

<b>Committee(s)</b>	<b>Dated:</b>
Culture, Heritage and Libraries Committee	11/07/2016
Audit & Risk Management Committee	18/07/2016
<b>Subject:</b> Culture Heritage & Libraries Departmental Risk Report: 2016-17	<b>Public</b>
<b>Report of:</b> Director of Culture Heritage & Libraries Department	<b>For Information</b>
<b>Report author:</b> David Pearson	

### Summary

This report has been produced to provide Culture Heritage & Libraries (CHL) Committee with assurance that risk management procedures in place within the Culture Heritage & Libraries Department are satisfactory, and that they meet the requirements of the Corporate Risk Management Framework.

A full scale review was undertaken of the departmental Risk Register in light of discussions at both CHL and Audit & Risk Management Committees. Departmental risks will be reviewed quarterly by the Senior Management Team as part of the on-going management of the department and reported to your Committee.

The Culture Heritage & Libraries Department is responsible for 10 departmental risks which have been identified as part of the business planning process. Nine of these risks are rated Amber and one at Green.

The corporate Risk Matrix is at Appendix 1 and the summary risk information is set out in Appendix 2.

### Recommendation

Members are asked to:

- Note the contents of the report and the identified actions to monitor and manage effectively risks arising from our operations in the Culture Heritage & Libraries Department.

### Main Report

#### Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department.

2. Summit Group, at its meeting on 23 February 2015, agreed that a risk update report would be presented to “Grand” Committees on a quarterly basis going forward. The report must include any corporate risks and all departmental level risks.
3. The CHL Risk register was reviewed at the Audit & Risk Management Committee on 8 March 2016 and the observations coming out of that were discussed informally with the Chamberlain and reported on at the CORMG meeting on 25 April 2016. There was a general agreement that the register had become too operational in its focus and that a full scale review would be beneficial.

#### **Revision of the CHL departmental risk register**

4. A workshop took place 17 May 2016 attended by all members of the CHL SMT and facilitated by the Corporate Risk Advisor. In preparation for this, everyone was asked to consider key risks as they saw them, from both a service and a departmental perspective. The information was discussed and prioritised at the workshop. The focus was on risks which would affect the delivery of strategic priorities for the department and/or the Corporation. This process led to an agreed consolidated list which has been further refined into a new departmental Risk Register.

#### **Current Position**

5. This report sets out the key risks that have been identified as part of the workshop and the annual business planning process in relation to the operations of the Culture Heritage & Libraries Department. The Department has adopted the Corporate Risk Management Framework for its corporate and departmental risks which are recorded on the corporate Covalent risk management information system (RMIS). The corporate Risk Matrix is at Appendix 1. This report also outlines the processes adopted for the on-going review of each risk and mitigating actions. A summary of all the risks is attached at Appendix 2.

#### **Risk Management Process**

6. The Culture Heritage & Libraries’ risks are managed through a hierarchy of three levels. These are service risks, departmental risks and corporate risks. As part of the business planning process service level risks are considered, reviewed, recorded and significant risks escalated to the Senior Management Team for consideration and inclusion in the Departmental Risk Register.
7. Any H&S Top X risks for our services are also recorded on the RMIS. This process will ensure the Department is compliant with the H&S at Work Act and other statutory requirements, as well as enable efficient and effective management of those risks.
8. Risk owners review the progress of mitigation actions and update the risks that they are responsible for on at least a quarterly basis. The updated register is subsequently reviewed by the Departmental Risk Coordinator and presented for review and approval to the Senior Management Team. Risks with high scores are automatically escalated to the next management level in accordance with the Corporate Risk Management Framework. Risks which are no longer relevant or have been fully mitigated, are removed.

9. The detailed risk register forms part of the business plan presented each year to the Culture Heritage & Libraries Committee.
10. Additionally, the department's quarterly business plan progress report includes a section outlining new risks or changes to current risks that might have an impact on the department achieving its strategic aims and objectives.

### **Identification of New Risks**

11. Emerging risks are identified through a number of channels:
  - Service team meetings
  - Directly by the Senior Management Team as part of the departmental review process
  - In response to regular reviews of delivery of the departmental business plan objectives and Service Based Review (SBR) income targets
  - Through liaison with City Surveyor's Department Property Facilities Managers.
12. The risk register may be refreshed more frequently in response to emerging issues or changing circumstances.

### **Changes to the Departmental Risk Register since March 2016**

13. All service level risks have been removed from the departmental risk register since the implementation of this year's business plan. 10 new or substantially revised departmental level risks have been added which relate to the achievement of our business plan objectives and/or corporate strategies. They are summarised below and more detail is shown in Appendix 2.

### **Summary of Key Risks**

14. The Culture Heritage & Libraries Departmental Risk Register includes nine AMBER risks and one GREEN risk listed below.

<b>Risk Number</b>	<b>Risk Title</b>	<b>Current RAG Status</b>
DCHL 001	The effect of terrorism on the tourism business at Tower Bridge & Monument	AMBER
DCHL 002	Reduction of budgets on service delivery	AMBER
DCHL 003	Loss of IT systems at public facing sites	AMBER
DCHL 004	Facilities Management maintenance response times	AMBER
DCHL 005	Heritage collections conservation and storage facilities	AMBER
DCHL 006	Social media/digital realm consumer behaviour	AMBER
DCHL 007	Perception of service relevance	AMBER
DCHL 008	Major events/incidents occur that affect London	AMBER
DCHL 009	Working partnerships	GREEN
DCHL 010	CoL's policies and approval processes	AMBER

## **Conclusion**

15. Members are asked to note the changes to the departmental risk register and the risk management processes within the Culture Heritage & Libraries Department which adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of the Department are proactively managed.

## **Consultees**

16. The Chamberlain's Department has been consulted in the preparation of this report.

## **Appendices**

Appendix 1 – Risk Matrix

Appendix 2 – Summary CHL Departmental Risk Report

## **Background Papers:**

Culture Heritage & Libraries Department's Business Plan, 2016–2019

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