
CLYDE MUIRSHIEL PARK AUTHORITY



Report to: Joint Committee
On: 16 February 2018

Report
By
Regional Park Manager

SUBJECT: Clyde Muirshiel Regional Park Draft Risk Management Plan and Risk Register Report.

1.0 Purpose of Report:

- 1.1 To advise members of the Joint Committee status of the risk management plan for the Park.

2.0 Recommendation:

- 2.1 That the Park Authority notes the contents of the report.
- 2.2 That the Park Authority recognises the Park's efforts to reduce risk to the Park and its services.

3.0 Background:

Following recommendations from the Auditors the Park has with the assistance of Renfrewshire Councils Risk Manager developed a risk management plan which identifies and quantifies the risks to the Park going forward and also a risk register which puts forward recommendations to reduce/ control the risks and also is a useful tool to monitor progress.

For Risk Management Plan see appendix 1

For Risk Register see attached appendix

It was agreed that the Park Manager should report on this plan on a biannual basis

Members wishing further information regarding this report should contact Mr David Gatherer, Regional Park Manager, Clyde Muirshiel Park Authority, 01505 842882.

4.0 Conclusion:

- 4.1 The Park continues to look at risks to the Park and to try and eliminate/ control these risks so quality services continue to be provided for visitors.



Risk Management Plan

April 2017

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1. Risk management arrangements within Clyde Muirshiel Park Authority

- 1.1 During 2016-17 the Park Authority has been reviewing its risk management arrangements and has been considering a number of recommendations in this regard made by both internal and external auditors. As a result a new risk management policy and strategy has been developed and this will be submitted to the Park Authority for approval at its planned meeting, on 1 September 2017.
- 1.2 If the new risk policy and strategy is approved in September then a Strategic Risk Register will be approved by the Park Authority on an annual basis with an annual update report also submitted, and the risk register will be reviewed by the Park Manager and his management team on a quarterly basis.
- 1.3 Individual risk owners will review the risks that they are responsible for on an ongoing basis.

2. Report on risk management objectives

- 2.1. CMPA's risk management objectives are shown below with an update on activity that we have undertaken or are undertaking in this regard:
 - (1) To ensure our risk management policy and strategy is fit for purpose
We have developed a new risk management policy and strategy for the Park Authority with guidance and support provided by Renfrewshire Council's Risk Manager.
 - (2) To ensure our risk management processes support the Park Authority's business objectives
We have adopted a standardised risk management process that can be readily applied to all areas of the Park Authority's strategy.
 - (3) To ensure that our people are supported to report and manage risk
We have risk management as a standing item on team meetings to ensure our people are supported to talk about risk.
We have ongoing support from Renfrewshire Council's Health and Safety Team and access to relevant training.
We have engaged with Renfrewshire Council's Risk Manager and have access to their risk management training and development opportunities.
 - (4) To ensure that our risks are handled well and good outcomes are achieved
We will monitor employee accidents/ incidents for ratio of staff who have not incurred a work-related injury to Full Time Equivalent.

3. Summary report on previous year's Risk Management Plan

- 3.1. This section has been inserted for use in future years; it is not possible for 2017/18 since this is a new document.

4. Current internal and external business context the Park Authority

- 4.1. Information in this section has been developed with support from Renfrewshire Council's Risk Manager, with an analysis of the Park Authority's current external and internal business environment.
- 4.2. In terms of the external business environment, we have considered a number of factors in line with the PESTLE¹ tool. In the main, the aspect that has greatest influence for the Park Authority currently is the economic environment. There are a number of different funding streams that the Park Authority has successfully accessed in the past, (for example Sportscotland's funding of clients who use the services, LEADER, and Heritage Lottery Fund). There is ongoing uncertainty around how these funding streams will continue in the current economic climate and this may impact not only on current levels of service but the future aspirations of the Park Authority.
- 4.3. In terms of the internal business environment we have reviewed a number of data sources to consider any emerging risk. In the main:
- the health and safety performance is good.
 - staff attendance levels have generally been good.
 - in terms of claims there have been no significant claims raised against the Park Authority for a considerable time.
 - in terms of complaints, there have been 17 and in the main, these have related to the standard of facilities and infrastructure such as paths and boardwalks; and toilets.
 - the availability of a skilled workforce is good; nevertheless increased demand has shown a shortage of staff with required skills/ qualifications.
- 4.4. In addition to the above, the main challenge in terms of achieving the business priorities lies around the present condition and maintenance requirements of the current infrastructure and the need for further infrastructure to accommodate increased demand.
- 4.5. On the basis of the above business context, the Park Authority has identified the key risks to be recorded within the risk register going forward from 01/04/2017.

5. The risk register going forward from 01/04/2017

- 5.1. The risk register is provided in Appendix 1. The risks are categorised under the headings noted below, reflecting the Park Authority's business objectives:
- Leisure Activity and Health
 - Education and Outdoor Learning
 - Environmental Management
- 5.2. In addition to the above there is a section within the risk register for any significant risks that are inherent to the type of activities and services offered by the Park Authority.
- 5.3. In summary, the evaluation the Park Authority's risks shows the risk profile at 01/04/2017 as:

Evaluation:	Low	Moderate	High	Very High	Total
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¹ (Political, Economical, Social, Technological, Legislative and Environmental Risk)

No. of Risks:	0	3	5	0	8
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- 5.4. The top five risks (in terms of potential significance) are:
- (1) Lack of facilities may result in inability to develop/ deliver activities. Lack of changing facilities at peak times will prevent the Park from taking on all client requests.
 - (2) Key options for the future provision of the commercial product (retail section), need to be pursued otherwise there is an ongoing risk that the product will not meet expectations and maximise profit. Infrastructure, maintenance work and capital expenditure are required for development of retail section if it is to reach its full potential.
 - (3) Lack of staff may result in inability to develop activities. Recruiting and retaining appropriately qualified staff to meet demand is proving difficult, partly due to difficulties retaining staff and partly due to lack of available qualified staff.
 - (4) If key decisions are not made timeously in relation to properties there is a risk that opportunities to invest with partners in new assets will be missed. The lack of appropriate facilities at required sites is proving to limit service. Underutilised buildings require disposal and over utilised buildings require upgrading.
 - (5) Lack of staff/ resources may limit the amount of surveys/ projects that can be undertaken. The resource available for surveys is reducing due to other work pressures.
- 5.5. The planned risk treatment activity, which is required to further control or reduce the risks, is included within the register in Appendix 1.
- 5.6. Information relating to the risks evaluated as being 'significant', i.e. 'high' and 'very high' risks (or equivalent) will be reported to the Park Authority on an annual basis.

Appendix 1:

Risk Register going forward from 01/04/2017

Ref	Risk Statement	Responsible Officer	Existing Control Measures	Net Eval't'n	Planned action	By Whom	By When
	[Cause] may lead to/ may result in [effect].	[Title]	- Measures already in place to prevent/ reduce likelihood of occurrence] - Measures already in place to mitigate effects in the event of occurrence]	Text (#)	[e.g. New preventative or mitigating measures to be introduced/ developed] [e.g. New ongoing monitoring measures to be introduced or a bespoke audit to be undertaken to check controls' effectiveness]	[Title]	[00/00/0000]
Leisure Activity and Health							
Outdoor leisure activities will be resourced and developed in line with market demand.	Lack of staff may result in inability to develop activities. Lack of facilities may result in inability to run additional courses.	Park Manager/ Senior Activity Instructors	- Ongoing discussion/ collaboration with Colleges to ensure trained personnel available for employment. - Recruitment Drive to attract more instructors. - Ongoing discussion with Unitary Authorities to maintain funding. - Continued involvement with Local sports clubs group (SSAP) to provide additional changing facilities.		- Continue to work with colleges to provide students with qualifications that allow them to provide services in the Park. - Continue to look for alternative funding streams. - Continue to support SSAP to provide changing facilities.	Senior Instructors	
Work in partnership with health services to facilitate health improvement activities.	Lack of Qualified/ trained staff may result in inability to run these health programmes.	Park Manager/ Senior Rangers	- Ongoing training of staff to enable provision of programmes. - Ongoing discussion with unitary authorities to maintain funding.		Continue to look for alternative funding streams.		
Capitalise on opportunities to improve the Park's assets and infrastructure.	If key decisions are not made timeously in relation to properties there is a risk that opportunities to invest with partners in new assets will be missed.	Renfrewshire Council	Review of assets ongoing.				
Maximise income generation via commercial	Key options for the future provision of the commercial product (retail section), need to be pursued	Park Manager/ Marketing Officer	Commercial activity monitored and improvements implemented within organisational constraints.		Continue to look at ways to maximise profit.	Park Manager / Marketing Officer	

Ref	Risk Statement	Responsible Officer	Existing <u>Control Measures</u>	Net Eval't'n	Planned action	By Whom	By When
	activity.						
	otherwise there is an ongoing risk that the product will not meet expectations and maximise profit.						
	(Context) Lack of Capital expenditure on infrastructure may prevent this.	Renfrewshire Council					
	Current Resource burden may make commercial activities unattractive.	Renfrewshire Council/ Park Authority					
				■			
				■			
Education and Outdoor learning							
Promote the Park as a platform for outdoor learning.	Lack of staff/ resources will limit the ability to promote the Park/ educational/ conservation services.	Marketing Officer/ Senior Rangers/ Countryside Officer	■ Senior Rangers continually improving product to meet customer needs (colleges and university visits). ■ Provide information on events via various mediums including Website, "What's on Leaflet", Facebook, twitter, Notice boards etc.		■ Continue to look at new ways to promote the Park's activities/ services.	Marketing Officer/ Senior Rangers/ Countryside Officer	
Deliver, monitor and review a programme of informative events for visitors of all ages, linking into curriculum outcomes where appropriate.	Lack of staff/ resources will limit the ability to provide educational / conservation services.	Countryside Officer/ Senior Rangers	■ Staffs liaise with teachers, lecturers to ensure service meets their needs. ■ Rangers work in partnership with teachers on specified projects including Eco schools. ■ Countryside officer and Senior Rangers access funding to help provide services and improve infrastructure.		■ Continue to access alternative funding for Service delivery and improved infrastructure.		
				■			

		Smarter					
Use the Park's digital resources to maximise the scope for learning.							
Environmental Management							
Enhance the Park's natural heritage whilst safeguarding key species, habitats and landscape character.		Lack of staff/ resources may limit the amount of surveys/ projects that can be undertaken.	■ Park Manager/ Countryside Officer/ Senior Rangers	■ Limiting the amount of projects undertaken in line with resources available. ■ Access alternative funding to deliver projects/ conservation improvements. ■ Enable conservation volunteers to be self guided and access funding for projects.	■ Continue to access funding for project delivery/ conservation improvements either individually or in partnership with others.	Senior Rangers/ Countryside Officer	
Work collaboratively with other stakeholders involved in the provision of outdoor management.			Renfrewshire Council				

Risk Register

Report Type: Risks Report
Report Author: Karen Locke
Generated on: 31 March 2017



Priority 1: Leisure Activity and Health Objective 01 Outdoor leisure activities to be resourced and developed in line with market demand									
Context	Linked Actions		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CMPA.RR17.01.01 Staffing levels			Lack of staff may result in inability to develop activities.	Clyde Muirshiel Park Manager	*Ongoing discussion/ collaboration with colleges to ensure trained personnel available for employment. *Recruitment Drive to attract more instructors.		3	4	12
Action Codes	Linked Actions		Latest Note				Assigned To	Due Date	Status
CMPA.RR17.01.01a	Work with colleges to provide students with qualifications that allow them to provide services in the Park.		In collaboration with Kelburn college we are developing a rolling programme of student placement which will raise their skill level and provide coaching capacity for the Park. A new targeted recruitment drive has resulted in more applications for seasonal posts.				Clyde Muirshiel Park Manager	31-Mar-2018	
CMPA.RR17.01.01b	Look for alternative funding streams.		Clyde Muirshiel and Renfrewshire Council continue to look for funding streams that will allow development of services. Some success has been achieved with supported funding for training from British Marine.				Clyde Muirshiel Park Manager	31-Mar-2018	

Context	Linked Actions		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CMPA.RR17.01.02 Availability of facilities			Lack of facilities may result in inability to develop/ deliver activities.	Clyde Muirshiel Park Manager	*Ongoing discussion with Unitary Authorities to maintain funding. Continued involvement with Local sports clubs group (SSAP) to provide additional changing facilities.		4	4	16
Action Codes	Linked Actions		Latest Note				Assigned To	Due Date	Status
CMPA.RR17.01.02a	Support SSAP to provide changing facilities.		This has proven to be unsuccessful at this stage and alternatives are now being sought to provide increased accommodation for activities				Clyde Muirshiel Park Manager	31-Mar-2018	

Priority 1: Leisure Activity and Health
Objective 02 Work in partnership with health services to facilitate health improvement activities

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CMPA.RR17.02.03 Staffing for health programmes	Lack of Qualified/ trained staff for health programmes may result in inability to run these programmes.	Clyde Muirshiel Park Manager	*Ongoing training of staff to enable provision of programmes. *Ongoing discussion with unitary authorities to maintain funding.	2	4	8
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CMPA.RR17.01.01b	Look for alternative funding streams.	Ongoing. Currently enough qualified staff to cope with demand.		Clyde Muirshiel Park Manager	31-Mar-2018	

Priority 1: Leisure Activity and Health
Objective 03 Capitalise on opportunities to improve the Park's assets and infrastructure

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CMPA.RR17.03.04 Park assets and infrastructure	If key decisions are not made timeously in relation to properties there is a risk that opportunities to invest with partners in new assets will be missed.	Fraser Carlin	*Review of assets ongoing.	3	4	12
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
		Ongoing				

Priority 1: Leisure Activity and Health
Objective 04 Maximise income generation via commercial activity

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CMPA.RR17.04.05 Commercial Product Context: * Lack of Capital expenditure on infrastructure. * Current Resource burden may make commercial activities unattractive.	Key options for the future provision of the commercial product (retail section), need to be pursued otherwise there is an ongoing risk that the product will not meet expectations and maximise profit.	Clyde Muirshiel Park Manager ; Fraser Carlin	*Commercial activity monitored and improvements implemented within organisational constraints.	4	4	16
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CMPA.RR17.04.05a	Look at ways to maximise profit of commercial product.	Condition report of buildings to be completed first prior to any development of Kitchen. This report has been scheduled.		Clyde Muirshiel Park Manager	31-Mar-2018	

Priority 2: Education and Outdoor Learning
Objective 05 Promote the Park as a platform for outdoor learning

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CMPA.RR17.05.06 Staffing and Resources	Lack of staff/ resources will limit the ability to promote the Park/ educational/ conservation services.	Clyde Muirshiel Park Manager	*Senior Rangers continually improving product to meet customer needs (colleges and university visits). *Provide information on events via various mediums including Website, "What's on Leaflet", Facebook, twitter, Notice boards etc.	3	3	9
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CMPA.RR17.05.06a	Look at new ways to promote that Park's activities and services.	Rangers continue to promote and develop services. Muirshiel Munchkins for children under 5. Increased use of social media and website now mobile Friendly.	Clyde Muirshiel Park Manager	31-Mar-2018		

Priority 2: Education and Outdoor Learning
Objective 06 Deliver, monitor and review a programme of informative events for visitors of all ages, linking into curriculum outcomes where appropriate

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CMPA.RR17.06.07 Staffing and Resources	Lack of staff/ resources will limit the ability to provide educational / conservation services.	Clyde Muirshiel Park Manager	*Staff liaise with teachers, lecturers to ensure service meets their needs. *Rangers work in partnership with teachers on specified projects including Eco schools. *Countryside Officer and Senior Rangers access funding to help provide services and improve infrastructure.	3	3	9
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CMPA.RR17.06.07a	Access alternative funding for Service delivery and improved infrastructure.	Work on self guides continue and see previous.	Clyde Muirshiel Park Manager	31-Mar-2018		

Priority 3: Environmental Management
Objective 08 Enhance the Park's natural heritage whilst safeguarding key species, habitats and landscape character

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CMPA.RR17.08.08 Staffing and Resources	Lack of staff/ resources may limit the amount of surveys/ projects that can be undertaken.	Clyde Muirshiel Park Manager	*Limiting the amount of projects undertaken in line with resources available. *Access alternative funding to deliver projects/ conservation improvements. *Enable conservation volunteers to be self guided and access funding for projects.	4	3	12
Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status	
CMPA.RR17.08.08a	Access funding for project delivery/ conservation improvements either individually or in partnership with others.	Tag n Track funded programme implemented largely funded externally employing two people for two years to deliver.	Clyde Muirshiel Park Manager	31-Mar-2018		