RAMM Risk Register 2025-26

Date: 16 October 2025

NPO and IPSO programme (2023-2026)

Applicant name: Exeter City Council

Project number: NPIP-00535974-SW-0000005

Risk Register signed by: Councillor Bob Foale, Portfolio Holder, Arts, Culture and Tourism

RAMM Risk Register 2024-25: Analysis of Strengths and Weaknesses:

INTERNAL	EXTERNAL
Strengths	Opportunities
- Collections of national and international significance. - Maximising value of Exeter City Council (ECC)'s core funding as leverage for external grants. - Profile, audience and stakeholder recognition of RAMM supported by strong past performance and reputation. - Dynamic and creative programming has relevance for the community served. - Experienced and committed staff team. - High levels of support from community volunteers. - Team has clear understanding of museum purpose and direction. - Cross fertilisation and convergence of different art forms; contemporary and historic practice. - Support from two associated independent charities enables developmental aspects of our work. - Good data and insight for decision-making - Able to demonstrate economic value of the museum - ECC net carbon zero strategy	- Local context of city's relatively buoyant economy and growth prospects. - City Council's ambition for city and its services. - Local government reorganisation - New(ish) Labour government with focus on growth and skills development - Social and civic value of RAMM – reputation and goodwill - Strong partnerships - Co-production through RAMM's work with partnerships and audiences. - Democratisation of culture/content diversification. - Growing recognition of RAMM's value to health and wellbeing agendas. - Potentials of technological change to extend the reach of RAMM's collections and services, through digital, personalisation of experiences and targeted individual relationships. - Use of data to better understand audiences, shape and promote services. - Digital enables global reach, exchange and collaboration. - Potential of AI to streamline admin and data tasks - Socially aware audiences (e.g. decolonisation and anti-racism) - Strong community feeling committed grassroots organisations working positively at local level - People becoming more passionate about environmental issues.
Weaknesses	Threats
- Pressures on public sector funding and position as discretionary service. - Competition for resources internally (and externally). - Managing the tension between public service and business needs.	- Pressure on public sector funding. - Tension between political aspirations and ability to fund. - Local government reorganisation - Increased need to demonstrate impacts with same or less resource.

• Meeting multiple community needs and balancing conflicting demands/ interests. • Lack of marketing budget to compete for audiences. • No reinvestment in 'core offer' updates/renewal. • Limitations of digital infrastructure, capacity and priority inhibits development and opportunity. • Lack of physical space (e.g. for venue hire)	• Need to recast and represent museum's work to meet new stakeholder priorities and interest. • Competition for political 'air- time' and need to advocate nationally, locally, to ACE and to sector. • People's disposable discretionary income diminished – cost of living crisis • Changing demographics and community need. • Significant competition for people's time and attention (multiplicity of choices and sophistication of competitor marketing). • Social media changing communication and peoples' expectations. • Increased polarisation of audiences, particularly on social media ('culture wars') • Visitor expectations of offer and demand for public access to collections continues to increase. • Premium placed on visitor 'experience'. • Climate change, ecological crisis

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Reference Guide for 'Risk Title and Description': Organisational: O, Department: D and Objective / Task: T

Risk Matrix. RAMM has assessed the each risk by the **IMPACT** it will have by the **LIKELIHOOD** it will happen. This gives a score, or rating, and indicate if the risk is `Low`, `Medium` or `High`.

LIKELIHOOD	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		IMPACT			

Risk Title and Description (O for Organisational; D for Department and T for Objective/Task)	Date Risk Identified	Risk Owner	Inherent Risk (before controls)			Existing Mitigations & Controls (What has been done to control the risk?)	Residual Risk (after controls)			Further Mitigations & Controls to be put into place	Target Implementation Date	Notes
			Likelihood	Impact	Risk Score		Likelihood	Impact	Risk Score			
Change of ECC political priorities Local authority reorganisation may result in change of ownership of and	April 2025	CH	3	3	9	• Maintain communication channels and awareness of political developments. • Create advocacy opportunities to highlight business plan; its	2	3	6	• Maintain awareness of emerging political priorities and interests.	Ongoing	Unitary authority status may see a change in ECC priorities.

priorities for the museum						achievements and strategic relationship with ACE. • Options for future unitary authorities presented to Government				• Look for alignment opportunities within RAMM programme. • Ensure councillors are aware of RAMM's activities and invited to/host relevant events. • Engage with other local authority museums and cultural services	
Loss of critical partnerships and relationships	April 2025	CoLT	3	3	9	• Maintain a regular dialogue with partners. • Check partner benefits meet their organisations requirements. • Discuss need for development or adjustment. • Engage ECC in strategic discussion when appropriate and necessary. • Develop MOUs with partners.	2	3	6	• Renegotiate partnerships. • Revise service delivery ambitions. • Build continuity in key relationship personnel.	Ongoing
IT infrastructure and skill sets do not support	April 2025	JP	4	2	8	• Early project discussions with STRATA.	3	2	6	• Alert ECC to risk and seek their engagement with issue.	Ongoing. Maintain dialogue with Strata

RAMM's digital ambition						• Establish project requirements and STRATA's capability/ capacity to meet. • Consider alternative routes, suppliers and partnerships that will enable work to go ahead.				• Build relationships with new head of service		
Building/facility issues – including improvements - compromise operational delivery	April 2025	JH	3	4	12	• Ensure ECC awareness of impact on partner investment and strategic relationships. • Good maintenance systems implemented for RAMM. • Careful planning and liaison with ECC colleagues to minimise disruption to public services and programme delivery. • Escalate issue within ECC for senior officer attention/ involvement.	2	4	8	• Revise routes and/or scheduling to facilitate continuity of operations. • Communications plan shares challenge and any impacts, with stakeholders and public. •ECC colleagues share information and timeframes to enable formulation of alternative options and forward planning.	Ongoing	ECC analysing corporate estate and capital needs longer term to inform future capital allocations and longer term planning.
Financial sustainability and investment decisions - There is a risk that pressures on budgets, unclear	July 2025	CH	4	4	16	• Good engagement and support established with Councillor • Regular analysis and scenario planning exercises to consider impacts and implications	4	4	16	• Museum review to inform future planning and priorities for mitigating risk	Ongoing	Review outcomes presented to ACE in November

prioritisation of delivery and limited forward planning may undermine sustainable funding					• Fund raising where appropriate • Income streams have already been diversified and future opportunities welcomed and considered on individual merit					