustainable and Accessible To all	Low maturity level of risk management	MANCO
18	Mission - Transform Ditsong into a Catalyst for Nation Building	Lack of Transformation	MANCO

		Resistant to change	MANCO
19	Develop and Retain Workforce Skill	Lack of proper talent management	MANCO
20		Lack of Career Management	MANCO

Reason/Cause	Consequence	Existing Controls	Level of Risk
Insufficient storage facilities	<ul style="list-style-type: none"> • Incorrect storage facilities • Pest management not implemented 	Storage cabinets, SOPs, Collection Policies, Conservation Plan	High
Weakness in monitoring controls.	Collections Management controls are inadequate and ineffective, non compliance with Collections Management policies and procedures.	Collection Management policy and SOPs	Medium
Challenge with staff capacity to monitor controls	Collections Management controls are inadequate and ineffective, non compliance with Collections Management policies and procedures.	Collection Management policy and SOPs	Medium
Insufficient security controls and poor record keeping	<ul style="list-style-type: none"> • Physical loss of collections • Items misplaced within collections 	Security, Collection Policies	High
Lack of fire retardant systems, lack of evacuation and flood prevention plans	Physical loss and damage to collections	SOPs, Collection Policies, Evacuation plans	Medium
Loss of and lack of professional staff, work overload.	Decline in research output, loss of grant income	Research Strategy	High

Focussing on research that is not inclusive to the public and stakeholders	Loss of interest from public and stakeholders	Transformation Strategy	Medium
Insuffecient staff with creative/artistic skills to design new exhibitions	Declining Public Interest	Exhibition Policy	Medium
Insufficient market research	Declining public interest	Exhibition Strategy	Medium
Insufficient market research and outdated exhibitions	Declining public interest	Engagement with Department of Education	Medium
Inssufficient security measure implemented, size of the sites are difficult to police	Injury and loss of life	Increase in security patrols and other security measures	High
Change of government priorities	Inability to meet strategic objectives	Own revenue generation, cost containment and cost reduction and interact with DAC for funding	High
Insufficient funding, capacity constraints	Reduced visitors numbers, damage to heritage objects and reduction in income	Assessment of condition of buildings on a regular basis and submission of Usser Assets Management Plan to DAC	High

No access to on-line accounting system by the museums	Reduce business viability and increased audit findings	Manual processing	High
Lack of dedicated revenue collection portfolio (Cost and Management Accountant), reduction in visitor numbers	Insufficient funding	Revenue streams, price list and collection methods	High
Continued adverse opinion	Reduction of funding, Administration, few visitors number	Remedial Action Plans	High
No dedicated risk management unit	Adverse Finding and non-achievement of organisational strategies	Capacitated employees on risk management issues, Audit, Risk, Information and Communication Technology Committee, Internal Auditors	High
One sided narrative	Fail to contribute to social cohesion and nation building.	Approved Transformation Strategy	Medium

Mind set, comfortable with status quo, fear of change and fear the unknown	Stagnation	Change Management Programme	High
Lack of properly skilled personnel, working condition, lack of competitive remuneration	Loss of talent, Attracting and retaining wrong talent	Talent Management Strategy	High
Inadequate structure, staff not responding to training opportunities, no Career Management Policy in place, lack of succession planning	Low staff morale, loss of critical and skilled staff	Leadership Development programme	High

Risk Response Strategy	Timeline	Implementation Status	Reason for Non-Implementation	
Purchase additional cabinets, ensure temperature controls and pest control	Mar-18	40% Pest control have been implemented at Military, Cultural and Natural History Museums and climate control infrastructure upgrades has been requested at NH		
Workshop policies and procedures to ensure adherence	Mar-18	Consequence management implemented		
Workshop policies and procedures to ensure adherence	Mar-18			
Develop security policy and collection processes	Mar-18	Draft Security policy was circulated for comment		
Develop Appropriate Evacuation Plan	Nov-18		OHS Committee at Natural History and HO currently inactive	
Filling vacancies for Researchers	Mar-19		Hold placed on filling vacant positions, implementation of realignment?	

Establish Research Committee to monitor research projects	Mar-19	Transformation plan being developed and implemented in 2018/2019 financial year		
Establish Exhibition Committee to develop and implement the exhibition strategy	Mar-18	Committee established, requires formalisation.		
Conduct Market Research on relevance of current collections to various cultures	Mar-18			
Conduct research on educational curriculum to inform education programs and tours	Mar-18			
Market museums to local communities to increase the community's sense of ownership and pride of the museum	31-Mar-19			
Identify alternatives :NRF,NHC,SANBIC, improve debt collection and improve own revenue collections	31-Mar-18			
Create facilities management portfolio and infrastructure funding	31-Mar-18			

Intergration of systems, granting access to intergrated system for museums	31-Mar-18		
Create a dedicated revenue collection portfolio to manage income generation for the organisation, improve the quality of infrastructure	31-Mar-18		
Implementation of remedial plan, monitoring of Requests For Information (RFIs), Compliance with regulations and laws, adherence and implementation of internal policies and resolutions of Management and Council, Proper Record Keeping, implementation of serious consequence management and capacitate units	31-Mar-18		
Appoint Risk management expert to monitor the risk Register for the organisation Alternatively appoint service provider , include risk management functions in all employees performance agreements	31-Mar-18		
Implement the Transformation Strategy	31-Nov-18		

Implement Change Management Strategy	31-Nov-18		
Implement HC Strategies and Programmes	31-Mar-18		
Talent Management Strategy, Human Capital Strategy and Training and Development Policy and Plan	31-Mar-18		


