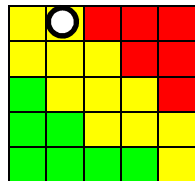
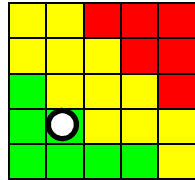
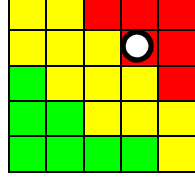
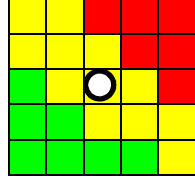
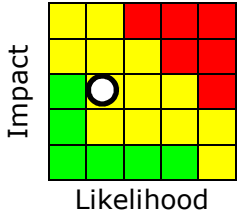
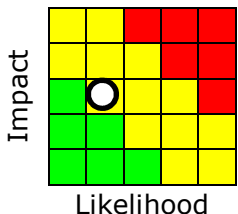
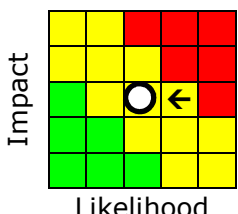
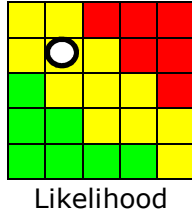
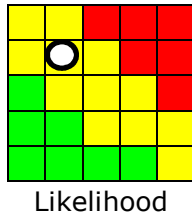
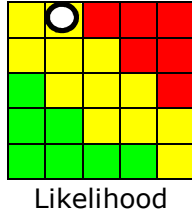
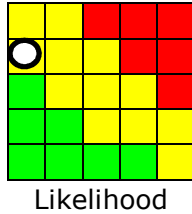
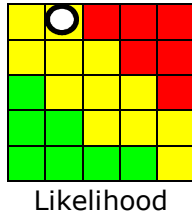
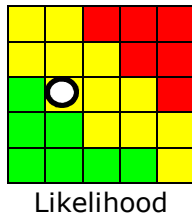


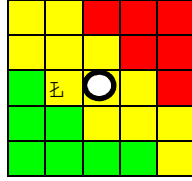
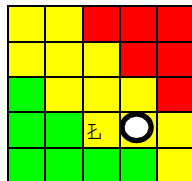
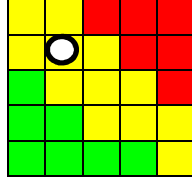
Cultural Services Risk Register (February 2017)

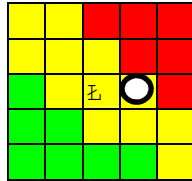
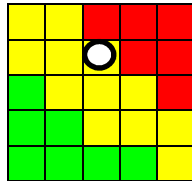
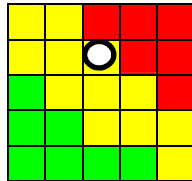
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
Generic Risks						
1. Loss or major damage to operational buildings	Fire Floods and storms Gas explosion Vandalism Civil unrest	Danger to occupants Non-availability of service Additional expenditure/loss of income Loss of customers	Business Continuity plans (CSMT) Normal operating procedures/ emergency Action Plans (Section Heads & building managers) Contract management of operators procedures where they are responsible for delivery of services in Council venues.	On-going review of Fire Risk Assessment procedures – corporate project	Corporate Compliance Group	 Impact Likelihood
2. Unplanned unavailability of R/H offices	Power failures Emergencies/ incidents Floods	Minimal disruption to service. Possible loss of data (hard copies).	WDC corporate approach for relocation of services. Some accommodation at other CS sites	Review again after 1 st June 2017 following the leisure centres transferred to external operator.	Head of Cultural Services	 Impact Likelihood
3. Plant failure	Mechanical breakdown; structural failure. Equipment nearing end of life. Flooding in plant rooms	Loss or restriction of service Health & safety risks Potential for damage to assets and high value items	Building Energy Management system. PPM - regular service by contractors or WPM Replacement of faulty items as scheduled . RSC Dimmers and motors replaced July/Aug 2016	Implementation of replacement programme based on 2013 Condition Survey (2015/16 onwards)	Asset Manager & Energy Manager with building managers	 Impact Likelihood
4. Loss of power/water	Local or external interruption to supply; power surge; failure of piece of equipment	Loss or restriction of service.	PPM - regular service by contractors or WPM (Building Managers & Energy Manager) Dimmers and motors replaced, reducing risk of power overload and potential for loss of power	Implementation of replacement programme based on 2013 Condition Survey(2015/16 onwards)	Asset Manager & Energy Manager & building managers	 Impact Likelihood

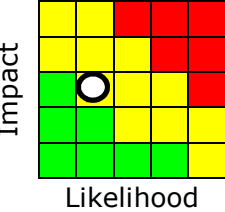
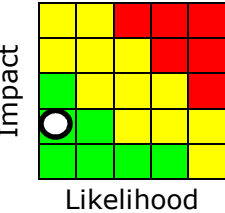
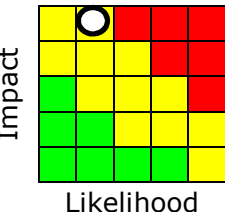
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>5. Loss of Electronic Data</p>	<p>Sabotage Malfunctions Inadequate staff training Loss of skilled people</p>	<p>Loss of income Breakdown of Service Loss of Reputation Disruption to forward planning Financial cost of recovery</p>	<p>Back-up processes and software assurance (Section heads) Staff training (Section Heads) IT Support (ICT) Maintenance agreements Section Heads) Copy of Licences (Section Heads)</p>		<p>Section Heads with ICT</p>	
<p>6. Failure to comply with Council Policy and/or legislation</p>	<p>Need for ongoing training for staff Failure to monitor staff Dishonesty</p>	<p>Staff resources tied up in investigations Reputational cost Poor service and complaints Loss of income Financial Effects</p>	<p>Legal and Financial controls (ICT) Supervision and monitoring (building managers) Audit inspections (Finance & building managers)</p>		<p>Head of Cultural Services and Section Heads</p>	
<p>7. Potential for financial loss through cash handling and banking procedures</p>	<p>Weak procedures Incomplete staff training Dishonesty Inaccurate record keeping</p>	<p>Financial loss Reputational loss Risks of threats to staff</p>	<p>Double-signing for staff cashing up (Building Managers) Contracts with G4S for banking and change supply Section Heads) Ongoing review of processes re G4S. Implementation of actions from 2016 audits. New on Line Reconciliation (OLR) processes implemented at Spa Centre and Town Hall April 2016</p>		<p>Sports & Leisure Contract Manager & Arts Manager Head of Finance</p>	 <p>Reduced likelihood due to temporary closure of NCLC (busiest site with greatest cash handling)</p>

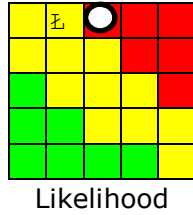
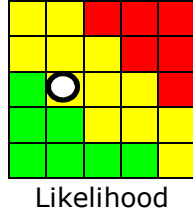
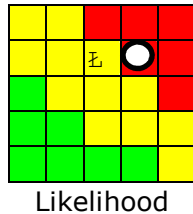
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>8. Credit card fraud</p>	<p>Dishonesty; lack of robust procedures</p>	<p>Loss of income; complaints re loss of public funds; Disciplinary action</p>	<p>PCI DSS controls and review of processes; ICT training; clear nominated users of ICT systems New systems in place to comply with PCI DSS at all sites.</p>	<p>Ensure any new booking systems in future comply with PCI DSS – ongoing</p>	<p>Section Heads with ICT</p>	
<p>9. Unauthorised access to buildings</p>	<p>Failure to check visitors ID Lack of access control Lack of staff awareness</p>	<p>Theft/vandalism Staff and customers at risk Loss of income through non payment</p>	<p>Audit reports Physical barriers to control entry where applicable (Building Managers) Staff training (Building Managers) Key codes/access control methods regularly changed (Building Managers) Normal operating procedures and supervisors guidelines</p>	<p>Ongoing vigilance at all sites as staff start in new roles at sites that they are not familiar with (restructure in Arts team and temporary pool closures leading to staff moving sites)</p>	<p>Building Managers</p>	
<p>10. Accidents to staff and customers</p>	<p>Lack of health & safety good practice including contractors working in venues; unpreventable accidents</p>	<p>Loss of business Liability claims Loss of reputation Loss of staff working time</p>	<p>H&S audits (H&S reps & building managers) Accident reporting (building managers) Staff training (Section heads)</p>		<p>Building Managers</p>	

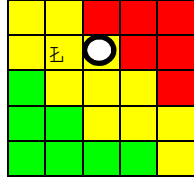
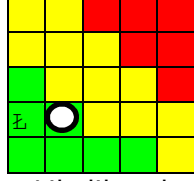
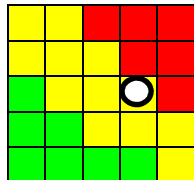
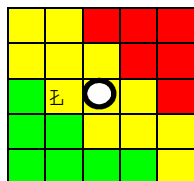
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>11. Abuse/ attacks on staff</p>	<p>Theft Vandalism Lone working Lack of training and knowing how to deal with situations</p>	<p>Staff injury Loss of staff time at work Stress Loss of confidence</p>	<p>Staff training and awareness, staff following guidelines of Normal Operating Procedures and Risk Assessments (Section Heads & Building Managers). Acceptable Behaviour Policy developed for leisure centres. Toolbox talk delivered for staff. Shared across Cultural Services. Toolbox talks include lone working procedures (Building Managers)</p>		<p>Section Heads and Building Managers</p>	
<p>12. Legionella in operational buildings</p>	<p>Poor PPM Poor record keeping Lack of procedures or procedures not being followed Design of pipework Poor staff awareness</p>	<p>Serious public health issues/death Litigation and reputational risk Business risk</p>	<p>Legionella policy (Energy Manager & Safety Advisor) Staff training (Building Managers) Operational procedures (Building Managers) Senior officer group New corporate contract for maintenance - Hertel (summer 2014) Active H/MIS now visible at all sites. New files created for un- manned buildings to ensure robust records are held for legionella and other building checks</p>		<p>Corporate Compliance Group Building Managers</p>	
<p>13. Loss of WDC network</p>	<p>Technical failure Floods Power cuts Viruses/hacking</p>	<p>Loss of access to data and/or loss of data; Loss of access to phones reduced services; slow communication</p>	<p>Back up processes (ICT) Business continuity plan (HoCS) Manual processes in place where appropriate (Section Heads) Mobile phones</p>	<p>Update Business Continuity Plan Feb/March 2017 then again post 1st June 2017</p>	<p>Head of Cultural Services ICT and Building Managers</p>	

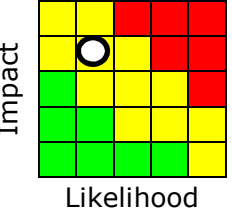
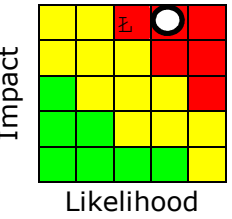
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
14. Loss of key management staff	Market forces; Illness Retirement Career progression Decision on leisure options	Loss of skills and knowledge Impact on remaining staff Loss of experience Reduced standards of service	Continued staff development to increase internal promotion opportunities (Section Heads) Succession planning (Section Heads & HoCS) Sharing of information (CSMT)	Monitor impact of new structures in Sports and Arts	Head of Cultural Services and Section Heads	 <p>Likelihood</p> <p>Uncertainty during change in teams</p>
15. Unplanned loss of operational staff	Market factors - e.g. low pay Dissatisfaction, low morale Lapse of qualifications Disciplinary or dispute Illness	Restricted service or delay	HR procedures (Section Heads) Notice periods (Section heads & HR) Appraisals and 1:1 meetings (All Managers). Early appraisals for sports staff in light of management procurement process to address queries. Training matrix of qualifications (Section Heads)	Ongoing communications to sports and leisure site staff to ensure they are kept informed/engaged during the current outsourcing process. Monitor impact of Arts review and changed roles in this section.	Section Heads and Building Managers	 <p>Likelihood</p> <p>Uncertainty during change in teams and outsourcing of leisure centres</p>
16. Non-compliant procurement	Lack of understanding of procurement policy. Urgency of procurement forces urgent action - without the necessary approval Procurement cards replacing petty cash	Non-compliant contracts awarded or cancelled at last minute. Risk of challenge to WDC. Loss of reputation of WDC Potential financial cost	Budget managers aware of Code of Procurement Practice and their roles within it. Training completed for budget holders (Section Heads) On-going advice from Procurement Officers (Section Heads) Contracts register completed and monitored (Nov 2016) Use of Warwickshire Legal Services to advise on complex/high value procurement projects.	Ongoing management and monitoring of Contracts Register by Cultural Services Management Team on a quarterly basis.	Section Heads	 <p>Likelihood</p>

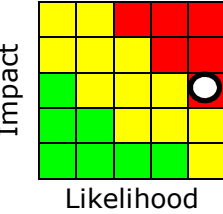
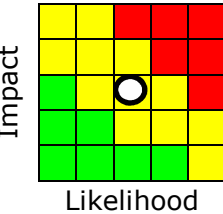
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>17. Failure to manage budgets</p>	<p>Unauthorised spending on codes without sufficient budget.</p> <p>Poor budget management</p> <p>Lack of timely accurate budget data from ledger</p> <p>Lack of compliance with Code of Financial Practice</p> <p>Incorrect raising and management of annual orders</p> <p>Reduce Business Support team resources from Jan 2017</p> <p>Mis-use of procurement cards/not managed effectively</p>	<p>Financial loss to the Council</p> <p>Disciplinary action</p>	<p>Budget managers attend training by Finance team (Section Heads)</p> <p>Budget managers and Accountants monthly budget monitoring now well established (Budget Managers)</p> <p>Dedicated admin resources to support Arts team and Sport team as a result of restructures.</p>	<p>Refresher training with Finance for new budget managers following restructures. Temporary impact whilst team members becoming established in new posts.</p>	<p>Budget Managers</p>	 <p>Increased likelihood while budget managers bed into new roles</p>
<p>18. Withdrawal of partners</p>	<p>Change of strategic objectives of partners</p> <p>Economic pressures</p>	<p>Loss of external funding</p> <p>Inability to deliver specialist services</p>	<p>Maintain strong relationships with key partners (Section Heads & HoCS)</p> <p>Forward planning within partnerships (Section Heads & HoCS)</p>		<p>Section Heads</p>	 <p>Likelihood</p>
<p>19. Failure of a major contract</p>	<p>Financial failure</p> <p>Breach of contract</p>	<p>Loss or suspension of service</p> <p>Loss of income</p> <p>Reputational loss</p>	<p>On-going robust contract monitoring (HoCS & AJ)</p> <p>Strong partnership and relationship (contract managers as appropriate)</p> <p>Advance planning for re-let at end of contract (HoCS)</p> <p>Proposed extension of catering contract to Feb 2019 (to allow plans to develop for the future use of the Pump Rooms)</p>		<p>Head of Cultural Services</p>	 <p>Likelihood</p> <p>Increased stability in catering contract and 12 month extension</p>

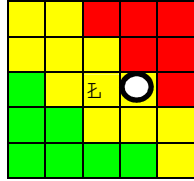
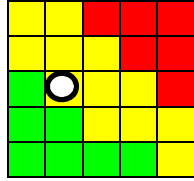
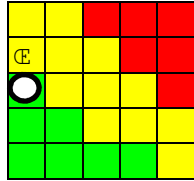
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>20. Management of leaseholders/tenants to ensure compliance</p>	<p>Failure to comply with terms of lease or agreement</p>	<p>Reputational damage to Council Possible litigation Loss of income</p>	<p>Detailed contract documents which make responsibility clear and unambiguous regarding responsibilities. Sound management of leaseholders in partnership with Estates Manager (Section Heads) Sound legal advice from Warwickshire Legal Services</p>	<p>H&PS to send letters to all leaseholders regarding their responsibilities.</p>	<p>Section Heads Estates Manager</p>	
<p>21. Loss of crucial suppliers of specialist goods</p>	<p>Various</p>	<p>Impact on service delivery</p>	<p>Consider alternative suppliers (Section Heads)</p>		<p>Section Heads</p>	
<p>Sports & Leisure Risks</p>						
<p>22. Serious Injury, Heart attack, Loss of Life,- Pools, Gyms & Sports Halls</p>	<p>Accidents, Medical Conditions, Cleaning chemicals, Lack of compliance with procedures by staff or contractors</p>	<p>Potential injury to staff \ users, potential loss of life, Insurance Claims, Loss of Reputation, Effects on - income, morale, & staff trauma</p>	<p>Normal Operating Procedures (NOP) (amended to reflect impact of building works at SNPLC) Trained and qualified staff Admissions Policy Risk Assessments, Staff training; AED in selected sites Industry Advice (S&L Manager, Area Manager, Ops Managers)</p>		<p>Sports Area Manager with Ops Managers</p>	

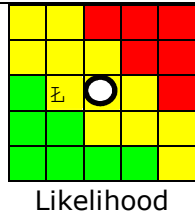
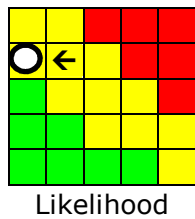
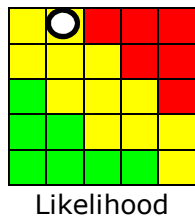
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>23. Plant failure</p>	<p>Poor maintenance, failure of components, Malfunction of equipment, Chemical leak, Water/gas leak. Equipment nearing end of life (EC Harris report and Property Service review)</p>	<p>Potential injury to staff/users, potential inability to maintain safe operating environment, Building Closure Revenue/reputation effects</p>	<p>Trained and qualified staff (WPM and pool staff). Regular maintenance of equipment (WPM) Staff manual \procedures NOP (Ops Managers) Investment projects underway at SNPLC & NCLC including renewal of significant elements of the plant</p>	<p>Implement replacement programme based on 2013 Condition Survey, outcome of Options Appraisal report (November 2014),</p>	<p>Asset Manager and Energy Manager with building managers</p>	 <p>Based on Condition survey evidence suggests some items nearly end of life.</p>
<p>24. Failure to achieve income targets</p>	<p>Divergence of aims and intent between partners, withdrawal of funding. Limitation of Flex system to maximise income development eg online booking Temporary closure of leisure facilities during improvements works (Jan 2017 onwards)</p>	<p>Reduced community sports offering in district. Possible loss of income to Council 2016/17 budgets will be significantly impacted by building works at Newbold Comyn and St Nicholas Park. Estimated loss of c.£142k</p>	<p>Formal partnership agreements in place; monthly operational meetings with partners and budget monitoring (Sports & Leisure Manager; Area Manager) Revised budgets agreed with Finance for April/May 2017 in leisure centres.</p>		<p>Budget Managers</p>	
<p>25. Failure of Golf contract</p>	<p>Failure of the contract at Newbold Comyn Golf Course (under lease to 2060)</p>	<p>Financial impact on WDC due to loss of income from contract. Impact on operation of golf course and need to re-tender for new operator Loss of Council reputation</p>	<p>Regular monthly contract meetings with WDC officers responsible for managing contract. Report to Councillors on annual basis or by exception if issues emerge Ongoing dialogue with contractor to address issues as they emerge. Legal and procurement advice received in considering Plan B should the contract fail</p>		<p>Sports & Leisure Manager DCE (AJ) and Head of Cultural Services</p>	 <p>Ongoing dialogue between WDC and contractor. No quick solution to issues.</p>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>26. Inability to run BACS DD system</p>	<p>Loss of software Competent staff unavailable</p>	<p>Inability to collect income each month from DD accounts</p>	<p>WDC server to run BACS and Flex New role for the Area Manager following the loss of the Business Support Manager in the recent restructure. Ongoing training. Additional support form ICT if required.</p>	<p>Agree process leading up to transfer to external operator 1st June 2017 and support the staff carrying out this new role</p>	<p>Area Manager</p>	 <p>Changes in business support roles have increased likelihood</p>
<p>27. Loss of Flex (Clarity) system</p>	<p>Omnicore software replacing Flex</p>	<p>Restricted Service until reinstated</p>	<p>Users still able to access service manually (Area Manager and Operational Managers)</p>		<p>Area Manager</p>	 <p>As service nears end of contract with supplier and clarity wind up Flex</p>
<p>28. Withdrawal of support for Flex software</p>	<p>Omnicore software replacing Flex</p>	<p>Anticipated need to replace Flex software to operate leisure centres before 2016</p>	<p>On-going dialogue with Clarity re options to replace Flex</p>	<p>Clarity informed of end of licence end May to coincide with start of new management contract.</p>	<p>Area Manager</p>	
<p>30. Drop in morale of operational staff during Leisure Development Programme process and the related uncertainty.</p>	<p>Options Appraisal into future delivery of Sports & leisure service</p>	<p>Reduced levels of service Loss of operational staff</p>	<p>Staff and Manager briefings throughout the process (September 2014 onwards) Unions included in briefings Communications Strategy developed and implemented October 2014</p>	<p>Ongoing communications to sports and leisure site staff to ensure they are kept informed/engaged in process.</p>	<p>Head of Cultural Services and Sports & Leisure Contract Manager</p>	 <p>Uncertainty during change in teams and outsourcing of leisure centres</p>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>31 Leisure Development Programme unable to hit milestones to deliver the Programme (investment and management strands) (Details see Programme Risk register)</p>	<p>Some work streams within the programme fail to be completed, resulting in projects not able to progress as per milestones in Programme.</p>	<p>Project costs increase Risk to commencement of the management contract Reputational damage and customer dissatisfaction. Impact on the concession paid by the external management contractor.</p>	<p>Programme Manager and Programme Board in place (Feb 2015). Clear roles and responsibilities within Programme team. Interim milestones agreed' critical actions identified. Separate Risk Register established for Programme for two workstreams (investment and management) Key risks in Programme Risk Register – staff resource from Finance and Housing & Property Services to support the current phase of the Programme. Ongoing monitoring by DCE (AJ) and Programme Board</p>	<p>Ongoing monitoring of Programme Risk Register by Programme Board.</p>	<p>Programme Manager and Programme Board</p>	
Arts (previously Arts & Heritage and Spa Centre and Town Hall)						
<p>32. Flooding of Royal Pump Rooms</p>	<p>Heavy rainfall causes river flooding</p>	<p>Reduction or loss of service until damage made good Potential loss or damage to most of the Collection if flooding severe.</p>	<p>Early warning from National Flood Watch system ; flood barrier system to protect AG&M art store and temp exhibition gallery; maintain up-to-date Emergency Manual</p>	<p>Flood barriers being replaced (Order placed; works due March 2017) Additional barrier to be added to boiler room (as part of works above) Ongoing investigation of off site storage options for the collection</p>	<p>Arts Manager; Asset Manager</p>	 <p>Recent events suggest frequency is increasing</p>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>33. Leaks into RPR from roof</p>	<p>Heavy rainfall penetrates roof (condition survey by EC Harris identified extent of damaged areas)</p>	<p>Reduction of service until damage made good; Water damage to collections Loss of WDC reputation and ability to receive items on loan in future</p>	<p>Maintain roof in good condition; AG&M staff inspect galleries and stores after heavy rainfall; maintain up-to-date catalogue of collections and insurance schedule Condition survey to assess condition and inform repairs schedule Roof included in replacement programme based on Condition Survey (June 2013) Regular inspections of roof by contractor to clear debris and ensure drains are operational.</p>	<p>Identify timescale and work programme for roof replacement programme recommended in Condition Survey (June 2013) – Property Services</p>	<p>Arts Manager & Asset Manager</p>	
<p>34. Theft or damage to exhibits / collections</p>	<p>Criminal activity by public or staff; water leaks from air-conditioning plant in store; failure of air-conditioning system; pest infestation in stores; leaks from pipes in upper floors and stores</p>	<p>Restricted service and / or loss of valuable items</p>	<p>Regular maintenance of intruder alarm system; trained staff invigilating galleries; maintain up-to-date catalogue of collections and insurance schedule; regular inspections of stores and on-going pest-management programme; regular maintenance of air-conditioning plant. Regular checks of storage of collection – safe and secure from damage</p>	<p>Leak detection system and shut off valves being investigated by Property Services as per Zurich report</p>	<p>Arts Manager, Technical and Facilities Manager Asset Manager</p>	

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p>35. Loss of external grant funding</p>	<p>Change of policy or financial circumstances by grant awarding organisation/s</p>	<p>Reduction in quality and ambition of exhibitions and events programme; reduction in visitor numbers to AG&M</p>	<p>Ensure forward plan includes contingency for lower cost temporary exhibitions and events programme</p>	<p>Ongoing investigation of new sources of external funding. Development of a new strategy from the new Arts team</p>	<p>Arts Manager</p>	 <p>Likelihood Increasing pressure on external grant funding streams</p>
<p>36. Failure to achieve budget targets</p>	<p>Depressed economic climate; Deterioration in quality of service offered; Reduction in available product; Additional competition; Reduced attendances; Unforeseen expenditure; loss of key hires</p>	<p>Impact on corporate financial position and Medium Term Financial Strategy</p>	<p>Management systems in place to encourage increased attendances; control expenditure; monitor performance. New structure in place Feb 2017 with Marketing and Programming team and increased focus on income generation. EPOS system installed in bars summer 2013 – better control of stock and monitoring of sales</p>	<p>Complete the consultation process leading to the integration of the VIC into the Arts team. This will include the relocation of the Box Office to the RPR with the objective of increased ticket sales and agency fees.</p>	<p>Arts Manager; Marketing and Programming Manager</p>	 <p>Likelihood New structure in place within Arts team to increase income generation</p>
<p>37. Staffing gaps - inability to operate the venues.</p>	<p>Ill health, unexpected absences or leavers</p>	<p>Inability to present performances and events; Short term increase in staffing expenditure</p>	<p>Alternative staffing provision in place; new staff structure was put in place in Feb 2017; NOP and knowledge now shared widely amongst existing team Artifax system installed late 2013 – allows resource planning including staffing Integrated Arts team are more resilient and greater flexibility with the team working across 3 sites (RPR, RSC & TH)</p>		<p>Arts Manager Customer Services Manager Technical and Facilities Manager</p>	 <p>Likelihood New structure has increased resilience within the team so impact less</p>

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
38. Loss of Databox ticketing system	Technical failure	Inability to sell tickets; Loss of income	Manual system in place/IT backup. Options being considered for the server to be moved outside of the Council 2 nd firewall. Work on-going to move storage to Cloud in future (ICT)	Upgrading of Box Office system linked with Leamington VIC – due to be finalised June 2017	Arts Manager	 Recent loss of network and increase threat of hacking etc
39. Theatre Plant/lighting failure	Various	Loss of service and loss of income	Maintenance programme; New sound and lighting equipment purchased through ERR summer 2013; competent technical team established New dimmers and motors being installed July/Aug 2016 New structure from Feb 2017	Implement new Apprentice Technician post	Technical and Facilities Manager	 Replacement of dimmers and motors
40. Act of violence / threats against staff / general public	Suspected drug dealers situated nearby; Lone working; Crime	Injury to staff / general public; Legal action, Loss of reputation; Loss of staff; Loss of income;	Lone working procedures and additional security measures in place; Working with Community Protection Officer		Arts Manager	
41. Lack of ability to effectively monitor the movement of the public around the Town Hall site may result in property damage, theft or violence against staff.	Members of the public accessing building on a regular basis to visit tenants or with intent to cause damage/find shelter etc	Property damage or theft may result in financial loss. Injury to staff / general public; Legal action, Loss of reputation; Loss of staff; Loss of income;	Reduced Box Office opening hours impact on operational staff in the Town Hall at certain times. Back up support available during opening hrs from University security staff CCTV in some parts of the venue		Arts Manager	