CHL Detailed risk register

Report Author: Margaret Jackson
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Rows are sorted by Risk Score

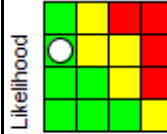## Code & Title: CHL Department of Culture, Heritage & Libraries Risk Register 10

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 001 The effect of terrorism on the tourism business at Tower Bridge & Monument 09-Mar-2015 David Pearson	Terrorism on the tourism business would have a devastating effect on visitors into the City of London, both financial and reputational. **Cause;** An act of terrorism in the heart of London. **Event:** Tourists avoiding visitor attractions in London including those owned/operated by the City of London Corporation (in particular The Monument and Tower Bridge) **Impact**: Significant loss of income and footfall over a prolonged period , service budget reconfiguration.		12	No change to risk rating. Upgrade of analogue cameras to digital in progress following a review of the site facilities. Current threat level of terrorism is Severe. **17 Jun 2016**		12	31-Mar-2017	⬌ No change

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DCHL 001a CoLP Counter Terrorism	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	The Public Security Improvement Activity Assessment which is used to assess security measures at crowded places is regularly reviewed with the City of London Police.	Jamie Bottono	29-Jun-2016	31-Mar-2017

Section liaison.					
DCHL 001b Site security.	Maintain vigilant and effective on-site security systems at Tower Bridge.	The security camera system has been upgraded. Refresher training has been carried out with the introduction of new Security Supervisors.	Jamie Bottono	30-Jun-2016	31-Mar-2017
DCHL 001c Staff training.	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	Staff training is reviewed and refresher training given throughout the year.	Jamie Bottono	30-Jun-2016	31-Mar-2017

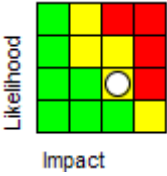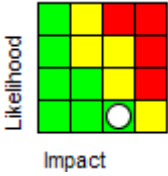| Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 002 Reduction of budgets on service delivery 10-Jun-2016 David Pearson	**Cause**: Significantly reduced budgets through SBR or other savings programmes. **Event**: Reduced efficiency and effectiveness across the services. **Impact**: Reputational damage, possible closure of public services, decrease in footfall and reduced income generation.		8	Budget reductions will negatively impact on service delivery and our reputation as a cultural destination city. Staff need to be trained and investment made in resources to help identify funding streams and opportunities for increased revenues. The SBR savings are being implemented. CHL SMT working on plans to meet continuing need to demonstrate value for money. No change to risk score, but plans to reduce the score as the scale of budget reductions becomes clearer will be made through SMT meetings. **28 Jun 2016**		6	31-Mar-2018	⬌ No change

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DCHL 002a Review services, and alignment with CoL priorities.	Maintain relevance of all services, and alignment with CoL corporate priorities through regular reviews by Heads of Service.	Heads of Service have carried out a review of their areas as part of the business planning process.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 002b Seek partnerships or efficiency gains.	Keep services under on-going review, seeking partnerships or efficiency gains when possible.	Efficiency gains have been made under SBR in all service areas.	David Pearson	30-Jun-2016	31-Mar-2017

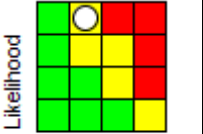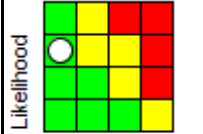| Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 003 Loss of IT systems at public facing sites 09-Mar-2015 David Pearson	**Cause;** IT failures from lack of system/infrastructure/software maintenance and upgrades. **Event:** Public avoiding our services due to lack of confidence in their provision. **Impact**: Significant reputational damage expressed through loss of income and footfall over a prolonged period. Social media used to detriment of the CoL. Loss of income from external presentations/workshops/events/retail offering.		**8**	Maintenance and replacement of IT infrastructure and services is provided by Chamberlain's Department and outside of our control. **30 Jun 2016**		**3**	31-Oct-2016	↔ No change

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DCHL 003a Incident escalation.	Escalate with IS Service Desk as soon as an incident occurs.	All sites continue to escalate issues to IS Service Desk. Chamberlain's have budgetary constraints which may affect the speed of response and remedial action.	Sara Pink; Simon Woods	10-Jun-2016	31-Dec-2016
DCHL 003b IT review engagement.	Engage with corporate processes around the review of IT services and stress the importance of IT across everything delivered by CHL.	CHL has a Rep on the various IT strategy/comms groups to ensure departmental business needs and concerns are met as far as possible.	David Pearson	30-Jun-2016	31-Dec-2016
DCHL 003c Staff IT training.	Ensure that staff competence in IT use is kept up to date through appropriate training. Corporate e-courses are encouraged.	Corporate course notifications are disseminated across the department on a regular basis.	David Pearson	30-Jun-2016	31-Mar-2017

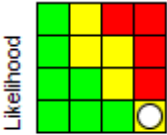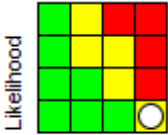| Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 004 Facilities Management maintenance response times 10-Jun-2016 David Pearson	**Cause**: Slow response times to FM service requests. **Event:** Assets not repaired or replaced in a timely manner. **Impact**: Public services unavailable for use; income generation reduced; increase in H&S incidents and insurance claims.		8	Maintenance and replacement of sites/assets is provided by City Surveyor's Department and their contractors and outside of our control. **30 Jun 2016**		6	31-Dec-2016	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 004a Updated Asset Registers	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset registers reviewed annually as part of the business planning process with City Surveyor's. All sites have been reviewed.	Margaret Jackson	29-Jun-2016	30-Jun-2016
DCHL 004b Engagement with FM processes	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	CHL has reps on the FM Category Board and relevant working groups underpinning the Category Board.	Margaret Jackson	28-Jun-2016	31-Mar-2017
DCHL 004c Issue reporting	Ensure all problems or maintenance issues are reported in a timely fashion.	Fault and issue reporting carried out regularly through the Property Service Desk and local FM liaison meetings (quarterly) with Property Facilities Managers.	Margaret Jackson	28-Jun-2016	31-Mar-2017

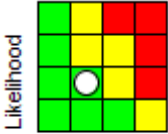| Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 005 Heritage collections conservation and storage facilities. 10-Jun-2016 David Pearson	**Cause**: Our systems for storing, conserving and making accessible the heritage collections we look after fail. **Event**: Unique heritage material of national significance may be damaged, destroyed or lost. **Impact**: Either the loss of the material or the associated reputational damage to CoL.		**8**	Our heritage collections are stored on different sites and there are risks around the actual storage facilities, transporting material safely, and conservation techniques and costs. These systems are reviewed regularly and staff training is key to maintaining high standards. **29 Jun 2016**		**4**	31-Dec-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 005a Maintain professional standards	Ensure high and appropriate professional standards are maintained in all areas where heritage material is stored through staff training and monitoring.	Recruitment processes help to ensure that professionally qualified staff are employed. Regular on site training must continue to be provided.	Geoff Pick	30-Jun-2016	31-Mar-2017
DCHL 005b Effective security	Ensure that effective security measures are kept in place around access, and permissions to access areas and materials.	Security measures are reviewed regularly, especially when a member of staff leaves or a new member starts. Advice is taken from Guildhall Security and the City of London Police as necessary.	Tim Harris; Jeremy Johnson	30-Jun-2016	31-Mar-2017
DCHL 005c Education of other departments	Ensure that CoL service departments involved in such areas are educated in the importance of the material stored. Liaison and appropriate training to be maintained.	Some liaison has been done with City Surveyor's staff to raise awareness of CHL requirements, both at liaison meetings and through staff tours of our sites.	Tim Harris	30-Jun-2016	31-Mar-2018
DCHL 005d Conservation staff	Ensure that CHL maintains an appropriate complement of professionally trained conservation staff.	The needs of the service are reviewed in terms of all resources on an annual basis by the relevant Service Heads. This includes cover for maternity, sickness absence etc. as required to maintain an appropriate professional staffing contingent.	David Pearson	30-Jun-2016	31-Mar-2017

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CHL DCHL 007 Perception of service relevance 10-Jun-2016 David Pearson	**Cause**: Negative perception of services. **Event**: CHL services perceived to be losing relevance and usefulness by our target audience. **Impact**: Use will decline; new audiences will not be developed; funding will be cut; there will be pressure to divert resources away from the services.		8			3	31-Mar-2018	↔ No change
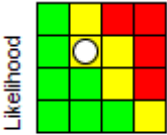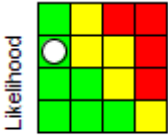
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DCHL 007a Explore the question of relevance for all services.	Ensure good business planning processes which challenge all services to demonstrate that they are up to date in their thinking and delivery; maintain effective performance measures to indicate changing patterns of use.	The revised business plan is now in operation.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 007b Professional development	Managers to ensure that staff are up to date in current professional developments.	The annual appraisal process has been carried out which includes looking at L&D needs for the year ahead.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 007c Customer Surveys	Maintain and develop effective customer surveying techniques.	Customer surveys are carried out in various CHL services using paper and electronic means. Analysis is carried out monthly by senior managers.	David Pearson	30-Jun-2016	31-Mar-2018

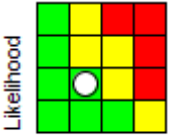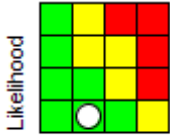| Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHL DCHL 008 Major events/incidents occur that affect London 10-Jun-2016 David Pearson	**Cause**: Major events/incidents affecting London (natural environmental events, economic events or acts of terrorism). **Event**: Access/egress to and from our services and events in areas of London is restricted. **Impact**: A significant drop in footfall and income.		**8**	These events are completely outside of our control however, we continue to liaise with all relevant bodies to minimise the impact as much as possible. All events arranged by us will be assessed for impact due to changes in the weather, transport closures, road closures etc. and back-up arrangements made where possible. **30 Jun 2016**		**8**	31-Mar-2018	⬌ No change

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DCHL 008a Develop strategies and visitor incentives to implement if such events occur.	Maintain, and keep under review, business continuity plans to be invoked in the event of such incidents occurring.	Each public event is assessed and plans made to minimise the risks as much as possible.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 008b Business Continuity communication	Ensure good lines of communication between CHL services/activities and the CoL central Security & Contingency Planning teams.	Regular liaison is carried out between the Departmental Senior Management Team and the Security & Contingency Planning Team.	Margaret Jackson	30-Jun-2016	31-Mar-2017
DCHL 008c Staff training	Provide relevant training for staff to enable them to respond appropriately.	Relevant staff have undertaken CoLP training under PREVENT, Project Griffin and Project Argus.	Nick Bodger	30-Jun-2016	31-Mar-2017

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CHL DCHL 010 CoL's policies and approval processes. 10-Jun-2016 David Pearson	**Cause**: Our ability to respond to opportunities is limited leading to delays or cancellations of CHL events and other programmes. **Event**: CoLC policies, procedures and approval processes become more complex. **Impact**: There will be a direct impact on operational effectiveness in delivering business plan objectives.		8	The complexity of the approvals process for income generating/cultural projects can mean delays to permissions which in turn have a negative effect on the City of London Corporation's ability to take part and our reputation, especially on social media. Ways of reducing bureaucracy should be investigated by the corporate Policy and Performance teams in Town Clerk's. **10 Jun 2016**		4	31-Dec-2017 No change	↔

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 010a Engage with relevant corporate teams to streamline processes.	Engage with relevant corporate policy teams to streamline purchasing and project approval processes and timelines.	Liaison meeting with CityProc teams has taken place.	David Pearson	29-Jun-2016	31-Mar-2018

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CHL DCHL 006 Social media/digital realm consumer behaviour. 10-Jun-2016 David Pearson	**Cause**: We fail to maximise the opportunities afforded by social media and do not react to consumer behaviour in the digital realm. **Event**: Not engaging effectively with target markets such as City workers and international visitors. **Impact**: The Department will be behind the curve and see our fanbases and audience engagement diminish.		6	Advances in technology can be rapid and we need to understand our customer base as well as reach out/respond to them using suitable social media. Our corporate IT strategy will have a large impact on the work we do here and we are therefore liaising closely with corporate IT on strategies for the year ahead. **29 Jun 2016**		3	31-Dec-2017	⬌ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCHL 006a Awareness of landscape and opportunities	Ensure that staff across CHL have an up to date awareness of the landscape and opportunities of social media, maintaining an awareness of CoL policies and procedures in this area.	Regular monitoring of social media trends is carried out as part of the Visitor Development Team's work.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 006b Staff empowerment	Staff to be encouraged and empowered to make good use of social media in the interest of developing the services.	Staff have been encouraged and empowered by the Director and Heads of Service to make good and appropriate use of social media within the corporate policies.	David Pearson	30-Jun-2016	31-Mar-2017

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CHL DCHL 009 Working partnerships. 10-Jun-2016 David Pearson	**Cause**: We do not develop existing/establish new working partnerships. **Event**: We miss opportunities to better understand the industries in which we operate/demonstrate the effectiveness of wider initiatives and campaigns. **Impact**: To be left behind in industries where peers are benefiting from positive partnerships.		4			2	31-Mar-2017	No change

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DCHL 009a Professional development	Ensure staff are well informed on developments in their professional landscape.	Profession updates are shared within relevant teams e.g. VisitEngland and the Society of Chief Librarians to raise awareness of prospective partnerships.	David Pearson	30-Jun-2016	31-Mar-2017
DCHL 009b Entrepreneurial culture.	Maintain a culture in which staff are both encouraged and empowered to be entrepreneurial.	Sharing information at meetings e.g. All Staff Meetings, Team Meetings and the minutes of the SMT help to encourage staff to discuss new ideas and suggestions. These are actively encouraged by the SMT.	David Pearson	30-Jun-2016	31-Mar-2017