

North York Moors National Park Authority Finance, Risk, Audit and Standards Committee

1 June 2015

Risk Management Strategy Update

<p>1. Purpose of the Report</p>
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<p>1.1 To seek approval for amendments to the Authority's Corporate Risk Register.</p>
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2. **Background**

2.1 The Authority maintains a Strategic Risk Register which is reviewed on a quarterly basis at the Finance, Audit and Standards Committee (FRASC). The Risk Register has been reviewed by Directors with advice and assistance from North Yorkshire County Council Insurance and Risk Management team.

3 **Risk Register Update**

3.1 The draft Risk Register for 2015 is attached as **Appendix 1**. It has been recently been thoroughly revised by the Chief Executive and Directors based on a current assessment of risks and the Strategic Priorities in the Business Plan. This register only considers the highest level risks and the number has significantly reduced to four key risks. The other elements which were originally contained in the Strategic Risk Register are now considered within the departmental context. Over the next few months work will commence on the Departmental Risk Registers which will all include Health and Safety. Since the approval in March of the Strategic Risk Register Officers have commenced work on the Corporate Services Departmental Risk Register, the workshop has taken place and a draft risk register has been prepared for validation and comment the details of which will be discussed at the September meeting of this committee.

3.2 A timescale has been set for the development of the other Departmental Risk Registers these will also be monitored on a regular basis by the Officers responsible. Periodically risks may be elevated to the Strategic Risk Register.

3.3 **Appendix 1** is a summarised version of the Strategic Risk Register and includes details of the current risk rating and the impact that the proposed risk reduction actions are likely to have on the rating. Although work has been undertaken to mitigate the risks as many of the risk reductions are longer term actions the short timescale between approval of the Register in March and this committee means that there has been no change to any of the risk categories.

3.4 Copies of the full risk register including details of planned risk reduction are available on the Members Extranet. Members are asked to consider the draft Register and decide on any changes or additions they believe are necessary.

4. **Financial Implications**

4.1 There are no financial implications resulting from this report.

5. **Legal and Sustainability Implications**

5.1 There are no legal or sustainability implications resulting from this report.

6. Recommendation

6.1 That Members note the contents of this report.

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Background documents to this report

File Ref.

1. 2015 Corporate Risk Register

North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – summary**
Report Date: 13th May 2015 (pw)

Identity			Person		Classification												Fallback Plan			
Change	Risk Title	Risk Description	Risk Owner	Risk Manager	Pre						RR		Post						FBPlan	Action Manager
					Prob	Obj	Fin	Serv	Rep	Cat	RRs	Next Action	Prob	Obj	Fin	Serv	Rep	Cat		
◀▶	201/148 - Minerals Planning (Potash)	Lack of capacity and resources both within the Authority and partner organisations to deal with the complex issues relating to the potential extraction of potash resulting in inability to effectively assess the environmental impact with the socio economic benefits, negative impact on other Authority work, reputational damage both locally and nationally, legal action, negative financial impact, knock on effects to other work as resources transferred	NYM CEO	NYM DIR DM	H	H	H	M	H	1	11	30/06/2014	H	H	H	L	H	1	N	
◀▶	201/158 - Financial Strategy	Failure to manage and adapt effectively to any further reductions in funding results in limiting the ability to deliver Purposes.	NYM CEO	NYM DIR CS	H	H	H	H	H	1	11	30/09/2015	M	M	H	H	M	2	N	
◀▶	201/203 - Health And Safety	Failure to meet Health and Safety statutory requirements and ensure the appropriate culture is embedded in relation to staff, Members, volunteers, service users and contractors resulting in possible loss of life/serious injuries, prosecution, claims, media attention, fines.	NYM CEO	NYM DIR CS	M	L	M	M	H	2	12	30/04/2015	L	L	M	M	H	3	N	
◀▶	201/394 - Organisational Change	Failure to adequately develop, plan for and implement new ways of working resulting in inability to meet financial savings requirements and deliver statutory purposes.	NYM CEO	Mgt Team	M	M	M	M	M	4	14	31/03/2016	L	L	L	M	L	5	N	

Key	
▲	Risk Ranking has worsened since last review.
▼	Risk Ranking has improved since last review
◀▶	Risk Ranking is same as last review
- new -	New or significantly altered risk



North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – detailed**

Report Date: 11th May 2015 (pw)

Phase 1 - Identification											
Risk Number	201/148	Risk Title	201/148 - Minerals Planning (Potash)				Risk Owner	NYM CEO		Manager	NYM DIR DM
Description	Lack of capacity and resources both within the Authority and partner organisations to deal with the complex issues relating to the potential extraction of potash resulting in inability to effectively assess the environmental impact with the socio economic benefits, negative impact on other Authority work, reputational damage both locally and nationally, legal action, negative financial impact, knock on effects to other work as resources transferred					Risk Group	First, Second Purpose and Duty		Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			Professional advice taken, engagement with Partner and other involved bodies, recovery of an element of costs through PPA, Legal and Environmental advisors in place, increased resources, public meetings held, legal advice provided to Members, dialogue with Govt, assessed impact on National Park Purposes and possible mitigation measures, public relations activity, financial planning, Member decision at FRASC that resources to ensure appropriate analysis of the application be found, continued commitment to impartiality and objectivity in the determination process					Effectiveness			
Probability	H	Objectives	H	Financial	H	Services	M	Reputation	H	Category	1
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed	%	
Reduction	201/10 - Continue to liaise with DEFRA, CLG and other government departments to obtain support, advice and finance. The Chair to continue to press for an adequate planning fee						NYM CEO	Thu-31-Dec-15		25%	
Reduction	201/11 - Continue to increase Officer and Members' knowledge of the specific potash proposal						NYM DIR DM	Thu-31-Mar-16		40%	
Reduction	201/13 - Continue to monitor costs and review adequacy of resources and keep a watch on planning workloads						NYM DIR CS	Thu-31-Mar-16		40%	
Reduction	201/14 - Carry out consultation and communicate with all stakeholders						All Members / Mgt Board	Thu-31-Mar-16		40%	
Reduction	201/15 - Continue to discuss the risks to income and increased expenditure regularly with Members and senior officers including financial planning scenarios.						NYM DIR CS	Thu-31-Mar-16		40%	
Reduction	201/860 - Continued activity to implement public relations strategy						NYM CEO	Mon-30-Jun-14	Mon-30-Jun-14	100%	
Reduction	201/861 - Monitor performance of specialist professional support and ensure appropriate measures are in place to maintain continuity of expertise						NYM DIR DM	Thu-31-Mar-16		8%	
Reduction	201/862 - Maintain close liaison with York Potash and its advisors						NYM CEO NYM DoP	Thu-31-Mar-16		8%	
Reduction	201/865 - Take advice on and manage changes in Membership						NYM CEO	Fri-31-Jul-15		40%	



North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – detailed**

Report Date: 11th May 2015 (pw)

Reduction	201/1279 - Plan for and seek resources to ensure internal capacity to manage the process of agreeing conditions, security arrangements should the Project be approved	NYM CEO NYM DoP	Thu-31- Mar-16		0%						
Reduction	201/1387 - Plan for and seek resources to ensure ability to manage delivery of our Purposes should the Project be implemented.	NYM CEO NYM DoP	Thu-31- Mar-16		0%						
Phase 4 - Post Risk Reduction Assessment											
Probability	H	Objectives	H	Financial	H	Services	L	Reputation	H	Category	1
Phase 5 - Fallback Plan											
Fallback Plan	201/632 - Note: Although this risk remains high, the actions will reduce the probability and impacts.									Action Manager	



North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – detailed**

Report Date: 11th May 2015 (pw)

Phase 1 - Identification											
Risk Number	201/158	Risk Title	201/158 - Financial Strategy				Risk Owner	NYM CEO		Manager	NYM DIR CS
Description	Failure to manage and adapt effectively to any further reductions in funding results in limiting the ability to deliver Purposes.					Risk Group	Finance		Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			High level of efficiency, low unit costs, restructure and refocus carried out, reserves reviewed for adequacy, budget monitoring processes, engagement with Defra, focus on income generation and seeking opportunities to optimise income, be more opportunistic in approach to external funding, Effective day to day financial management,						Effectiveness		
Probability	H	Objectives	H	Financial	H	Services	H	Reputation	H	Category	1
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed	%	
Reduction	201/19 - Continue to manage expectations of Stakeholders (agencies, public, staff, volunteers etc) being overt about what we are doing and what we are stopping					All Mgt Board		Thu-31-Mar-16		8%	
Reduction	201/20 - Continue to monitor performance of the income generating services against monetary expectations					All Directors		Thu-31-Mar-16		8%	
Reduction	201/22 - Continue to link service delivery to performance and resources to ensure value for money and monitor outcomes					All Members / Mgt Board		Thu-31-Mar-16		8%	
Reduction	201/1281 - Complete Assessment contributions of current assets to NPA objectives and the possibilities of income generation					All Directors NYM CEO		Wed-30-Sep-15		50%	
Reduction	201/1282 - Preparation of realistic new MTFS and Business Plan 2016 - 2019					All Directors NYM CEO		Thu-31-Mar-16		10%	
Reduction	201/1283 - Establish Trust to bring new resources into NYM					All Directors NYM CEO		Thu-31-Mar-16		8%	
Reduction	201/1287 - Greater usage of existing mechanism to increase funding within the National Park through planning and work with LEP to develop spatial plan to develop funding opportunities					All Directors NYM CEO		Thu-31-Mar-16		8%	
Reduction	201/1288 - External funding initiatives and Corporate Sponsorship with NPE, NPUK and other NPAs					All Directors NYM CEO		Thu-31-Mar-16		8%	
Reduction	201/1293 - Develop a Financial Framework to enable appropriate decision taking					NYM DIR CS		Wed-30-Sep-15		0%	
Reduction	201/1313 - Work on scenarios for possible future as part of developing MTFS Beyond					NYM CEO NYM DIR CS		Wed-30-Sep-15		10%	
Reduction	201/1314 - Develop a timetable for organisational development and consultation of changes and financial impacts					NYM DIR CS		Fri-31-Mar-17		0%	
Phase 4 - Post Risk Reduction Assessment											
Probability	M	Objectives	M	Financial	H	Services	H	Reputation	M	Category	2



North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – detailed**

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Phase 5 - Fallback Plan		Action Manager
Fallback Plan	201/633 - Note: Many of the current control measures that were in place have expired or ran their course and cannot be replaced due to the uncertainty around the future funding	



North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – detailed**

Report Date: 11th May 2015 (pw)

Phase 1 - Identification											
Risk Number	201/203	Risk Title	201/203 - Health And Safety				Risk Owner	NYM CEO		Manager	NYM DIR CS
Description	Failure to meet Health and Safety statutory requirements and ensure the appropriate culture is embedded in relation to staff, Members, volunteers, service users and contractors resulting in possible loss of life/serious injuries, prosecution, claims, media attention, fines.					Risk Group	Health and Safety		Risk Type		
Phase 2 - Current Assessment											
Current Control Measures			Health and Safety policies, risk assessments, reviews, responsibility in job descriptions, training, guidance documents, regular monitoring, strengthened reporting processes and checks on compliance, Health and Safety champion and departmental reps, external assessments, standard contract wordings with contractors, volunteers are briefed on H&S, expertise SLA with NYCC, routinely discussed at team meetings and Directors meetings, H&S Policies to ensure compliance with EU and domestic legislation reviewed including engaging an external specialist to review the framework,						Effectiveness		
Probability	M	Objectives	L	Financial	M	Services	M	Reputation	H	Category	2
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed	%	
Reduction	201/193 - Continue SLA with NYCC to provide 'safety net' cover and access to more specialist health and safety expertise						NYM DIR CS	Thu-31-Mar-16		8%	
Reduction	201/206 - Continue to monitor external developments in Health and Safety						NYM DIR CS	Thu-31-Mar-16		8%	
Reduction	201/1296 - Ensure volunteers are fully integrated and comply with H&S procedures and practices as the role of the volunteer is extended						NYM DIR CS	Thu-31-Mar-16		15%	
Reduction	201/1303 - Engage and engender ownership in staff of Health & Safety via a series of different methods e.g. training, bulletin, posters, departmental meetings, team meetings						NYM DIR CS	Thu-31-Mar-16		8%	
Reduction	201/1304 - Implement action plan which includes issues arising from ATV accident on 22 October 2014 and wider investigation into H&S compliance						NYM DIR CS	Thu-31-Dec-15		25%	
Reduction	201/1305 - Report progress to members twice per year to allow scrutiny of actions (ongoing)						NYM DIR CS	Thu-31-Mar-16		0%	
Reduction	201/1306 - Implement agreed annual health & safety action plan for 2015/16						NYM DIR CS	Thu-31-Mar-16		8%	
Reduction	201/1308 - External audit of health & safety practice and implement recommendations						NYM DIR CS	Wed-30-Sep-15		75%	
Reduction	201/1309 - Develop a more structured approach to health & safety training						NYM DIR CS	Thu-31-Dec-15		25%	
Reduction	201/1312 - CEO and Directors to assess corporate H&S performance using LGA matrix						NYM DIR CS	Thu-31-Dec-15		0%	



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Reduction	201/1388 - Agree the scope of contracts/agreements with associate volunteer groups, community groups and others	NYM DIR CS NYM DIR PS	Thu-30-Apr-15		75%						
Reduction	201/1389 - Ensure contracts/agreements are in place with associate volunteer groups, community groups and others prior to commencement of tasks (ongoing)	NYM DIR CS NYM DIR PS	Thu-31-Mar-16		15%						
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
Fallback Plan										Action Manager	



North York Moors National Park Authority - Strategic

Risk Register: **May 2015 Review – detailed**

Report Date: 11th May 2015 (pw)

Phase 1 - Identification											
Risk Number	201/394	Risk Title	201/394 - Organisational Change				Risk Owner	NYM CEO		Manager	Mgt Team
Description	Failure to adequately develop, plan for and implement new ways of working resulting in inability to meet financial savings requirements and deliver statutory purposes.					Risk Group		Risk Type			
Phase 2 - Current Assessment											
Current Control Measures			Leadership programme; existing values; staff union, Member and volunteer communications; staff surveys; 'Free' external advise maximised;					Effectiveness			
Probability	M	Objectives	M	Financial	M	Services	M	Reputation	M	Category	4
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed	%		
Reduction	201/207 - Develop and implement the Volunteer Strategy					NYM DIR PS	Thu-31-Mar-16		8%		
Reduction	201/220 - Develop a new Business Plan for 2016-19					NYM DIR CS	Thu-31-Mar-16		0%		
Reduction	201/223 - Create and implement the NY Moors Trust					NYM CEO	Thu-31-Mar-16		8%		
Reduction	201/235 - Monitor the performance against the new income strategy and ensure other resources are included					NYM DIR CS	Thu-31-Mar-16		8%		
Reduction	201/236 - Ensure appropriate management capacity and practices are in place to enable new ways of working					NYM DIR CS	Thu-31-Mar-16		0%		
Reduction	201/237 - Continue the leadership development programme and initiatives					NYM DIR CS	Thu-31-Mar-16		8%		
Reduction	201/278 - Create a culture of bringing forward innovation and creativity to produce measured outcomes					NYM DIR CS	Thu-31-Mar-16		8%		
Reduction	201/866 - Put together a plan for DEFRA to justify backended cuts					NYM DIR CS	Thu-31-Mar-16		15%		
Reduction	201/1289 - Develop a contingency plan for a catastrophic cut in funding					All Directors NYM CEO	Thu-31-Mar-16		10%		
Reduction	201/1290 - Ensure flexibility in management, targets and staff and cash resources to enable creative reaction to opportunities for new ways to deliver					All Directors	Thu-31-Mar-16		8%		
Reduction	201/1390 - Develop a framework of business skills for staff and encourage entrepreneurship					All Directors	Thu-31-Mar-16		0%		
Reduction	201/1391 - Open discussions with other organisations to extend shared services and review current arrangements					NYM DIR CS	Thu-31-Mar-16		10%		



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Risk Register: **May 2015 Review – detailed**

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Reduction	201/1392 - Revise performance framework and indicators				All Directors	Thu-31-Mar-16		0%			
Reduction	201/1393 - Use effective recruitment to bridge any gaps and complement and enhance the skills of existing staff to enable the cultural shift to take place				All Directors NYM CEO	Thu-31-Mar-16		0%			
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	L	Services	M	Reputation	L	Category	5
Phase 5 - Fallback Plan											
								Action Manager			
Fallback Plan											

