

# Corporate Risk

## HERITAGE SERVICES

DATE UPDATED: February 24

28/02/24

### Head of Heritage Services

Nr	Description	Current Risk Score										Mitigation	Action Status to manage risk RAG	
		Likelihood					Impact							RAG Score
		1	2	3	4	5	1	2	3	4	5			
L	M	H	L	M	H									
1	There is a risk that in-bound tourism will decline, caused by global events (incl Pandemic, Brexit, recession, terrorism) resulting in fewer visitors to the Council's attractions.			3						4		12	Establish medium term plan to rely less on in-bound market for core revenue via fundraising and commercial events Develop domestic marketing and product plan Deploy domestic marketing plan contingency if in-bound tourism declines. Work with Visit West to promote Bath and our sites as valid destinations Maintain relationship with Chinese partner	On Target
2	There is a risk of reduction in business caused by recession/cost of living crisis in the UK, resulting in a loss of income to the Council.			3					3			9	Roman Baths audience dominated by A-B1s are less price sensitive Create a strong domestic marketing and offer plan Create products for the family market A flexible pricing strategy also allows us to be responsive to changes in the market Establish how commercial offer can be adapted/shaped to mitigate this risk Create a Supporter Strategy that will grow other income streams for the organisation	On Target
3	There is a risk that visitor numbers at the Roman Baths is of such large volume, caused by a resurgent domestic and international market and lack of management by Heritage Services resulting in reputational damage, loss of income and damage to the monument			3						4		12	Set capped visitor numbers and negotiate with travel trade to ensure budget targets can be realised whilst limiting the number of visitors onsite to manageable levels Invest in a conservation management plan to ensure that large volumes will not compromise the fabric of the monument Establish strategies to increase yield per/visitor including increased ticket prices and improved retail performance	On Target
4	There is a risk that a terror attack will occur at or in the environs of the Roman Baths with death and/or injury to staff and visitors and a subsequent impact on attendance			3						5		15	Roman Baths is located in City Centre availed by City Centre Security Scheme and covered by CCTV control room with strong police presence Undertake emergency planning exercise to test preparedness Ensure all frontline staff have undertaken ACT training Employ professional security guards Put in place a 'recovery from incident plan'	On Target

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5	There is a risk of staff signing off sick or underperforming due to stress/workload/poor internal communication issues causing harm to individuals and the performance of the Service. This may also result from issues with recruitment requisite staff especially in frontline roles			3				3		9	All staff to have forward job plans with SMART objectives on Clear Review Staff engagement and internal communication plan instigated Develop initiatives which encourage cross team working to break down silos	On Target
6	There is risk that the service will not attract a diverse workforce caused by a lack of initiatives to encourage applications from as broad a pool of applicants as possible impacting on the overall performance of the service				4			3		12	EDI working group convened to look at position statement and EDI impact assessment Senior staff have undertaken 'Travelling Together training' EDI strategy scheduled to be completed by end of 23/24 for delivery in 24/25	On Target
7	There is a risk that the service does not represent diverse narratives and or delivers a wide range of activities in its content output caused by a lack of diverse representation in the workforce/lack of consultative approaches/ lack of formal audience understanding resulting in reputational risk and sub optimal business performance			3				3		9	Narrative at Roman Baths reviewed in-line with most up-to-date scholarship Build into content planning and co-creation approach for new Fashion Museums Additional Community engagement positions added to staffing cohort	On Target
8	There is a risk of damage/loss to the collections due to unsuitable storage conditions resulting in reputational damage to the service and the loss of important cultural treasures			3					4	12	Work with the Corporate Estate team to establish a long-term solution to the storage issues faced by the Service Develop Fashion Collection Archive Ensure Fashion Collection is suitable stored at Dents	Potentially Off Target
9	There is a risk of disruption to the Spa water supply to the Roman Baths and Pump Room complex caused by over-demand by other users or sinking of new boreholes, resulting in a poorer visitor experience and environmental damage to the Great Drain.		2						4	8	Maintain a presence on the spa water monitoring group and frequently remind colleagues in the Council of the dangers posed by over-demand on the spa water.	On Target
10	There is a risk that the Re-Fashioning Bath Project is not delivered due to lack of funding resulting in an extended period of temporary storage that will place additional revenue pressure on the service				4			3		12	Create a robust and realistic fundraising plan for the project Explore multiple governmental, grant and private funding opportunities Invest in fundraising resources in Heritage Services	On Target

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11	There is a risk of a longer-term downturn in revenue from room hire and catering and pressure on prices charged, caused by wider business pressure and economic uncertainty and increased fuel costs, resulting in a loss of income to the Council.			3					3		9	Venue Hire team has been re-structured to enable more focus on the Corporate market whilst maintaining success with weddings Further work to optimise venue hire revenue in the Guildhall	On Target	
12	Risk of cyber attack leading to a leak of customer details and breach of GDPR regulations as well as taking down all our websites and ticketing system which would have a financial impact .			3					3		9	DDOS Cover agreed and purchased providing high level of internet protection with Lumen. SLA's in place with Gateway our Visitor Management System provider and Blaze who manage our networks to minimise the risk. Security updates and fast response times are covered in the SLAs.	On Target	
13	There is a risk that the Service does not achieve net zero by 2030 due to having no plan of action resulting in reputational risk and an ongoing contribution to the environmental and ecological emergency			3						5	15	Carbon Baseline assessment undertaken Environmental action plan initiated for confirmation and initiation in 24/25	Potentially Off Target	
14	There is a risk the Service's Museums do not receive their Accreditation Standard from ACE in 2024		2							4	8	All Accreditation documents will need to be looked at this year and updated as required. The Forward Plan for the Roman Baths has been written.	On target	
15	There is risk that a Health and Safety Incident causes harm to staff and/or Service Users				4						3	12	Staff trained on managing health and safety incidents All staff have relevant health and safety responsibility in clear review Health and safety included on management team meeting agenda Quarterly health and safety report Mental Health first aider programme Regular 1:1s and Clear Review Anonymous feedback opportunities for staff Close working with Corporate Health and Safety Team	On Target
<b>TOTAL</b>												<b>163</b>		

<b>Average</b>	10.9
<b>Maximum</b>	15
<b>Minimum</b>	9