

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

5 September 2016

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** and includes details of a series of actions being taken by Officers to reduce the risk levels.
- 3.2 A review of the actions agreed in the Risk Register has been undertaken and at this stage the majority of the actions are ongoing. There are therefore, no substantive revisions to be made to the Risk Register at this stage, unless Members wish to recommend any.
- 3.3 Officers are mindful that there could be an emerging workload in relation to the development of York Potash's mine. At the time of writing this report, it is not yet clear when the company may be in a position to commence the main development. Officers are continuing to take steps to mitigate against significant workload issues emerging in planning, enforcement, conservation and tourism. Officers are meeting regularly with York Potash representatives and the Authority is in a position to take on additional resources quickly should the need arise. Further detail on this will be reported to Members at the November meeting of this Committee.

4. Future Risk Management Work

- 4.1 In the report to the June meeting of this Committee, Members were made aware that the revised Finance agreement with NYCC does not include specific support for this area of work. This coupled with the change in role of the current Director of Corporate Services means that there is less resource to support risk management work.
- 4.2 In 2015 Members approved a revised programme of risk management work which included a reduction in the number of strategic risks identified and the development of individual departmental risk registers.

- 4.3 Officers consider that it is important that work continues to be put into properly considering strategic risks and that the current reporting cycle to Members should remain unchanged. The work involved in departmental risk registers has proved to be more onerous than expected and there is no longer any staff resource to work alongside Directors to support them on this.
- 4.4 Officers have looked at the risk management arrangements that other National Park Authorities have and consider the following cycle to be consistent with this Authority's size, activities and general levels of risk;
- January – Directors to revise the strategic risk register. Health and Safety will always be considered to be a strategic risk. Other risks will be added and taken off the register depending upon the circumstances. It is expected that there will normally be no more than 6-8 strategic risks identified;
 - March – the strategic risk register is presented to the full Authority for approval;
 - FRASC meetings – the strategic risk register will be updated and presented to Members quarterly to allow scrutiny of Officers' actions and to give Members the opportunity to agree changes to identified risks and risk levels; and
 - No further work will be carried out on developing Departmental risk registers as a separate formal process but of course Departments will manage their risks through normal day to day processes and as part of the Strategic Risk work.

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
- 7.2 Approve the revised risk management work and reporting cycle outlined in paragraph 4.4.

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Background documents to this report

File Ref.

1. FRASC Papers February and June 2016
2. NPA Paper March 2016

Risk Register: August 2016 Review – 2016/17

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	June 2016	100%		
Reduction	319/1593 - Induction of Planning Policy team to familiarise team with existing policies and identify gaps					NYM DoP	Thu-30-Jun-16	June 2016	100%		
Reduction	319/1594 - Ensure adequate resources are in place for production of Local Plan					NYM DoP	Mon-31-Dec-18	On going	50%		
Reduction	319/1608 - Develop and implement a communication and engagement strategy for the Local Plan					NYM DoP	Fri-31-Mar-17	On going	40%		
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	On going	40%		
Reduction	319/1611 - Ensure effective liaison with key stakeholder organisations, business owners, residents and visitors					NYM DoP	Fri-31-Mar-17	On going	40%		
Phase 4 - Post Risk Reduction Assessment											
Probability	L	Objectives	L	Financial	L	Services	L	Reputation	L	Category	5
Phase 5 - Fallback Plan											
									Action Manager		
Fallback Plan											



Risk Register: August 2016 Review – 2016/17

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	On-going	40%	
Reduction	201/206 - Continue to monitor external developments in Health and Safety						NYM DIR CS	Fri-31-Mar-17	On-going	40%	
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	On-going	40%	
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	On-going	40%	
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	On-going	50%	
Reduction	201/1306 - Implement agreed annual health & safety action plan for 2016/17						NYM DIR CS	Fri-31-Mar-17	On-going	50%	
Reduction	201/1312 - CEO and Directors to assess corporate H&S performance using LGA matrix						NYM DIR CS	Thu-30-Jun-16	January 2016	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	June 2016	100%	
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	On-going	40%	
Phase 4 - Post Risk Reduction Assessment											



Risk Register: August 2016 Review – 2016/17

Probability	L	Objectives	L	Financial	M	Services	M	Reputation	H	Category	3
Phase 5 - Fallback Plan											
										Action Manager	
Fallback Plan											



Risk Register: August 2016 Review – 2016/17

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	On going	40%	
Reduction	201/20 - Continue to monitor performance of the income generating services against monetary expectations					All Directors		Fri-31-Mar-17	On going	40%	
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	On going	40%	
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	Ongoing	40%	
Reduction	201/1282 - Preparation of new MTFS and Business Plan 2017 - 2020					All Directors NYM CEO		Sat-31-Dec-16	Ongoing	50%	
Reduction	201/1283 - Establish Trust to bring new resources into NYM					All Directors NYM CEO		Fri-31-Mar-17	Ongoing	40%	
Reduction	201/1287 - Greater usage of existing mechanisms 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	Ongoing	40%	
Reduction	201/1288 - External funding initiatives and Corporate Sponsorship with NPE, NPUK and other NPAs					All Directors NYM CEO		Fri-31-Mar-17	Ongoing	40%	
Reduction	201/1293 - Develop a Financial Framework to enable appropriate decision taking					NYM DIR CS		Thu-30-Jun-16		70%	
Reduction	201/1313 - Work on options for possible future as part of developing MTFS Beyond					NYM CEO NYM DIR CS		Thu-30-Jun-16	Ongoing	40%	



Risk Register: August 2016 Review – 2016/17

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: August 2016 Review – 2016/17

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	Ongoing	25%		
Reduction	201/220 - Develop a new Business Plan for 2017-20					NYM DIR CS	Sat-31-Dec-16	Ongoing	50%		
Reduction	201/223 - Create and implement the NY Moors Trust					NYM CEO	Fri-31-Mar-17	Ongoing	70%		
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	Ongoing	40%		
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	Ongoing	40%		
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	Ongoing	40%		
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	Ongoing	20%		
Reduction	201/1392 - Revise performance framework and indicators					All Directors	Fri-31-Mar-17	Ongoing	10%		
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	Ongoing	25%		
Phase 4 - Post Risk Reduction Assessment											



Risk Register: August 2016 Review – 2016/17

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

