Report of Finance Manager

Subject: Risk Register

Purpose of Report
To ask Members to consider the latest risk register.

The following risk register has been reviewed by the Leadership Team and recent progress and changes noted.

The main changes from the previous report are as follow:

Risk No	Risk Name	Progress
1	Short Term Risk of significant reduction of funding from WG, other public sector funders, grant schemes or Authority Generated Income	10% budget increase received in WG grant and good trading over the past year, along with sufficient reserves sees this as a low area of risk.
5	Failure to meet diversity requirements in Authority Membership	While this is an issue of concern, over the short term, there are no vacancies to diversify membership. However, the Authority has been discussing with Welsh Government updating the Protocol regarding the appointment of Local Authority members
7	Risk of NPA activities having a negative impact on socio-economic well-being of the area	Approval of LDP creates clear Planning Policies reducing risk
8	Risk of poor partner relationships affecting joint working	Reduced risk reflecting good partner engagement over past 18 months
9	Risk of long term impact from climate change	Work being undertaken both internally and externally to mitigate the impacts of climate change
12	Risk of flawed decision on planning matters	Risk higher reflecting proportion of decisions against officer recommendation being above Welsh Government target
13	Risk of failure to allocate all SDF grants	Revised criteria has reduced risk
17	Risk of causing significant environmental damage due to actions by NPA staff or on NPA property	Positive and responsible ways of working reducing risk

33	Impact of Brexit	Limited short term impact, however, longer term impacts being monitored
34	Breach of Data Protection Regulations	Appointment of new DPO and agreed work programme has reduced risk
37	Ash Die Back disease is now widespread within the National Park, including on our Estate.	Policy and work programme agreed and being implemented
42	Changes to the IT system with the introduction of Microsoft 365	New risk added to reflect major changes in IT system

Recommendation
Members are asked to consider and comment on the risk register.

Background Documents
None

(For further information, please contact Richard Griffiths)
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	RISK	Type	Inherent risk			Mitigation	Residual risk			Control/ monitoring	Trend this qtr	Progress Update
			Likelihood	Impact	Risk		Likelihood	Impact	Risk			
1	Short Term Risk of significant reduction of funding from WG, other public sector funders, grant schemes or Authority Generated Income	Strategic	2	2	4	Planned cost reduction, budget planning, increase local income and other external funding	1	1	1	Budget management & project financial planning	⬇	Current budget approved
2	Medium to Long Term Risk of significant reduction of funding from WG, other public sector funders, or grant schemes	Strategic	3	4	12	Planned cost reduction, budget planning, increase local income and other external funding	3	3	9	Budget management & project financial planning	⬌	No indication of future grant levels
3	Risk of failing to comply with current legislation	Strategic	2	2	4	Policies in place, assessment by Audit Wales, reporting to review committees	1	2	2	Performance reports to Members, monitoring legislation	⬌	Monitoring of the renewal corporate documents and polices undertaken by leadership team
4	Not being able to delivery on the targets laid down by the Welsh Government's "Valued & Resilient" priorities for AONBs and NPs.	Strategic/ operational	2	2	4	Currently on track	1	2	2	Activities included in Corporate and Resources Plan and regular engagement with Welsh Government	⬌	All Designated Landscapes are undertaking a review to see how we have delivered against V and R. Welsh Government may review the document after May election.
5	Failure to meet diversity requirements in Authority Membership	Strategic	4	2	8	No current vacancies, organise mentoring and promotional activities prior to next round of Welsh Government appointments	1	1	1	Engagement with Welsh Government to seek to attract diverse candidates for future vacancies	⬇	No current opportunities to recruit new members
6	Risk of failing to maintain high levels of governance	Strategic	2	4	8	Member & officer training, work to achieve Advanced Members' Charter, register of interests	2	2	4	No negative audit reports from Audit Wales & internal audit or ombudsman investigations	⬌	Members' development strategy approved by NPA and planned to submitted to WLGA in June 2021
7	Risk of NPA activities having a negative impact on socio-economic well-being of the area	Strategic	2	3	6	LDP outlines polices for development	2	2	4	Membership of PSB, liaison with Visit Pembrokeshire and other groups	⬍	Membership of PSB and Pembrokeshire Business Panel, financial and in-kind support provided for Visit Pembrokeshire and support
8	Risk of poor partner relationships affecting joint working	Strategic	2	2	4	Many examples of joint/shared working in place. Discussions with PCC, NRW and other NPAs to review opportunities	1	1	1	Reporting to NPA	⬇	Greater involvement with PSB on Future Generations and other matters.
9	Risk of long term impact from climate change	Strategic	4	4	16	Participation in the Public Service Board's climate risk assessment and Authority has agreed Climate Change Action Plan	3	4	12	Monitor impact	⬌	High level PSB Group set up to develop plan for Climate Change Adaptation and two projects funded by SLSP to guide work of the
10	Risk of disease or invasive species damaging biodiversity	Strategic	2	3	6	NPA has some impact/control outside own property through its Invasive Species project	2	2	4	Invasive species project monitoring	⬌	Invasion species project monitoring issues
11	Risk of significant damage due to bad weather	Financial	2	4	8	Regular Building and Site Inspections, Tree Policy, Adaptations made to vulnerable structures, Monitoring	2	3	6	Monitor and review properties etc.	⬌	Use of Authority's reserves to repair storm damaged
12	Risk of flawed decision on planning matters	Reputation/ Financial	2	4	8	Codes of practice & protocols. Members Charter. Member & staff training, cooling-off period. Reserve in place to cover.	2	3	6	No. of approvals outside policy and decisions against recommendation	⬌	No recent changes
13	Risk of failure to allocate all SDF grants	Operational	2	3	6	Publicity, funding surgeries etc as required. New process for allocating funding agreed in July 2020, with clearer application deadlines	2	1	2	Monitor funding and claims	⬇	SDF Panel meeting on a regular basis
14	Risk of not delivering on Corporate Objectives, due to lack of staff capacity/skills as a result of new working practices caused by Covid-19	Operational	2	4	8	Employee Opinion Survey Action Plan rolled out to address morale issues. Remote Working Guidelines and Training for Managers. Looking at additional seasonal recruitment to cover shortages and temporarily move staff into key areas	1	2	2	New HR Strategy being developed and support provided for staff. Flexible working policy being revised to support staff in a new working environment.	⬌	Work and Wellbeing reviews introduced spring 2021
15	Risk of major incident affecting or involving NPA staff and resources	Strategic	2	2	4	Monitor special events. Response plan in place. In contact with other agencies	1	2	2	Monitoring	⬌	Following a review by Audit Wales in spring 2020 the Business Continuity plans are to be updated by December 2021
16	Risk of loss of major NPA operational building due to fire or other damage	Operation	1	4	4	All buildings well maintained. Security & fire alarm systems in place. Annual Fire Safety Risk Assessment on all Buildings. Insurance to cover some costs	1	2	2	Annual inspections	⬌	No recent changes
17	Risk of causing significant environmental damage due to actions by NPA staff or on NPA property	Reputation	1	3	3	Risk assessments for operation and location in place, staff training.	1	1	1	Incident reporting & monitoring by H&S group and CMT.	⬌	IOSH training course completed.
18	Risk of major IT failure or virus attack etc	Operation	4	4	16	Daily backup of data. Backup email server in place. Disaster recovery facilities in place on second site. Security updates installed as soon as available. Critical dependence on small number of key staff.	2	4	8	Monitor back up procedures and security logs. Review staff skills.	⬌	Leadership Team agreed the appointment of another member of the IT department in June 2021 and introduce Office 365

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19	Risk of failure of phone system	Operational	2	3	6	Maintenance contract in place and mobile phone network as backup	2	2	4	Work undertaken to install new cross Authority phone system	⬇	No recent changes
20	Risk of loss of key documents	Financial	2	2	4	Key documents in fire safe, copies made, many also electronic copies.	2	1	2	Staff training and awareness.	⬌	Full access to buidings currently available.
21	Risk of inaccurate GIS and other data for decision making	Operational	2	3	6	Software now in place to control data quality, including FME software	1	2	2	Review data standards	⬌	Staff training undertaken
22	Risk of failure to maintain performance of DM service	Operational	2	4	8	New systems and procedures in place, staff training. Outsourcing used for peak workloads	2	2	4	Monitor & report performance	⬇	82% of all planning applications determined within time periods required ytd.
23	Failure to meet affordable housing targets	Strategic	2	4	8	Affordable housing policies have been amended in new LDP	2	2	4	Monitoring	⬌	Continue monitoring - number of applications approved and refused.
24	Risk of failure to manage conservation sites to achieve service standard	Operational	2	2	4	Sites monitored annually, management plans reviewed	2	1	2	Regular monitoring	⬌	Bids for additional funding regularly submitted.
25	Risk of failure to meet service standard for RoWs	Operational	2	2	4	Annual condition inspection of Coast Path, Inland ROW and Bridge inspection using digital inspection App. Standard Operating Procedure for Bridge Inspections	2	1	2	Resource constraints have meant we now able inspect the PROW network on a 4 year cycle as oppose to the 3 year cycle.	⬌	No recent changes
26	Risk of failing to meet Carew Castle long term lease obligations and maintenance especially on causeway and castle stonework	Operational	2	2	4	Regular inspections and maintenance actions. 60+ years remain on lease.	2	1	2	Annual work programme. Emergency works completed quickly	⬌	No recent changes
27	Incident due to failure to adequately maintain and repair paths, sites and properties	Financial	2	2	4	Adoption of Visitor Safety Strategy, Annual Building Inspection and Risk Assessments of all sites. Regular maintenance programme. Reports from public and Coast Guard	2	1	2	Annual Inspection, Implementation of annual work programme Emergency works completed quickly, Incidents	⬌	No recent changes
28	Incident due to falling trees or branches in our property	Financial	2	2	4	Updated Tree Policy, Annual Inspections, Tree Management, Independent Inspection every 3 years, Staff trained to Level 2 Tree Inspection, Weather event protocols	2	1	2	Implementation of annual work programme. Site assessment reports	⬌	No recent changes
29	Incident due to driver error/increased vehicle faults as the fleet is ageing.	Financial / Operational	2	3	6	All vehicles maintained to manufacturers recommendations. Vehicles checked for roadworthiness. Driver licence and vehicle documentation checked. Staff driving assessed. Staff training. Decision made to renew fleet and ensure no vehicle is more that 7 years old	1	3	3	Regular vehicle checks. Annual check of drivers' licences. Accidents involving Authority vehicles reported to H&S group.	⬌	A number of vehicles will be replaced in 2021/22
30	Incident caused by or to staff, volunteers or sevices users	Financial	2	2	4	Risk assessment for operation and location. Staff training. £25m public liability insurance. Adequate briefing for each volunteer event	2	1	2	Review of risk assessments. Review of staff training requirements. Incidents reported.	⬌	No recent changes
31	Incident caused by faulty merchandise, food etc provided by NPA	Financial	2	2	4	Reliable supply sources. Merchandise group monitors products. £25m public liability insurance	2	1	2	Incidents reported	⬌	No recent changes
32	Incident caused by livestock managed by NPA	Financial	2	2	4	Risk assessment for operation and location, Staff training, £25m public liability insurance	1	2	2	Incidents reported to H&S officer	⬌	Audit undertaken under taken by internal safeguarding leads
33	Impact of BREXIT	Strategic/ Financial / Operational	3	3	9	The full impact of funding and legislative changes on the Authority are unknown.	2	4	8	The longer term significance of the brexit decision will be constantly reviewed	⬇	The Authority is represented on Welsh Government panels to review impact of BREXIT.
34	Breach of Data Protection Regulations	Strategic/ Financial / Operational	2	4	8	Training programme to ensure compliance amongst members and officers	2	2	4	Detailed work schedule prepared with target dates and assigned responsibilites. The Authority has appointed a Data Protection Officer and assess where this role will sit within the Authority's structure and governance arrangements	⬇	Carrying out data audit across Authority.
35	Conservation burning could result in property being destroyed	Strategic/ Financial / Operational	2	4	8	Risk assessment undertaken for operation and location. Best practice adopted and staff sufficiently trained	1	4	4	Review of risk assessments. Incidents reported.	⬌	No recent changes

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36	Failure to Recover Outstanding Debts	Financial	2	2	4	All Authority debts recorded and monitored in finance system until repayment is made	1	2	2	Weekly monitoring of debts at risk, issue of series of bad recovery letters to debtors	⇔	Debts at risk increasing
37	Ash Die Back disease is now widespread within the National Park, including on our Estate.	Strategic/ Financial / Operational	3	4	12	Review of the overall impact of ash dieback undertaken in 2020. Limited exposure as paths maintained and land not owned by Authority	2	2	4	Remedial work being undertaken in house as and when required.	⇓	Ash Dieback Decision Guide and Arc online being used to manage the spread of the decision. Review undertaken and report presented to Operational Review Committee in March 2021 and Audit & Corporate Services Review Committee May 2021.
38	Impact of Covid-19	Strategic / Financial / Operational	4	3	12	A short to medium significant impact across all of the services provided by the Authority. Difficult to mitigate against impacts.	3	3	9	Follow guidance from Public Health Wales. Clear communication with staff, members and public. Develop approach to deliver our services	⇔	No recent changes
39	Risk of disease or pandemic	Strategic / Financial / Operational	2	4	8	There is a need to review approach of the Authority to ensure that it is able to respond to public health or animal / plant health crisis and also to deliver necessary services.	2	3	6	Develop a plan or an approach to deal with issue.	⇔	The Authority learning from experiences of the last 16 months
40	Risk of 'key' staff in 'critical posts leaving.	Strategic / Financial / Operational	3	4	12	Carry out risk assessment of key posts/individuals. Develop plan of action for all critical posts/staff. Identify skills shortages to deliver strategic plan	2	3	6	Key Person Dependency Risk Matrix and Succession Plan in place, linked to Performance Appraisal. SOPS for critical business processes	⇔	Under review.
41	Risk of delays in the delivery critical projects	Strategic / Financial / Operational	3	3	9	Operational and financial risk of the delay of Capital projects due to Covid-19, Staffing shortages and factors outside our control.	2	3	6	Monthly property group meetings held to monitor progress	⇔	On going monitoring
42	Changes to the IT system with the introduction of Microsoft 365	Strategic / Financial / Operational	2	3	6	Training and development of staff and additional staff resource to support implementation. Provision made for consultancy support if required	1	3	3	Regular reports from IT Manager to review and regular monitoring		New risk

KEY:

IMPACT		Almost Never 1	Unlikely 2	Likely 3	Almost Certain 4	
	Critical 4	4	8	12	16	12+: Unacceptable level of risk exposure, which requires extensive management
	Major 3	3	6	9	12	
	Moderate 2	2	4	6	8	6 – 9: Risk management measures need to be put in place and monitored
	Minor 1	1	2	3	4	3 - 4: Acceptable level of risk subject to regular monitoring
		Almost Never 1	Unlikely 2	Likely 3	Almost Certain 4	1 – 2 Acceptable level of risk subject to regular monitoring
	LIKELIHOOD OF OCCURING					

Change from previous report