

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

6 June 2015

Risk Management Strategy Update

1. Purpose of the Report

- 1.1 To update Members on the Authority's risk related work and to agree, if necessary, amendments to the Authority's Corporate Risk Register.

2. Background

- 2.1 As Members are aware the Authority maintains a strategic Risk Register which is considered on a quarterly basis by this Committee. The Risk Register was reviewed earlier this year by Directors with advice from NYCC's Insurance and Risk Management team. The Register was then subsequently approved by Members at the March National Park Authority meeting.

3 Risk Register Update

- 3.1 The Risk Register for 2016 is attached as **Appendix 1** includes details of a series of actions to be taken to reduce the risk levels.
- 3.2 The purpose of this report is to identify any variances (positive or negative) from the plan which may impact on the overall Risk Category.
- Additional control measures have been put in place with regard to health and safety. These include extending the SLA with NYCC to provide 5 additional days support in 2016/17; all Directors have Departmental targets for undertaking spot checks on the working practices of their staff, volunteers and contractors – these are in addition to normal managerial spot checks. While these actions strengthen the Authority's approach, Officers do not consider that these should trigger a reduction in Risk Category.
 - A number of actions have been completed or partially completed in relation to the development of the Local Plan. Officers consider that the probability of failing to develop a Local Plan is no longer high. Decreasing the probability to medium would reduce the overall risk category to 2 while a low probability score would reduce the Overall risk further to a 3.

Members' views on both of the above bullet points are welcome.

- 3.3 Members should be aware that the revised Finance agreement with NYCC does not include specific support for this area of work. The change in role of the current Director of Corporate Services means that there is less staff resource for a number of activities, including risk management. While it is considered important that effort continues to be put into the strategic risk work, Officers do want to ensure that overall resources put into strategic and departmental risk assessments is consistent with the Authority's size, activities and general levels of risk. Officers will come back to Members with specific proposals at the September meeting of this Committee.

4. **Other Risk Related Work**

- 4.1 The Authority has for many years had a Business Recovery Plan which outlines how recovering from the loss of one of the main operational buildings would be managed. This plan dovetails with the IT Disaster Recovery Plan. As part of the Authority's insurance arrangements with Zurich Municipal, professional advice is provided on a range of risk related topics. In May, Martin Clemmitt from ZM went through a scenario with Officers that was designed to test the Business Recovery Plan. In this fictional scenario, the Old Vicarage was badly damaged by a severe weather incident. The purpose of the test was to challenge the robustness of the plan and enable Officers to consider what changes needed to be made.
- 4.2 This type of testing was enjoyable, thought provoking and a 'safe' way of testing a plan that will, hopefully, never be needed. The scenario has resulted in Officers considering making a number of significant changes including the following;
- properly considering how the use of CITRIX will enable many staff to continue working from home for an extended period;
 - previously the plan had envisaged that a major effort be put into temporary accommodation. This will be reviewed in the light of developments in technology;
 - accelerate plans to more securely separate the servers in a fire retardant room;
 - clear consideration to be given to which services need to be up and running and in which order to help with properly prioritising resources;
 - stronger integration of the Business and IT Recovery Plans.
- 4.3 Officers will provide an updated Business Recovery Plan for Members to consider later in the year.

5. **Financial Implications**

- 5.1 There are no financial implications resulting from this report.

6. **Legal and Sustainability Implications**

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

7. **Recommendation**

- 7.1 That Members consider and make any changes they wish to the Risk Register in the light of the contents of paragraph 3.2 and note the rest of the report.

Contact Officer:
Ian Nicholls
Assistant Director of Corporate Services
01439 772700

Background documents to this report

File Ref.

1. FRASC Paper February 2016
2. NPA Paper March 2016

Risk Register: March 2016 Review – detailed draft 2016/17

Report Date: 29th February 2016 (pw)

Phase 1 - Identification											
Risk Number	201/460	Risk Title	201/460 - Local Plan				Risk Owner	NYM CEO		Manager	NYM DoP
Description	Failure to develop an up to date strategic planning document (Local Plan) within a reasonable timescale resulting in challenges to planning decisions and gaps in policy causing difficulties in decision making, potential direct Govt intervention and harm to National Park Purposes.					Risk Group		Risk Type			
Phase 2 - Current Assessment											
Current Control Measures			Up to date Local Plan for Helmsley, Area Action Plan for Whitby Business Park, emerging Joint Minerals and Waste local Plan, a number of SPDs, NPPF, NPPG, National Parks circular, Head of Strategic Policy appointed, Members agreement to update and understanding by members and staff that the timetable for production of the Local Plan must be adhered to.,					Effectiveness			
Probability	H	Objectives	H	Financial	H	Services	M	Reputation	H	Category	1
Phase 3 - Risk Reduction Actions											
						Action Manager	Action by	Completed	%		
Reduction	319/1497 - Commencement of Local Plan and to develop and implement a project timetable and resource plan					NYM DoP	Fri-31-Mar-17	May 2016	100%		
Reduction	319/1498 - Assessment of options for delivering the Local Plan					NYM DoP	Thu-30-Jun-16		0%		
Reduction	319/1593 - Induction of Planning Policy team to familiarise team with existing policies and identify gaps					NYM DoP	Thu-30-Jun-16		75%		
Reduction	319/1594 - Ensure adequate resources are in place for production of Local Plan					NYM DoP	Mon-31-Dec-18		50%		
Reduction	319/1608 - Develop and implement a communication and engagement strategy for the Local Plan					NYM DoP	Fri-31-Mar-17		0%		
Reduction	319/1609 - Manage the process of public examination and take into account any outcomes					NYM DoP	Mon-31-Dec-18		0%		
Reduction	319/1610 - Co-ordinate the work on the Local Plan with the work on the Management Plan refresh and the Business Plan					NYM DoP	Fri-31-Mar-17		0%		
Reduction	319/1611 - Ensure effective liaison with key stakeholder organisations, business owners, residents and visitors					NYM DoP	Fri-31-Mar-17		0%		
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	L	Services	L	Reputation	L	Category	5
Phase 5 - Fallback Plan											
Fallback Plan									Action Manager		



Risk Register: **March 2016 Review – detailed draft 2016/17**
 Report Date: 29th February 2016 (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; action plans; 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, extended in 2016/17 to provide additional support; 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; external audit carried out 2015; H&S performance assessed by Directors; All Departments have targets to carry out spot checks on staff, volunteers and contractors.						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; contract now let							NYM DIR CS	Fri-31-Mar-17		0
Reduction	201/206 - Continue to monitor external developments in Health and Safety							NYM DIR CS	Fri-31-Mar-17		0%
Reduction	201/1296 - Ensure volunteers are fully integrated and continue to comply with H&S procedures and practices as the role of the volunteer is extended							NYM DIR CS	Fri-31-Mar-17		0%
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	Fri-31-Mar-17		25%
Reduction	201/1305 - Provide information for the progress report to members quarterly to allow scrutiny of actions (ongoing)							NYM DIR CS	Fri-31-Mar-17		0%
Reduction	201/1306 - Implement agreed annual health & safety action plan for 2016/17							NYM DIR CS	Fri-31-Mar-17		0%
Reduction	201/1312 - CEO and Directors to assess corporate H&S performance using LGA matrix							NYM DIR CS	Thu-30-Jun-16	Tue-12-Jan-16	100%
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-Jun-16		0%
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	Fri-31-Mar-17		0%
Phase 4 - Post Risk Reduction Assessment											



Risk Register: March 2016 Review – detailed draft 2016/17
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Probability	L	Objectives	L	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan											



Risk Register: **March 2016 Review – detailed draft 2016/17**

Report Date: 29th February 2016 (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 plan manage and adapt effectively to developing and implementing the Medium Term Financial Strategy following the receipt of the National Park Grant Funding Settlement. Failure to continue to develop and implement the Income generation strategy and property strategy. Such failures may result 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 and other partners; focus on income generation and seeking opportunities to optimise income; be more opportunistic in approach to external funding; effective day to day financial management; Financial Settlement from Defra received January 2016 to 2020;						Effectiveness		
Probability	M	Objectives	M	Financial	M	Services	M	Reputation	M	Category	4
Phase 3 - Risk Reduction Actions											
							Action Manager	Action by	Completed	%	
Reduction	201/19 - Manage expectations of Stakeholders (agencies, public, staff, volunteers etc) and ensure that additional resources are allocated in a clear and transparent way					All Mgt Board		Fri-31-Mar-17		0%	
Reduction	201/20 - Continue to monitor performance of the income generating services against monetary expectations					All Directors		Fri-31-Mar-17		0%	
Reduction	201/22 - Continue to link service delivery to performance and resources to ensure value for money and monitor outcomes					All Members / Mgt Board		Fri-31-Mar-17		0%	
Reduction	201/1281 - Complete Assessment contributions of current assets to NPA objectives and the possibilities of income generation and prepare and implement Business Plans for Visitors' Centres including Feasibility Study at SB					All Directors NYM CEO		Fri-31-Mar-17		0%	
Reduction	201/1282 - Preparation of new MTFS and Business Plan 2017 - 2020					All Directors NYM CEO		Sat-31-Dec-16		0%	
Reduction	201/1283 - Establish Trust to bring new resources into NYM					All Directors NYM CEO		Fri-31-Mar-17		0%	
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		Fri-31-Mar-17		0%	
Reduction	201/1288 - External funding initiatives and Corporate Sponsorship with NPE, NPUK and other NPAs					All Directors NYM CEO		Fri-31-Mar-17		0%	
Reduction	201/1293 - Develop a Financial Framework to enable appropriate decision taking					NYM DIR CS		Thu-30-Jun-16		0%	
Reduction	201/1313 - Work on options for possible future as part of developing MTFS Beyond					NYM CEO NYM DIR CS		Thu-30-Jun-16		0%	



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Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	M	Services	M	Reputation	L	Category	5
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan											



Risk Register: **March 2016 Review – detailed draft 2016/17**

Report Date: 29th February 2016 (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 advice 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 - Implement the Volunteer Strategy (ongoing)					NYM DIR PS	Tue-31-Mar-20		0%		
Reduction	201/220 - Develop a new Business Plan for 2017-20					NYM DIR CS	Sat-31-Dec-16		0%		
Reduction	201/223 - Create and implement the NY Moors Trust					NYM CEO	Fri-31-Mar-17		0%		
Reduction	201/235 - Monitor the performance against the new income strategy and ensure other resources are included					NYM DIR CS NYM DIR PS	Fri-31-Mar-17		0%		
Reduction	201/236 - Monitor and adapt management and staff capacity and practices to enable new ways of working (ongoing)					NYM DIR CS NYM DIR PS	Fri-31-Mar-17		0%		
Reduction	201/237 - Continue the leadership development programme and initiatives					NYM DIR CS	Fri-31-Mar-17		0%		
Reduction	201/278 - Create a culture of bringing forward innovation and creativity to produce measured outcomes					NYM DIR CS NYM DIR PS	Fri-31-Mar-17		0%		
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	Fri-31-Mar-17		0%		
Reduction	201/1390 - Develop a framework of business skills for staff and encourage entrepreneurship					All Directors	Fri-31-Mar-17		0%		
Reduction	201/1391 - Open discussions with other organisations to extend shared services and review current arrangements					NYM DIR CS	Fri-31-Mar-17		0%		
Reduction	201/1392 - Revise performance framework and indicators					All Directors	Fri-31-Mar-17		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	Fri-31-Mar-17		0%		
Phase 4 - Post Risk Reduction Assessment											



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Probability	L	Objectives	L	Financial	L	Services	M	Reputation	L	Category	5
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan											

