









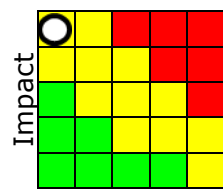
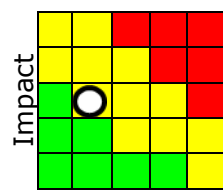
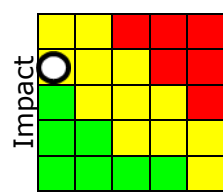


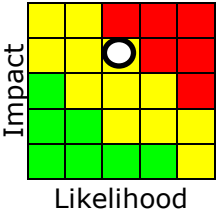


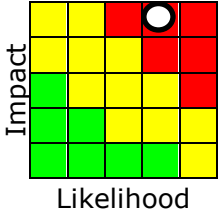
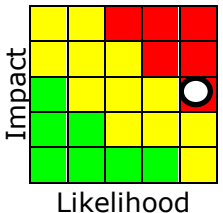


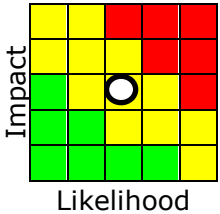
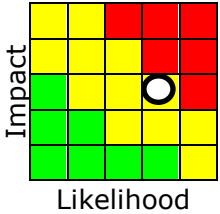


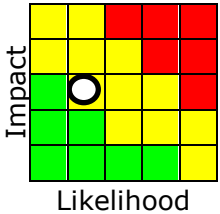
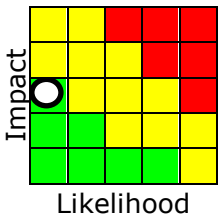
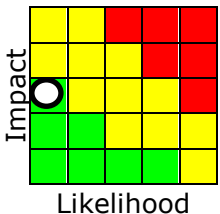


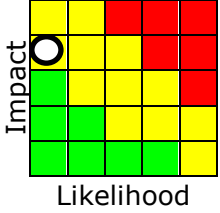
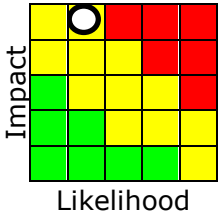
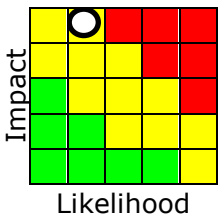
Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<b>Sports &amp; Leisure Risks</b>						
<b>22.</b> Serious Injury, Heart attack, Loss of Life, – pitches, community sports events	Accidents, Medical Conditions, Cleaning chemicals, Lack of compliance with procedures by staff or contractors	Potential injury to staff \ users, potential loss of life, Insurance Claims, Loss of Reputation, Effects on - income, morale, & staff trauma	Normal Operating Procedures (NOP) Trained and qualified staff  Risk Assessments, Staff training; AED in selected sites Industry Advice (S&L Contract Manager, S&L Contract Officer)		Sports & Leisure Contract Manager and Sports & Leisure Contract Officer	
<b>23.</b> Plant failure (pavilions only)	Poor maintenance, failure of components, Malfunction of equipment, Water/gas leak. Plant nearing end of life (EC Harris report and Property Service review)	Potential injury to staff/users, potential inability to maintain safe operating environment, Building Closure Revenue/reputation effects	Regular maintenance of equipment (contractors)  Staff manual \procedures NOP	Revise and implement replacement programme based on 2013 Condition Survey, outcome of Options Appraisal report (November 2014),	Asset Manager and Energy Manager with Sports and Leisure Contract Officer	
<b>24.</b> Deleted						
<b>25a.</b> Deleted						
<b>25b.</b> Failure of leisure centre management contract	Failure of contract to manage the 6 leisure centres. 10 year contract from June 2017 with option for 5 year extension.	Financial impact on WDC due to loss of income from contract.  Impact on operation of the leisure centres and the need to re-tender for new operator  Loss of Council reputation	Robust procurement of selected operator in 2017  Client team established.  Regular contract management controls in place  Key performance indicators monitored and quarterly reports received.  Review of first 12 months performance. Report received November 2018	Future Annual reports from Everyone Active – September each year.	Sports and Leisure Contract Manager  DCE (AJ) and Head of Cultural Services	
<b>26.</b> Deleted						

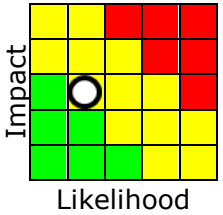
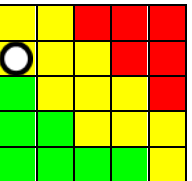
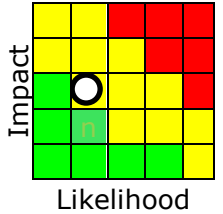
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27. Deleted						
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<p><b>31.</b> Leisure Development Programme unable to hit milestones to deliver the Programme (investment and management strands)</p> <p>(Details see Programme Risk register)</p>	<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</p> <p>Risk to commencement of the management contract</p> <p>Reputational damage and customer dissatisfaction.</p> <p>Impact on the concession paid by the external management contractor.</p>	<p>Programme Manager and Programme Board in place (posts now permanent). Clear roles and responsibilities within Programme team. Interim milestones agreed' critical actions identified.</p> <p>Separate Risk Register established for Programme for two work streams (investment and management)</p> <p>Key risks in Programme Risk Register. Ongoing monitoring by DCE (AJ) and Programme Board</p> <p>Phase II (Kenilworth) – milestones and governance to be agreed</p>		<p>Programme Manager and Programme Board</p>	 <p>Impact</p> <p>Likelihood</p>

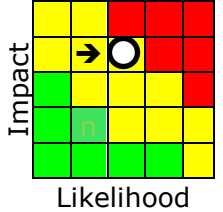
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<b>Arts (previously Arts &amp; Heritage and Spa Centre and Town Hall)</b>						
<b>32.</b> Flooding of areas of the Royal Pump Rooms	Heavy rainfall causes river flooding.	Reduction or loss of service until damage made good.  Potential loss or damage to most of the Collection if flooding severe.  Damage to M&E plant in the boiler room and impact on the building. This could impact on staff and customers depending on severity.	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.  Additional barrier added to boiler room (as part of works above).  New sandbag system in place for Royal Pump Rooms from Autumn '18.		Arts Manager  Asset Manager	
<b>33.</b> Leaks into RPR from roof	Heavy rainfall penetrates roof (condition survey by EC Harris identified extent of damaged areas).	Reduction of service until damage made good.  Water damage to collections.  Loss of WDC reputation and ability to receive items on loan in future.	Maintain roof in fair 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.	Identify timescale and work programme for roof replacement programme recommended in Condition Survey (June 2013) – Property Services	Arts Manager & Asset Manager	

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<p><b>34.</b> 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.</p> <p>Regular checks of storage of collection – safe and secure from damage.</p> <p>The floor of the staff area directly above the art store is now sealed and emergency shut off valve installed.</p>		<p>Arts Manager, Technical and Facilities Manager Asset Manager</p>	
<p><b>35.</b> 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&amp;M</p>	<p>Ensure forward plan includes contingency for lower cost temporary exhibitions and events programme.</p> <p>Museum accreditation successfully re-attained in Oct 18.</p>	<p>Ongoing investigation of new sources of external funding and self generated income.</p> <p>Development of a new strategy from the new Arts team</p>	<p>Arts Manager</p>	

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<b>36.</b> Failure to achieve budget targets	Depressed economic climate; Deterioration in quality of service offered; Reduction in available product; Additional competition; Reduced attendances; Unforeseen expenditure; loss of key hires	Impact on corporate financial position and Medium Term Financial Strategy	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.  New Electronic Point of Sale (EPOS) system procured to be installed in bars in 2018 – better control of stock and monitoring of sales  Relocation of Box Office to Pump Rooms and combined with Tourist Information function – extra sales/income		Arts Manager; Marketing and Programming Manager	
<b>37.</b> Staffing gaps - inability to operate the venues.	Ill health, unexpected absences or leavers	Inability to present performances and events;  Short term increase in staffing expenditure	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)		Arts Manager  Customer Services Manager  Technical and Facilities Manager	
<b>38.</b> Loss of ProVenue ticketing system	Technical failure  Ticket.com ceases trading	Inability to sell tickets; Loss of income	Manual system in place/IT backup.  Box Office system linked with Leamington VIC and upgraded – completed July 2017.  Ticketing solution was moved to cloud based solution – no longer reliant on WDC network.		Arts Manager	

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<b>39.</b> 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 installed July/Aug 2016  New staff structure implemented from Feb 2017  New Apprentice Technician post appointed		Technical and Facilities Manager	
<b>40.</b> 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  Installation of CCTV internally at Spa Centre  Staff attend corporate Lone Working awareness training		Arts Manager	
<b>41.</b> 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, tenants and other users.	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;	Facility staff on the front desk at the Town Hall at all times.  Back up support available during opening hrs from University security staff  CCTV in some parts of the venue  Specific Risk Assessments done on the move of the MP into Room 23 at the Town Hall. Home Office signed off control measures.		Arts Manager	

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<p><b>42.</b> Potential for financial loss through cash handling and banking procedures</p>	<p>Weak procedures Incomplete staff training Dishonesty Inaccurate record keeping Ongoing issues with OLR2 (online reconciliation of income) processes</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. OLR2 withdrawn and revert back to manual processes permanently until Finance can procure a new system.</p>		<p>Arts Manager Head of Finance</p>	
<p><b>43,</b> 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 for credit card transactions and review of processes; ICT training; clear nominated users of ICT systems New systems in place to comply with PCI DSS at all sites. New booking systems comply with PCI DSS</p>		<p>Section Heads with ICT</p>	
<p><b>44.</b> 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 (Arts Manager) Staff training (Arts Manager) IT Support (ICT) Maintenance agreements (Arts Manager) Copy of Licences (Arts Manager)</p>		<p>Arts Manager with ICT</p>	

Risk description	Possible Triggers	Possible Consequences	Risk Mitigation/ Control	Required action	Responsible Officer	Residual Risk Rating
<p><b>45.</b> Failure of Catering &amp; Events concessions contract at Royal Pump Rooms / Restaurant In The Park</p>	<p>New start up company takes on the operation from March 2019.  Recession / financial downturn.</p>	<p>Loss of income  Breakdown of Service  Loss of Reputation  Disruption to forward planning  Financial cost of re-providing</p>	<p>WDC insulated from risk by sub-contracting through CDP.  Contractual agreement has tight service level expectations</p>	<p>Ongoing effective Contract management</p>	<p>Arts Manager</p>	 <p>New caterer, less well established</p>