

# North York Moors National Park Authority

## Finance, Risk and Audit Standards Committee

1 September 2026

### Item 17, Risk Register update

#### 1. Purpose of the report

- 1.1 To update Members on any amendments to the risk register and progress on mitigation actions.

#### 2. Background

- 2.1 The risk register is pulled together annually with North Yorkshire Council (NYC) providing support. In January Chris Clark from NYC facilitated a session to pull together the risk register for 2026/27 and this was approved at Full Authority meeting in March 2026.
- 2.2 The report will be brought back to FRAS Committee periodically through the year to update on changes where applicable and actions.

#### 3. Risk Register 2026/27 update

- 3.1 The detailed risk register can be found in **appendix 1** to the report.
- 3.2 There have been no new risks added and none removed. The risk scores also remain the same as those reported in March 2026.
- 3.3 Financial resilience has further improved since March 2026 by confirmation of the new Defra grant funding agreement which provides a three-year indicative settlement which allows for better financial planning. The settlement bakes-in reduced revenue (RDEL) funding at just over £4m offset by maintains capital funding over the three years. Pressure remains on revenue funding into the medium-term. The 2026/27 budget is balanced, meetings will commence in the autumn to discuss future year pressures.
- 3.4 Property and assets are being addressed through investment. The new depot in Helmsley is now operational which removes one of our larger risk areas. Construction of the new headquarters is underway. Of assets no longer required once the development is complete, one property is on the market already with another going to market in the autumn.
- 3.5 Staff wellbeing, development and productivity has a number of actions that are underway including focus on areas where there are workload issues, ensuring that the staff survey is understood and actions are delivered, the establishment of the Operational Heads Group, leadership training and managing the change that will come with the change in headquarters. A new role within HR will help provide additional support for staff as well as resource to assist with delivery of actions.

- 3.6 Project management and delivery actions will pick up later in the autumn, with our lead officer in this area prioritising property, wildfire and direct project support in Q1. In particular, further development of the project module of the finance system will be a priority.
- 3.7 Woodsmith and Boulby Mines risk has four actions associated with it. The induction for the new Senior Minerals & Major Developments Officer is now substantially complete with a lot of training complete, but support from senior colleagues is ongoing to help respond to several major applications currently within or impacting on the National Park. Other actions will be undertaken in line with current deadlines.
- 3.8 Information Security is a high-profile risk for the Authority with cyber crime one of the greater fraud risks in particular. Our IT Manager is heavily involved in the headquarters project, working with the contractors to ensure requirements are met. This is a role which will continue throughout the year and build contract. A good number of the actions from the internal audit report are underway or complete.
- 3.9 Major incidents was a new risk added this year following the wildfire last year and an internal audit containing recommendations to improve our readiness for major incidents. The review and conclusions from last year's wildfire is now complete. One of the recommendations from the internal audit was to conduct a desktop exercise to assess response for a major incident. This will be facilitated by the North Yorkshire Local Resilience Forum and is lined up to take place in the autumn. Work is ongoing across other actions.
- 3.10 Health, safety and safeguarding are priority areas and we have recruited a new role, part of which will be to provide central support and reporting on health and safety to provide additional assurance on compliance. This role will pick up the tasks of assessing training compliance and developing central and consistent recording systems as priorities in the first 6 months. In addition to listed actions, fire safety audits have been carried out across our main sites and there are a number of actions to be completed over the course of the financial year.
- 3.11 Legislative requirements remains on the risk register, in part due to the need to commence a new local plan and a review of the management plan. Both of these processes are now underway, with the local plan officially launched at Full Authority in June. Key aspects of the employment rights bill have been addressed, but there are still a number of aspects to conclude.
- 3.12 The Authority has a target to have a net zero emissions target by 2030. The draft climate action plan has now been published and EV has been rolled out to our car park portfolio. The new headquarters is a key component of meeting targets by 2030 with the new building being incredibly energy efficient as well as providing both the space and resources to increase the EV capability in the vehicle fleet. Work continues to make our property portfolio as energy efficient as possible including the rollout of solar.
- 3.13 Overall most areas actions are underway. There are some areas of risk where there are resource challenges due to staff changes and these will be monitored ahead of quarter 2 reporting.

#### **4. Financial and staffing implications**

- 4.1 Whilst there are no direct financial or staffing implications, there are some areas of risk in action delivery due to resource challenges in areas of the Authority.

#### **5. Contribution to National Park Management Plan**

- 5.1 The risk register highlights the key risks to the Authority and actions to help mitigate. This is therefore an important governance tool in managing delivery of the Management Plan outcomes.

#### **6. Legal and sustainability implications**

- 6.1 Whilst it is not a legal requirement to have a risk register, it is a cornerstone of good governance and a recommendation of both auditors and CIPFA guidance on good governance that we have one in place.

#### **7. Recommendation**

- 7.1 That Members note the update on the risk register.

Contact Officer:

Pete Williams

Director of Corporate Services (S151)

01439 772700

#### **Background documents to this report**

1. Risk register for 2026/27 approved at March 2026 Full Authority meeting.

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   |                |                      |                    |                   |                       |                                                                                       |              |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | NYM_2                                                                                                                                                                                                                                             | Title          | Financial Resilience |                    | Risk Owner        | NYM CEO               |                                                                                       | Risk Manager | NYM CFO        |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Failure to manage financial risks adequately (Incl loss of income, excessive cost inflation, fraud, misuse of funds &/or unforeseen clawback) resulting in consequent risk to work programmes, delivery of services and business plan objectives. |                |                      |                    |                   |                       |                                                                                       | Risk Group   | Financial      |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                   |                |                      |                    |                   |                       |                                                                                       |              |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                   |                |                      |                    |                   |                       |                                                                                       |              |                |
| Reserves reviewed for adequacy; established budget monitoring processes; setting a balanced budget; production of an annually-reviewed MTFs; measures in place to mitigate against fraudulent activity; engagement with Defra and other partners; focus on earned income generation; focus on opportunities to grow income from external funding; effective day to day financial management; Financial Framework developed to enable appropriate decision taking and governance; good, externally verified processes and financial control measures in place; regular financial training for staff and Members; programme of internal and external audits; review of all post recruitment to ensure best value for money; ensuring that the business plan delivery is affordable; close financial management of property and assets; |                                                                                                                                                                                                                                                   |                |                      |                    |                   |                       |                                                                                       |              |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | H                                                                                                                                                                                                                                                 | Current Impact | VH                   | Current Risk Score | 20                | Current Risk Category |                                                                                       | Very High    |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                   |                |                      |                    |                   |                       |                                                                                       |              |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                   |                |                      |                    | Action Manager    | Due Date and status   |                                                                                       | %            | Date Completed |
| RR_NYM_142                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Work with NPA Board to prioritise core funding activity and also review service delivery                                                                                                                                                          |                |                      |                    | NYM All Mgt Board | 31-Mar-2027           |    | 0%           |                |
| RR_NYM_149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Produce a 10 year asset management plan identifying key liabilities, costs and priorities                                                                                                                                                         |                |                      |                    | NYM Do CS         | 31-Mar-2027           |    | 0%           |                |
| RR_NYM_160                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | De-risk core funded services by increasing project funded delivery                                                                                                                                                                                |                |                      |                    | NYM All Directors | 31-Mar-2027           |    | 25%          |                |
| RR_NYM_161                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Ensure strong project oversight for major capital projects                                                                                                                                                                                        |                |                      |                    | NYM Do CS         | 31-Mar-2027           |    | 0%           |                |
| RR_NYM_162                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Improve reporting of capital given the changes to the nature of DEFRA grant funding                                                                                                                                                               |                |                      |                    | NYM Do CS         | 31-Mar-2027           |   | 25%          |                |
| RR_NYM_70                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Consider and agree actions required due to a diminishing National Park grant as a result of an adverse Comprehensive Spending Review settlement                                                                                                   |                |                      |                    | NYM All Directors | 30-Jun-2026           |  | 100%         | 29/06/2026     |
| RR_NYM_82                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Undertake finance and procurement training for all staff for whom finance and procurement duties are relevant during the course of the year.                                                                                                      |                |                      |                    | NYM Do CS         | 31-Mar-2027           |  | 10%          |                |
| RR_NYM_83                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Continue to develop and train on the new finance system to ensure maximise its benefits with focus on project management, reporting and expenses.                                                                                                 |                |                      |                    | NYM Do CS         | 31-Mar-2027           |  | 10%          |                |
| RR_NYM_84                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Work with DEFRA to improve core grant funding position, lobby for capital support and enable overheads to be included in external funding                                                                                                         |                |                      |                    | NYM All Directors | 31-Mar-2027           |  | 100%         | 29/06/2026     |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                   |                |                      |                    |                   |                       |                                                                                       |              |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | H                                                                                                                                                                                                                                                 | Target Impact  | H                    | Target Risk Score  | 16                | Target Risk Category  |                                                                                       | High         |                |

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    |                     |                       |                                                                                       |           |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                        | NYM_8                                                                                                                                                                                                                                                                                                                                            | Title          | Property and assets |                    | Risk Owner          | NYM CEO               | Risk Manager                                                                          | NYM Do CS |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                            | Not keeping up maintenance of or investment in our assets results in an adverse impact on operational ability to deliver services, health and safety risks and financial impacts. Major property projects absorb significant staff time and /or incur excessive cost overruns leading to adverse impact on delivery of authority's business plan |                |                     |                    |                     |                       | Risk Group                                                                            | Property  |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    |                     |                       |                                                                                       |           |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    |                     |                       |                                                                                       |           |                |
| Robust mechanisms in place to measure CO2e emissions from the Authority's buildings; Contractors engaged to build the new HQ/depot; planning consent being finalised with NYC; employment of qualified property professional on a 3yr contract; annual review of property terrier; increased proactivity in addressing ongoing asset issues; use of capital funding and reserves to reduce liabilities; financial plan in place for major capital projects; |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    |                     |                       |                                                                                       |           |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                         | H                                                                                                                                                                                                                                                                                                                                                | Current Impact | VH                  | Current Risk Score | 20                  | Current Risk Category |                                                                                       | Very High |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    |                     |                       |                                                                                       |           |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    | Action Manager      | Due Date and status   |                                                                                       | %         | Date Completed |
| RR_NYM_105                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Bringing the new southern depot into full operation, including moving staff from Sawmill Lane to the Old Vicarage                                                                                                                                                                                                                                |                |                     |                    | NYM Do CS; NYM Do P | 30-Jun-2026           |    | 90%       | 31/07/2026     |
| RR_NYM_106                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Maintain effective engagement with staff and external stakeholders on the new HQ                                                                                                                                                                                                                                                                 |                |                     |                    | NYM Do CS           | 31-Mar-2027           |    | 75%       |                |
| RR_NYM_108                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Identify and create action plans for liabilities across the estate – including review and update of the property terrier and gain a fuller understanding of the estate.                                                                                                                                                                          |                |                     |                    | NYM Do CS           | 31-Mar-2027           |    | 50%       |                |
| RR_NYM_149                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Produce a 10 year asset management plan identifying key liabilities, costs and priorities                                                                                                                                                                                                                                                        |                |                     |                    | NYM Do CS           | 31-Mar-2027           |    | 0%        |                |
| RR_NYM_164                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ensure that contracts are in place that manage/mitigate the Authority's risk on major capital projects and good contract management process to support throughout the project                                                                                                                                                                    |                |                     |                    | NYM Do CS           | 31-Mar-2027           |    | 50%       |                |
| RR_NYM_165                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Regular reporting to Members on property projects to invest in the new HQ                                                                                                                                                                                                                                                                        |                |                     |                    | NYM Do CS           | 31-Mar-2027           |   | 25%       |                |
| RR_NYM_88                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Maximise the value of sale of property assets that are no longer required                                                                                                                                                                                                                                                                        |                |                     |                    | NYM Do CS           | 31-Mar-2027           |  | 50%       |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                  |                |                     |                    |                     |                       |                                                                                       |           |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                          | H                                                                                                                                                                                                                                                                                                                                                | Target Impact  | H                   | Target Risk Score  | 16                  | Target Risk Category  |                                                                                       | High      |                |

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    |                           |                       |                                                                                       |              |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | NYM_5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Title          | Staff wellbeing, development and productivity |                    | Risk Owner                | NYM CEO               | Risk Manager                                                                          | NYM Mgt Team |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | The wellbeing of the workforce is essential to productivity and the success of the organisation. Not looking after staff can result in poor retention, recruitment challenges, an unhappy working environment, all of which will impact delivery lack of focus on development and management of staff can leave people feeling undervalued and disengaged; failure to manage staff through change both in service delivery and working environment can impact on staff wellbeing, creating additional stress; poor staff communication can lead to misinformation and people feeling undervalued. |                |                                               |                    |                           | Risk Group            | Capacity                                                                              |              |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    |                           |                       |                                                                                       |              |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    |                           |                       |                                                                                       |              |                |
| Formal appraisal scheme; availability of health advice for all staff, flexible approach to working hours and work location, spot reward schemes. All posts reviewed when become vacant to ensure they are filled in the most constructive way; opportunities for younger people to work for the Authority via apprenticeships, graduate traineeships and internships, a training budget to cover both mandatory and development training. Forward planning to manage future retirements from key posts funding secured to enable the continuation and expansion of apprentice training programmes; new performance framework and approach to rewards/recognition; new approach to salary progression; Organisational values; staff comms through the Hub and bi-monthly meetings; staff communication plan delivered throughout the year |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    |                           |                       |                                                                                       |              |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | H                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Current Impact | H                                             | Current Risk Score | 16                        | Current Risk Category | High                                                                                  |              |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    |                           |                       |                                                                                       |              |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    | Action Manager            | Due Date and status   |                                                                                       | %            | Date Completed |
| RR_NYM_113                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Ensure long-term funding and continuing management of the apprentices to ensure that they are fully trained across the full range of skills in their apprenticeship.                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                                               |                    | NYM Do CS                 | 31-Mar-2027           |    | 70%          |                |
| RR_NYM_133                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Identify areas of excessive pressure and seek to address issues early.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                                               |                    | NYM Do CS                 | 31-Mar-2027           |    | 25%          |                |
| RR_NYM_134                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Ensure full support through strategic changes in services where there are financial pressures or needs to change the service to deliver from alternative resources.                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                                               |                    | NYM Do CS                 | 31-Dec-2026           |    | 0%           |                |
| RR_NYM_138                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Continue to develop resourcing solutions for projects including managing smooth transfer of staff from one project to another maintaining continuity of employment. Anticipate skill requirements for staff to ensure they can move smoothly between projects. Project champions, experience of project management built into profiles and recruitment                                                                                                                                                                                                                                            |                |                                               |                    | NYM Do CS                 | 31-Mar-2027           |    | 25%          |                |
| RR_NYM_144                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Review / update HR policies with a systematic approach based on risk. Deliver staff training on key policies that effect all staff.                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                                               |                    | NYM Ho People             | 31-Mar-2027           |  | 15%          |                |
| RR_NYM_166                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Create new Operational Heads of Service Group to strengthen open, collective operational leadership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                                               |                    | NYM HoS Group             | 31-Dec-2026           |  | 50%          |                |
| RR_NYM_167                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Ensure development of necessary organisational flexibility and cultural change.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                                               |                    | NYM Mgt Team              | 31-Mar-2027           |  | 0%           |                |
| RR_NYM_28                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Review the training budget and how this is used, including putting in proper controls to ensure essential training is carried out on time and to the level required.                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                                               |                    | NYM Ho People             | 31-Mar-2027           |  | 50%          |                |
| RR_NYM_31                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Ensuring that training and induction plans are in place for Members so that they understand their responsibilities in the role                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                                               |                    | NYM Members; NYM Mgt Team | 31-Mar-2027           |  | 50%          |                |
| RR_NYM_33                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Delivery of the new volunteering strategy including maximising opportunities or volunteers as well as increasing integration of volunteers into delivery                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |                                               |                    | NYM Do CS                 | 31-Mar-2027           |  | 25%          |                |

# North York Moors National Park Authority – Strategic

Risk Register: **September 2026 review – detailed draft**

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| RR_NYM_37                        | Carry out staff survey and implement all actions; survey published Jan 26                                                                                                | NYM All Directors; NYM Do CS | 31-Dec-2026 |  | 75% |                      |             |
| RR_NYM_38                        | Manage the disruption and culture changes from the HQ property project, including staff moves and changes in working practices and environment.                          | NYM Do CS                    | 31-Mar-2027 |  | 10% |                      |             |
| RR_NYM_77                        | New leadership development programme to complete delivery                                                                                                                | NYM Do CS                    | 31-Dec-2026 |  | 50% |                      |             |
| RR_NYM_87                        | Identify and deliver key corporate training requirements such as EDI, recruitment and management skills. Promote more the content of Learning Resources available to us. | NYM Do CS                    | 31-Jan-2027 |  | 30% |                      |             |
| Phase 4 - Target Risk Assessment |                                                                                                                                                                          |                              |             |                                                                                     |     |                      |             |
| Target Probability               | M                                                                                                                                                                        | Target Impact                | H           | Target Risk Score                                                                   | 12  | Target Risk Category | Medium High |

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 – Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    |                      |                       |                                                                                      |             |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | NYM_12                                                                                                                                                                                                                                                                                                                                                 | Title          | Project Management and Delivery |                    | Risk Owner           | NYM CEO               | Risk Manager                                                                         | NYM Do C&CC |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Failure to effectively manage, monitor and deliver organisational projects resulting in under achievement of business objectives, loss of reputation with external funders leading to loss of income, adverse effect on core operational services, erosion of confidence among a large segment of the workforce                                        |                |                                 |                    |                      |                       | Risk Group                                                                           | Financial   |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    |                      |                       |                                                                                      |             |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    |                      |                       |                                                                                      |             |                |
| Project Dashboard in place; regular reporting on project performance to SLT and Members; importance communicated to staff regarding early anticipation of issues so that they can be managed; introductory training for all staff; specialist project manager in place; Operational Heads Group in place; infrastructure for identifying pipeline of future projects; regular engagement with wider workforce to encourage inclusion; positive engagement with external funders; regular SLT and Member reporting of project progress and management of the future pipeline; new project system implemented but needs to be developed fully. Continue partnership working with funders and key bodies such as NPP and the Trust. |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    |                      |                       |                                                                                      |             |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | M                                                                                                                                                                                                                                                                                                                                                      | Current Impact | VH                              | Current Risk Score | 15                   | Current Risk Category | High                                                                                 |             |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    |                      |                       |                                                                                      |             |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    | Action Manager       | Due Date and status   |                                                                                      | %           | Date Completed |
| RR_NYM_101                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Embed into practice the learnings from the Project Management training for all staff                                                                                                                                                                                                                                                                   |                |                                 |                    | NYM PDM              | 31-Mar-2027           |   | 25%         |                |
| RR_NYM_137                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Maximise opportunities for full cost recovery including corporate and volunteer support.                                                                                                                                                                                                                                                               |                |                                 |                    | NYM Do CS; NYM Ex FM | 31-Mar-2027           |   | 25%         |                |
| RR_NYM_138                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Continue to develop resourcing solutions for projects including managing smooth transfer of staff from one project to another maintaining continuity of employment. Anticipate skill requirements for staff to ensure they can move smoothly between projects. Project champions, experience of project management built into profiles and recruitment |                |                                 |                    | NYM Do CS            | 31-Mar-2027           |   | 25%         |                |
| RR_NYM_146                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Design and deliver the training for the project management module of the finance system. Develop the design of the system to maximise the efficiencies                                                                                                                                                                                                 |                |                                 |                    | NYM Do CS; NYM PDM   | 31-Mar-2027           |   | 0%          |                |
| RR_NYM_168                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Operation Heads Group needs to work with SLT to develop stranger project pipeline oversight                                                                                                                                                                                                                                                            |                |                                 |                    | NYM Do C&CC          | 31-Mar-2027           |  | 0%          |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                        |                |                                 |                    |                      |                       |                                                                                      |             |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | M                                                                                                                                                                                                                                                                                                                                                      | Target Impact  | H                               | Target Risk Score  | 12                   | Target Risk Category  | Medium High                                                                          |             |                |



# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 – Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                    |                |                            |                    |                        |                       |                                                                                     |     |                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------|--------------------|------------------------|-----------------------|-------------------------------------------------------------------------------------|-----|----------------|
| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | NYM_7                                                                                                                                                                                                                              | Title          | Woodsmith and Boulby Mines | Risk Owner         | NYM CEO                | Risk Manager          | NYM Do C&CC                                                                         |     |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Change in strategic direction by companies impacts on long term viability of developments, or change to the nature of the developments, resulting in financial risk and consequent inability to deliver on the mitigation projects |                |                            |                    |                        | Risk Group            | Strategic                                                                           |     |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                    |                |                            |                    |                        |                       |                                                                                     |     |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                    |                |                            |                    |                        |                       |                                                                                     |     |                |
| Availability of a dedicated staff resource to manage the day to day interface between the Authority's oversight role and the developers; positive working relationship between Authority's senior officer and mining senior managers. Security of having Escrow funding to make good the landscape in the event of a total financial failure and provide 10 years of s106 funding for Authority work programmes; continual review of financial commitments related to s106 programmes and monitoring of resource deployment; Regular reporting to SLT of s106 allocation and spending, Regular and positive engagement with ICL & Anglo American at senior level including discussions around financial position of businesses, Annual actions plans (including financial deployment) developed and implemented for both contributions; Implementation of planning conditions |                                                                                                                                                                                                                                    |                |                            |                    |                        |                       |                                                                                     |     |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | M                                                                                                                                                                                                                                  | Current Impact | VH                         | Current Risk Score | 15                     | Current Risk Category | High                                                                                |     |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                    |                |                            |                    |                        |                       |                                                                                     |     |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                    |                |                            |                    | Action Manager         | Due Date and status   |                                                                                     | %   | Date Completed |
| RR_NYM_132                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Develop a full risk assessment of the potential disruption to Authority projects (both direct and indirect) that are contingent on s106 funding                                                                                    |                |                            |                    | NYM Do C&CC; NYM Do CS | 31-Dec-2026           |  | 10% |                |
| RR_NYM_163                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Robust induction training handover for new Senior Minerals Officer for continuity of monitoring                                                                                                                                    |                |                            |                    | NYM Do P               | 31-May-2026           |  | 75% |                |
| RR_NYM_52                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Ensure robust processes are followed and seek external advice where risk areas are identified in relation to major finance changes (ongoing)                                                                                       |                |                            |                    | NYM Do P               | 31-Jan-2027           |  | 0%  |                |
| RR_NYM_54                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Ensure provisional fall-back plan is in place for the Authority's projects and related staff in the event of a financial failure. Update annually.                                                                                 |                |                            |                    | NYM Do C&CC            | 31-Jan-2027           |  | 0%  |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                    |                |                            |                    |                        |                       |                                                                                     |     |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | M                                                                                                                                                                                                                                  | Target Impact  | H                          | Target Risk Score  | 12                     | Target Risk Category  | Medium High                                                                         |     |                |

# North York Moors National Park Authority – Strategic

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| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            |                                   |  |                     |                                                                                       |     |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | NYM_9                                                                                                                                                                                                                                                                                                       | Title          | Information Security |                    | Risk Owner | NYM CEO                           |  | Risk Manager        | NYM Do CS                                                                             |     |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Failure to ensure the security and quality of the Authority's digital systems and data, its effective storage and use to maximise its value as a key Authority asset. This could result in an impact on efficiency and decision making, potential data breaches, disruption, criticism and loss of service. |                |                      |                    |            |                                   |  | Risk Group          | Info Gov                                                                              |     |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            |                                   |  |                     |                                                                                       |     |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            |                                   |  |                     |                                                                                       |     |                |
| Permission to access key security systems e.g. firewalls are restricted to IT staff only; permissions regarding file structure limit access to those who need to use the data held; external consultancy support available via contract for any unforeseen issues; off-site backup of data ensures availability; up to date anti-virus protection on all systems; regular external audits are undertaken with recommendations followed up and reported to members; an IT Disaster Recovery Plan is in place; advice has been given regarding data security and homeworking. Data protection training is provided periodically; FoI/DPA requests are dealt with and answered centrally; IT Manager is part of NPA network for exchange of advice and support. Run quarterly scans on external IP address to check security via an automated system; implementing any recommendations arising from this; Danby Lodge connectivity improved; acceptable use policy circulated to staff following annual revision; security training for all staff undertaken annually plus regular phishing testing; Members updated annually on progress and key stats relating to IT; |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            |                                   |  |                     |                                                                                       |     |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | M                                                                                                                                                                                                                                                                                                           | Current Impact | VH                   | Current Risk Score | 15         | Current Risk Category             |  |                     | High                                                                                  |     |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            |                                   |  |                     |                                                                                       |     |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            | Action Manager                    |  | Due Date and status |                                                                                       | %   | Date Completed |
| RR_NYM_150                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Look for opportunities for automation of processes to help reduce risk and increase efficiency in delivery                                                                                                                                                                                                  |                |                      |                    |            | NYM All Directors; NYM IT Manager |  | 31-Mar-2027         |    | 25% |                |
| RR_NYM_151                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Working with the development of the new HQ to ensure IT requirements are delivered.                                                                                                                                                                                                                         |                |                      |                    |            | NYM IT Manager                    |  | 31-Mar-2027         |    | 50% |                |
| RR_NYM_65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Ensure that any advice from the National Centre for Cyber Security is considered and implemented, including keeping up to date on fraud risk in relation to our systems. (ongoing)                                                                                                                          |                |                      |                    |            | NYM IT Manager                    |  | 31-Mar-2027         |    | 50% |                |
| RR_NYM_68                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Implement the disaster recovery / business continuity recommendations from the Internal Audit report.                                                                                                                                                                                                       |                |                      |                    |            | NYM Do CS; NYM IT Manager         |  | 30-Nov-2026         |    | 80% |                |
| RR_NYM_69                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Continue support for the new finance and planning systems, including testing revised protocols in the event of the loss of new financial and planning systems                                                                                                                                               |                |                      |                    |            | NYM Do CS; NYM Do P               |  | 31-Dec-2026         |  | 60% |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                             |                |                      |                    |            |                                   |  |                     |                                                                                       |     |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | M                                                                                                                                                                                                                                                                                                           | Target Impact  | H                    | Target Risk Score  | 12         | Target Risk Category              |  |                     | Medium High                                                                           |     |                |

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 - Identification                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                           |                |                 |                    |            |                       |                     |                                                                                     |                     |                |
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| Ref.                                                                                                                                                                                                                          | NYM_13                                                                                                                                                                                                                                                                                    | Title          | Major Incidents |                    | Risk Owner | NYM CEO               |                     | Risk Manager                                                                        | NYM Do CS           |                |
| Risk Description                                                                                                                                                                                                              | Failure to plan for, respond to and recover effectively from major incidents resulting in deflection away from delivery of the strategy and business plan, change in delivery priorities for the Authority, and potential impact to authority property and reduction in income generation |                |                 |                    |            |                       |                     | Risk Group                                                                          | Business Continuity |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                           |                |                 |                    |            |                       |                     |                                                                                     |                     |                |
| Current Control Measures                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                           |                |                 |                    |            |                       |                     |                                                                                     |                     |                |
| Disaster recovery plan (primarily IT led); NYLRF key partners; strong home working processes; understanding of environmental and climate risks and potential impact on authority business; full programme of internal audits; |                                                                                                                                                                                                                                                                                           |                |                 |                    |            |                       |                     |                                                                                     |                     |                |
| Current Probability                                                                                                                                                                                                           | M                                                                                                                                                                                                                                                                                         | Current Impact | H               | Current Risk Score | 12         | Current Risk Category |                     | Medium High                                                                         |                     |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                           |                |                 |                    |            |                       |                     |                                                                                     |                     |                |
| Reduction Action                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                           |                |                 |                    |            | Action Manager        | Due Date and status |                                                                                     | %                   | Date Completed |
| RR_NYM_155                                                                                                                                                                                                                    | Ensure business continuity plans are developed, reviewed, exercised and kept up to date (incl definitions) and internal audit recommendations are carried out                                                                                                                             |                |                 |                    |            | NYM Do CS             | 31-Jan-2027         |  | 80%                 |                |
| RR_NYM_156                                                                                                                                                                                                                    | Embed the recommendations from previous incident debriefs into practice                                                                                                                                                                                                                   |                |                 |                    |            | NYM All Directors     | 31-Jan-2027         |  | 0%                  |                |
| RR_NYM_157                                                                                                                                                                                                                    | Engage with regional partners (incl NYLRF) in prevention and preparedness exercises                                                                                                                                                                                                       |                |                 |                    |            | NYM All Directors     | 31-Jan-2027         |  | 0%                  |                |
| RR_NYM_158                                                                                                                                                                                                                    | Conclude the debrief and lessons learned from the Langdale Moor wildfire                                                                                                                                                                                                                  |                |                 |                    |            | NYM All Directors     | 30-Jun-2026         |  | 100%                | 30/06/2026     |
| RR_NYM_159                                                                                                                                                                                                                    | Work with landowners to build landscape resilience - ongoing                                                                                                                                                                                                                              |                |                 |                    |            | NYM Do C&CC           | 31-Mar-2027         |  | 0%                  |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                           |                |                 |                    |            |                       |                     |                                                                                     |                     |                |
| Target Probability                                                                                                                                                                                                            | L                                                                                                                                                                                                                                                                                         | Target Impact  | H               | Target Risk Score  | 8          | Target Risk Category  |                     | Medium                                                                              |                     |                |

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                 |                |                                 |                    |                               |                       |                                                                                       |             |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | NYM_6                                                                                                                                                                           | Title          | Health, Safety and Safeguarding |                    | Risk Owner                    | NYM CEO               | Risk Manager                                                                          | NYM Do CS   |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Failure to meet Health, Safety and Safeguarding statutory requirements resulting in possible loss of life/serious injuries, prosecution, claims, reputational damage and fines. |                |                                 |                    |                               | Risk Group            | Health, Safety & Wellbeing                                                            |             |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                 |                |                                 |                    |                               |                       |                                                                                       |             |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                 |                |                                 |                    |                               |                       |                                                                                       |             |                |
| Cross departmental Health and Safety Group meeting regularly; up to date health and safety policies; risk assessments of all key activities; annual corporate action plans approved by Members; periodic reviews of health and safety practice; individual responsibility made clear in job descriptions; initial training and refresher training periods established; regular managerial monitoring of health and safety practice; health and safety standards made explicit to external contractors; volunteers are routinely briefed on H&S prior to practical work tasks; Service Level Agreement with NYC to provide additional expert support; standing agenda item at team and SLT meetings; agreements with partner volunteer groups in place; support staff both internally (through mental health first aiders and prevailing management style) and externally via Health Assured. Annual review of the Health and Safety and Safeguarding policies plus generic risk assessments to ensure that they remain fit for purpose and take external advice where appropriate; designated safeguarding officer and deputy; DBS & enhanced DBS checks where required; regular inspections of prioritised rights of way; established policy for management of trees on Authority sites; Safeguarding is a standing item at H&S meetings; compliance with COSHH at all Authority sites |                                                                                                                                                                                 |                |                                 |                    |                               |                       |                                                                                       |             |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | M                                                                                                                                                                               | Current Impact | H                               | Current Risk Score | 12                            | Current Risk Category |                                                                                       | Medium High |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                 |                |                                 |                    |                               |                       |                                                                                       |             |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                 |                |                                 |                    | Action Manager                | Due Date and status   |                                                                                       | %           | Date Completed |
| RR_NYM_126                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Develop scenario action plans including incident and emergency response for major incidents; and test via desktop exercise                                                      |                |                                 |                    | NYM All Directors             | 31-Mar-2027           |    | 10%         |                |
| RR_NYM_135                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Ensure that actions recommended in annual health surveillance are fully implemented and documented ccm                                                                          |                |                                 |                    | NYM Do CS                     | 31-Mar-2027           |    | 10%         |                |
| RR_NYM_152                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Full review of training requirements for staff and ensure compliance and budget availability.                                                                                   |                |                                 |                    | NYM Ho People                 | 30-Dec-2026           |    | 10%         |                |
| RR_NYM_153                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Develop a central recording area for all key health and safety deliverables with a clear action, timescale and owner to reduce risk of missing key actions                      |                |                                 |                    | NYM Do CS                     | 30-Dec-2026           |   | 10%         |                |
| RR_NYM_154                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Highlight the need to reporting of near misses, and ensure staff understand the importance of reporting so that trends can be spotted                                           |                |                                 |                    | NYM Do CS                     | 31-Jan-2027           |  | 50%         |                |
| RR_NYM_169                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Complete the review of the system of support to lone working incl technological solution                                                                                        |                |                                 |                    | NYM Do CS                     | 31-Jan-2027           |  | 0%          |                |
| RR_NYM_43                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Develop and implement a programme of communication on health and safety matters for staff/volunteers, using a variety of different communication methods                        |                |                                 |                    | NYM Do CS; NYM Ho Vol Service | 31-Mar-2027           |  | 50%         |                |
| RR_NYM_44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Define who needs to undertake IoSH Managing Safely training and then implement                                                                                                  |                |                                 |                    | NYM Do CS                     | 31-Mar-2027           |  | 10%         |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                 |                |                                 |                    |                               |                       |                                                                                       |             |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | L                                                                                                                                                                               | Target Impact  | H                               | Target Risk Score  | 8                             | Target Risk Category  |                                                                                       | Medium      |                |

# North York Moors National Park Authority – Strategic

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| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            |                      |                       |                                                                                       |             |                |
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| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NYM_10                                                                                                                                                                                                                                                                                                   | Title          | Legislative Requirements – Potential Breach of Statutory Duties |                    | Risk Owner | NYM CEO              |                       | Risk Manager                                                                          | NYM CEO     |                |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Failure to comply with legislative requirements such as procurement, data protection, statutory environmental responsibilities, equalities and planning legislation. Risk of legal challenge to the NPA, officer time, financial penalties, adverse publicity on poor performance and reputational harm. |                |                                                                 |                    |            |                      |                       | Risk Group                                                                            | Legislative |                |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            |                      |                       |                                                                                       |             |                |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            |                      |                       |                                                                                       |             |                |
| Officers monitor policy and legislative developments across a range of relevant areas: planning, HR, H&S, data protection and environment. Provision of in-house legal advice and appointment of statutory Monitoring Officer; Staff training including planning legal update courses; Tracking of public sector legal cases on weekly basis. Consideration of legal implications on all Committee Reports; Regular exchange through professional officer networks, regular monitoring of statutory planning performance indicators good cross departmental working on joint issues such as BNG; performance monitoring and management processes embedded across all Authority including appointment of performance monitoring officer; established EDI group to advise authority on EDI issues; staff training where appropriate for regulatory changes; Member training to ensure they understand the statutory responsibilities of the role; advice and guidance from central govt reviewed regularly; internal auditors review compliance and identify opportunities to improve practice |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            |                      |                       |                                                                                       |             |                |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | L                                                                                                                                                                                                                                                                                                        | Current Impact | H                                                               | Current Risk Score |            | 8                    | Current Risk Category |                                                                                       | Medium      |                |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            |                      |                       |                                                                                       |             |                |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            | Action Manager       | Due Date and status   |                                                                                       | %           | Date Completed |
| RR_NYM_116                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Carry out annual review of key legislative responsibilities to assess effectiveness                                                                                                                                                                                                                      |                |                                                                 |                    |            | NYM CEO              | 31-Jan-2027           |    | 0%          |                |
| RR_NYM_140                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Continue delivery of EDI training bespoke to the Authority's requirements focussed on Members and staff.                                                                                                                                                                                                 |                |                                                                 |                    |            | NYM Do CS; NYM Do RW | 31-Dec-2026           |    | 0%          |                |
| RR_NYM_170                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Commence Local Plan review                                                                                                                                                                                                                                                                               |                |                                                                 |                    |            | NYM Do P             | 31-Mar-2027           |    | 10%         |                |
| RR_NYM_171                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Commence National Park Management Plan review                                                                                                                                                                                                                                                            |                |                                                                 |                    |            | NYM CEO              | 31-Mar-2027           |    | 10%         |                |
| RR_NYM_172                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Ensure compliance with the Employment Rights Bill                                                                                                                                                                                                                                                        |                |                                                                 |                    |            | NYM Ho People        | 30-Jun-2026           |  | 25%         |                |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                          |                |                                                                 |                    |            |                      |                       |                                                                                       |             |                |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | L                                                                                                                                                                                                                                                                                                        | Target Impact  | M                                                               | Target Risk Score  |            | 6                    | Target Risk Category  |                                                                                       | Medium      |                |

# North York Moors National Park Authority – Strategic

Risk Register: September 2026 review – detailed draft

| Phase 1 - Identification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                           |                |                                       |                    |            |                       |                     |                                                                                     |           |                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------|--------------------|------------|-----------------------|---------------------|-------------------------------------------------------------------------------------|-----------|----------------------------|
| Ref.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | NYM_3                                                                                                                                                                                                     | Title          | Authority's Net Zero Emissions Target |                    | Risk Owner | NYM CEO               |                     | Risk Manager                                                                        | NYM Do CS |                            |
| Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | National Park Authority fails to achieve net zero GHG emissions by 2030, resulting in an inability to meet public expectations, government targets for public bodies and significant reputational damage. |                |                                       |                    |            |                       |                     | Risk Group                                                                          | Strategic |                            |
| Phase 2 - Current Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                           |                |                                       |                    |            |                       |                     |                                                                                     |           |                            |
| Current Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                           |                |                                       |                    |            |                       |                     |                                                                                     |           |                            |
| Good understanding of emissions caused by the Authority's activities and plans are in place to address these; processes in place to accurately track emissions; all electricity used is from renewable sources; Business Plan outcomes are directed towards achieving these targets; targets are identified in the Business Plans and resources have been identified; climate change-specific training delivered to NYMNPA Members and staff; vehicle usage policy prepared and disseminated; understanding of the current UK policy framework; procurement to replace existing fleet with electric vehicles when the opportunity arises; data on Authority's CO2e emissions maintained; opportunities and find financial support to secure resources to carry out decarbonisation of the Authority's activities including buildings work explored; |                                                                                                                                                                                                           |                |                                       |                    |            |                       |                     |                                                                                     |           |                            |
| Current Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | L                                                                                                                                                                                                         | Current Impact | M                                     | Current Risk Score | 6          | Current Risk Category |                     | Medium                                                                              |           |                            |
| Phase 3 - Risk Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                           |                |                                       |                    |            |                       |                     |                                                                                     |           |                            |
| Reduction Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                           |                |                                       |                    |            | Action Manager        | Due Date and status |                                                                                     | %         | Date Completed             |
| RR_NYM_13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Remind staff that sustainability is an important factor in our procurement process for quotation and tender level supply of goods and services. Provide training for new staff.                           |                |                                       |                    |            | NYM Do CS             | 31-Mar-2027         |  | 0%        |                            |
| RR_NYM_15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Continue to deliver climate change-specific training to NYMNPA Members and staff to increase awareness/level of understanding                                                                             |                |                                       |                    |            | NYM Do C&CC           | 31-Mar-2027         |  | 0%        |                            |
| RR_NYM_16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Complete the installation of EV charge points at principal NYMNPA-owned car parks and visitor centres                                                                                                     |                |                                       |                    |            | NYM Do CS             | 30-Apr-2026         |  | 100%      | 31-Dec-2025                |
| RR_NYM_173                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Complete, publish and deliver the climate action plan                                                                                                                                                     |                |                                       |                    |            | NYM Do C&CC           | 30-Jun-2026         |  | 100%      | Draft published 31/03/2026 |
| RR_NYM_174                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Ensure that the build and operation of the new HQ continues to support the Authority's decarbonisation agenda                                                                                             |                |                                       |                    |            | NYM Do CS             | 31-Mar-2027         |  | 0%        |                            |
| Phase 4 - Target Risk Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                           |                |                                       |                    |            |                       |                     |                                                                                     |           |                            |
| Target Probability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | L                                                                                                                                                                                                         | Target Impact  | L                                     | Target Risk Score  | 4          | Target Risk Category  |                     | Low                                                                                 |           |                            |

# North York Moors National Park Authority – Strategic

Risk Register: **September 2026 review – detailed draft**

| Risk Reduction Action Status Key                                                  |                                                                                  |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Symbol                                                                            | Meaning                                                                          |
|  | The risk reduction action is overdue for completion or review.                   |
|  | The risk reduction action is approaching its expected completion or review date. |
|  | The risk reduction action is on target.                                          |
|  | The risk reduction action has been completed.                                    |