




Appendix 4

Risk Category	Risk Owner	Risk Description	LIKELIHOOD	IMPACT	SCORE	TASKS TO MITIGATE RISKS	Residual Risk			Direction of Travel	Current Update Dec 24
							L	I	S		
Programme and Delivery Risks											
1. DMO - Destination Management Organisation											
1a DMO 1	Sam Hunt / Lisa Gr to filming request and events programme)	Failure to maximise tourism in York and deliver marketing activities relating to tourism and conferences.	4	5	20	<ul style="list-style-type: none">Horizon scanning for funding opportunities to deliver tourism outcomes.Successful events programme in place.Advertising campaigns delivered through strong links with partners across York and North Yorkshire.Media / filming requests handled by an in-house resource.International marketing in place.	3	5	15		<p>No change to risk</p> <p>Visit England Grant awarded with North Yorks for imagery on VB website as part of LVEP status</p> <p>2 x campaigns launched with Minster and other; First Bus, Jorvik, NRM, YMT, Choc Story and City cruises</p> <p>International marketing plans in discussion with North Yorks and James Herriott. SL and SH attended New Tork with Chamber of Commerce and City partners.</p>



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						<ul style="list-style-type: none"> Utilising Innovative flexible approaches to digital and creative marketing. 					
1b DMO 2	Sam Hunt	Visit York membership schemes collapses	2	4	8	<ul style="list-style-type: none"> Concerted, ongoing effort to maintain existing members, attract new members and grow membership. Review of member benefits and added value to offers. CRM system in place to track member information past and present for re engagement if needed. Marketing Partnership model ongoing implementation to secure revenue opportunity. 	2	3	6		<p>No change to risk</p> <p>Membership retention currently 84% with still some outstanding being chased. Potential is 92%</p> <p>New membership tracking well and likely to be achieved</p> <p>Marketing partners committed for summer, green and haunted.</p>


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						<ul style="list-style-type: none">• Member events take place• Member monthly newsletter produced• Dedicated relationship resources in place.• An annual Conference to engage partners.					
1c	Eleanor Bryson/	Failure to keep partners on board	1	3	3	<ul style="list-style-type: none">• Member Advisory Board in place with regular meetings• Key Account Management• Member Events• Regular liaison with key partners.• Stake Holder Events	1	3	3		No change to risk MAB in regular meetings still Retention showcases successful account management Member events still regular TAB still attended monthly and continue supporting strategy action plan


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						<ul style="list-style-type: none"> Newsletters and Bulletins Tourism Advisory Board attendance York Bid partnership working. 					
1d DMO 3	Sam Hunt	Failure of the Local Visitor Economy Partnership to formalise regional working partnerships leading to position York as a leading destination reducing its ability to effectively secure and access funding and support from VisitEngland and Central Government.	1	3	3	<ul style="list-style-type: none"> Regular LVEP meetings in place attended by Managing Director. Deputised by Sam Hunt York Tourism Strategy in place. Development of a North Yorkshire Destination Management Plan. TAB monthly meetings KIT meetings with Visit England 	1	3	3		<p>No change to risk</p> <p>Meetings with LVEP and VE ongoing</p> <p>Tourism Strategy implementation support</p>
2. VED - Visitor sector development											
2a VSD 4	Eleanor Bryson	Failure to attract new	2	2	4	<ul style="list-style-type: none"> Generic marketing to 	2	2	4		No change to risk

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		business tourism to the city.				promote York as a destination for business Conference <ul style="list-style-type: none">Attendance at relevant shows and events					
3. TAB – Tourism Advisory Board											
3a TAB 1	Sam Hunt	Failure to Deliver the Tourism Strategy	3	4	12	<ul style="list-style-type: none">Tourism Strategy based on research from Group NAO report, in collaboration with Tourism Advisory Board, input from residents through CYC’s Our Big Conversation, Visit York Visitor Survey, and key city stakeholdersStrategy has now gone through further consultation with key stakeholders to ensure inclusive and meets city’s needs pre-publication –	2	4	8		No change to risk Strategy signed off by CYC

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						<div>including Tourism Advisory Board, Culture Exec, MIY Board, BID Board</div> <ul style="list-style-type: none">• CYC to adopt in February 2024• Evidence being monitored - including through Visit York Visitor Survey, footfall data, and partner data• TAB monthly meetings to progress Strategy with independent Chair (YSJ)					
4. MAR - Markets											
4a MAR 1, 2	Lisa Grimbley Jon Wilmot	Failure to Improve Shambles Trading performance	3	3	9	<ul style="list-style-type: none">• New Markets and City Centre Manager with extensive experience in markets appointed with a priority of recruiting new traders and delivering a	2	3	6		Risk is currently the same.


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						<div>sustainable market</div> <ul style="list-style-type: none">• Balance of trade policy implemented ensuring high levels of consumer service, trading opportunities and existing business sustainability leading to trader retention.• Monthly budget monitoring in place with accurate forecasting• New Management software implemented.• Proactive business development plan to grow speciality markets.• Rules and Regulations in place with annual reviews.					
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						<ul style="list-style-type: none"> Development of a Market Strategy. 					
4 b MAR 3	Jon Wilmot	Failure to operate York's market charter on behalf of the Council.	3	3	9	<ul style="list-style-type: none"> Monitor and review other proposed Markets in the City Promote the rules of the Market Charter to ensure other operators understand Develop a Market Strategy for the City 	2	3	6		No change, risk is still the same. Market Manager has monitoring in place for permitted markets.
5. CE - Commercial Events											
5a CE 1	Rachel Harvey/ Lauren Frost	Failure to provide a strong inclusive and diverse events programme to deliver the longer-term aspirations to grow events and speciality markets, deliver exceptional	3	3	9	<ul style="list-style-type: none"> Project Board for all Key projects in place Budget Monitoring in place and reviewed Contracts in place and managed Contingency plans to defer activity 	2	3	6		<p>Risk remains the same</p> <p>New financial system has been implemented to control and monitor budgets</p> <p>Event evaluation framework has been developed and rolled out for more comprehensive evaluation data per event</p> <p>New speciality markets delivered as part of the city programming in 2024-2025 (Yorkshire Day/World Food)</p>

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		Visitor Experience that keep's York's profile high and generates high economic impact for the city.				<ul style="list-style-type: none"> • Event evaluations in place • Regular meetings with licencing authorities in place. • Inclusivity, diversity and accessibility are part of event planning and management. • Directly enabling championing, coordinating, programming, promotion and delivery of events that add value to the tourism experience and the local economy. • Partners investing in their events 					Full event planning procedures in place for all events being delivered.
5b CE 1	Lisa Grimbley	Failure to deliver key events due removal/restriction of	3	4	12	<ul style="list-style-type: none"> • Review of tendering and contract procedures to provide full 	2	4	8		<p>Robust monitoring of premise licence is in place.</p> <p>No change, risk is still the same.</p>


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		premises licence resulting in reputational damage and loss of income.				assurances of compliance with licence conditions by 3 rd party provider <ul style="list-style-type: none"> Enhanced premises checks to be undertaken by MIY during events to ensure compliance Scrutiny of 3rd party providers operations to ensure fully compliance. Scrutiny of Event Management Plans prior to event 					
5c CE 6	Lisa Grimbley / Rachel Harvey / Lauren Frost	Failure to support Local and Community Events to be delivered safely	3	4	12	<ul style="list-style-type: none"> Community event toolkit to be created to allow event organisers to self-serve including guidance on event management and 	2	4	8		No change, risk is still the same. Number of community bookings being held in the city centre, supported pre-event by the Events Team



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						highlighting where permissions would be required.					
						<ul style="list-style-type: none"> Review their event documentation 					
5d	Rachel Harvey/ Lauren Frost	Poor contract management in place leading to negative publicity and maximum contract value not being delivered.	3	4	12	<ul style="list-style-type: none"> Contract management process in place Regular monitoring reviews 	2	4	8		<p>Risk remains the same</p> <p>Regular on-site monitoring with robust checklists. Any issues being logged on specific event logs and where applicable contracts can be.</p> <p>Contractor meetings scheduled for larger scale events before, during and post event to ensure compliance of contracts</p> <p>Review of contracts in place and revised processes to be implemented</p>
6. CCV - City centre vibrancy											
6a CCV 1	Rachel Harvey	Failure to maximise opportunities to commercialise Eye of York, Tower Gardens, Exhibition Square, Kings Square and St Helen's	3	3	9	<ul style="list-style-type: none"> Investment opportunities for the locations to be identified to make areas usable spaces Liaison with commercial agents Liaison with community & 	3	3	9		<p>Exploring options to tender spaces for signature events.</p> <p>Scoping documents completed.</p>

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		Square due to constraints - operational and logistical				voluntary groups <ul style="list-style-type: none"> • Regular e-mail shots to third party organisers • Promotion and advertising plan to be in place • Review of pricing plan 					
6b CCV 5	Lisa Grimbley Jon Wilmot	Failure to improve the management of buskers, street traders, street cafes and pedlars due to policy not being endorsed, approved for implementation and enforced.	2	3	6	<ul style="list-style-type: none"> • Spaces and Places Policy to be developed in conjunction with CYC and Partners to obtain buy in. • Collective partnership working to address issues • Conflict management training for staff • Promotion of the busking rules • Train all front line staff of the rules on busking 	2	3	6		Spaces and Places policy drafted for CYC October 24. MIY was a consultee for CYC street trading consultation.

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7. CUL - Culture											
7a CUL 1	Lisa Grimbley	Failure to contribute to the delivery of the culture strategy along with other partners to enable an ambitious and cohesive programme of cultural development for the city covering the arts, heritage and creative industries from the spaces managed by MIY.	2	2	4	<ul style="list-style-type: none"> Events Calendar in place each year Delivery of an annual free trail or event Continue to collaborate with creative networks to diversify the cultural offer at MIY delivered events. 	2	2	4		3 Trails free delivered in 2024
7b CUL 1	Dom Berry /Flick Ramsay	Failure to deliver Trailblazers programme and recoup funding from York Civic Trust (from National Lottery Heritage Grant)	3	4	12	<ul style="list-style-type: none"> Deliverables for MIY and YCT written into NLHF project bid and budgeted against (inc. grant-giving, marketing and sculpture trail for MIY) Partnership agreement and 	2	4	8		Risk Removed – Project Completed



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						<div>its parameters cosigned by MIY and YCT and submitted to NLHF as part of bid</div> <ul style="list-style-type: none">• Governance in place to ensure project deliverables remain on track: project overseen by project board of main partner organisations and community groups that meets quarterly to ensure delivery on track• Monthly project team meetings of YCT and MIY to ensure progress against deliverables• Internal project group at MIY, with reps from key areas (culture, events, marketing) to deliver on MIY's responsibilities					
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						<ul style="list-style-type: none"> Regular budget monitoring and contingency written into budget in event of materials increasing in price Evaluation strategy in place 					
8. EVF – Events Framework											
8a EVF 1	Lisa Grimbley	Failure to deliver a city-wide Events Framework that enables the city proactively to identify the events that it wishes to host and attract and enables the Council to respond in an informed way when opportunities are brought forward.	3	3	9	<ul style="list-style-type: none"> Work with business, visitor economy and cultural sector 	2	3	6		<p>Ongoing work, no change, risk is still the same.</p> <p>Awaiting North Yorkshire combined Authority events framework before finalising a York specific framework.</p>
9. UD UNESCO designation											


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9a UD 1	Sam Hunt	Failure to support the Guild of Media Arts as the focal point for UNESCO City of Media Arts designation by Promoting York's status.	2	2	4	<ul style="list-style-type: none"> Promotion of the designation through MIY digital assets MIY Events Calander, MIY Linked in and member e news. 	2	2	4		No change to risk Support on new UNESCO report with city partners
10. Visitor Information											
10 a	Debbie Carlisle/ Rachel Mackea n	Visitor Information Service failure to cover costs	3	3	9	<ul style="list-style-type: none"> Regular budget monitoring Contingency plans for improved revenue generation Increase of commission-based Ticketing Offerings (transport, attractions, tours) including re-negotiating of existing Ticket commission rates Retail Strategy to cover next 18 months mid-production 	2	3	6		No change to risk.



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10 b	Debbie Carlisle/ Rachel Mackea n	York Pass failure to receive income	3	3	9	<ul style="list-style-type: none">• Renegotiating contract/SLA for 2024/25 with TWG• Regular monthly meeting with TWG and TurboPass in place to resolve immediate issues and settle outstanding debt• TurboPass bringing Trade Supplier and Pass Sales experience to maximise pass potential – roadmap ongoing• Robust financial system in place• Increase in web and hotel trade suppliers for additional revenue streams• Overall product analysis and digital review taking place in 2023-2024	3	3	9		No change to risk level. New model of software license agreement with TurboPass confirmed with new contract.
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11. Corporate Risks											
11 a	Karen Collins	Failure to deliver on the SLA with CYC	2	3	6	<ul style="list-style-type: none">Monthly Client MeetingsMonthly Officer MeetingsWeekly Executive meeting¼ Board meetingsKey Performance Data providedRisk Register in PlaceService Delivery Plans in placeAction logs introducedMD attends CMT as requested	1	3	3		Regular monitoring meetings in place.


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						<ul style="list-style-type: none"> MD attends Scrutiny as requested 					
11 b	Karen Collins	Change in CYC Governance arrangements impacting on MIY Business Model and reporting requirements	2	3	6	<ul style="list-style-type: none"> Regular Client dialogue with CYC officers and Local Members Regular Stakeholder meetings in place Regular local member meetings in place CYC members on the board 	1	3	3		No change to risk or mitigation
11 c	Tony Spinks	Failure to maintain a balanced budget for the delivery of outcomes in line with SLA.	3	4	12	<ul style="list-style-type: none"> Head of Finance in post. Quarter Budget Monitoring reports are presented to MiY Board for scrutiny Monthly budget monitoring reports provided to Heads of Service Budget monitoring 	2	3	6		No change to risk

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						provided to Shareholder					
						<ul style="list-style-type: none">••					
11d	Tony Spinks	Unexpected increase in overhead costs and project costs	2	4	8	<ul style="list-style-type: none">• Regular budget monitoring and performance review in place• Budgets are updated as new information is known and in response to any relevant internal and external factors.• A robust structure exists to oversee the budgetary control process from budget setting through to monitoring,• Decisive action to address expenditure increase• Effective tendering and contract management introduced	2	3	6		No change to risk

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						<ul style="list-style-type: none">• Project Boards for key projects in place• Contingency plans in place to improve revenue• Key projects have contingency built in.					
11e	Tony Spinks	Failure to deliver revenue generation targets	3	4	12	<ul style="list-style-type: none">• Evidence based targets on realistic assumptions• Regular budget monitoring• Contingency plans for improved revenue generation• Review of charges annually for public spaces• New Markets Management software implemented with live data which address bad debt• 	2	4	8		Regular monitoring in place



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11 f	Tony Spinks	Reduction in income	3	4	12	<ul style="list-style-type: none"> • 3 year Budget produced and monitored. • Exploration of external funding opportunities. • Prudent budget management. • Accurate forecasting prepared. 	2	4	8		Budget monitoring in place monthly
11g	Tony Spinks	Ignorance or non observance of agreed governance protocols and/or poor decision making.	1	4	4	<ul style="list-style-type: none"> • Annual Audit Report • Board report templates • Articles of Association/Standing Orders/Scheme of Delegation • Service Planning 	1	4	4		Audit of contracts undertaken
11 h	Karen Collins	Failure of IT, data Loss, data breach, successful cyber attack.	2	4	8	<ul style="list-style-type: none"> • Business Continuity Plans in place. • IT contingency/disaster recovery plan with IT contract. • All PCs, Laptops and Servers are protected by Virus Protection Systems and 	2	3	6		IT security policies in place. Back up process in place. GDPR training Key elements on key multifactor to protect.

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						<p>cannot be disabled with automatic updates.</p> <ul style="list-style-type: none"> • All incoming mail is scanned automatically with quarantine in place for suspicious emails. • External Management of IT provision with security measures in place. • External system back up in place. • Training and Awareness for staff. 					
11 i	Karen Collins	Staff Capacity impacting performance of the business and constrains capacity	3	3	9	<ul style="list-style-type: none"> • Specific budget to enable consultancy or short term employment contracts. • Regular reviews to shift resources around the organisation. 	2	3	6		No change to risk

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11 k	Tony Spinks Karen Collins	Legal and Financial Compliance failure	3	4	12	<ul style="list-style-type: none"> • Policies and procedure to promote appropriate use of resources. • Clear delegation of authority. • Purchase order sign off procedure. • Public Liability assessment and insurance. • Policies and procedure to maintain high standards of behaviour and integrity eg IT useage policy. 	3	3	9		New advanced purchase order system implemented
11l	Karen Collins	GDPR and date protection compliance failure	2	4	8	<ul style="list-style-type: none"> • Full review of date collection, usage and storage. • Review of policies and procedures in relation to maintaining date. • Policies and procedure to maintain high standards of 	2	4	8		Staff training undertaken annually.

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						behaviour and integrity eg IT use policy. • All staff training to be undertaken Data Protection and GDPR.					
11 m	Karen Collins	Failure to comply with Health and Safety legislation/practice leading to a) intervention, prosecution by the HSE and other agencies b) injury to employees and other parties c) increase in sickness absence d) liability claims e) damage to reputation f) corporate manslaughter g) reduction in	1	4	4	<ul style="list-style-type: none"> • Designated Health and Safety Officer. • Health and Safety Policy with roles and responsibilities clearly defined. • Health and safety consultation and communication with employees. • Health and safety audit (External), monitoring and inspection programmes for high risk areas. • Fire plans in place. • Health and safety training, toolkits and 	1	4	4		<p>Ongoing staff training via SAGE HR</p> <p>Induction training for new staff via SAGE HR</p> <p>Revised Facilities Management monitoring/reporting systems implemented.</p> <p>More robust Market food trader record management to include LPG and Food Hygiene management as due diligence.</p>

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		performance and standards				<div>information dissemination.</div> <ul style="list-style-type: none">• Process and system for recording and monitoring incidents and accidents.• Health and Safety induction for new starters• Full H&S assessment for events and event management plans.• All events considered by external Safety Advisory Group.• Relevant staff appropriately trained in IOSH and NEBOSH AND crowd Safety.• External experts commissioned where required• Appropriate insurance and public liability insurance in place					
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						<ul style="list-style-type: none"> • Third party events – Risk Assessment, Event Management Plan required and Safety Advisory Group approval required. • Market Traders public liability in place and PAT testing requirement. 					
11n	Karen Collins	Failure to retain and recruit adequately trained and experienced staff and or departure of key staff having a negative impact on Business plan, SLA, business transformation, planning performance and delivery etc.	1	4	4	<ul style="list-style-type: none"> • Refresh of our employee engagement to ensure our employment practices are fit for purpose. • Sickness and absence monitoring in place. • Regular 1:1's introduced. • People Performance Management framework including and annual appraisal 	1	4	4		<p>Sickness absence reduced</p> <p>Annual pay review implemented</p> <p>All HR policies updated to reflect changes in legislation.</p>


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						<div>process and training needs analysis in place.</div> <div><div><div>• Service Planning in place.</div><div>• Hybrid working implemented.</div><div>• Benchmark of salaries.</div><div>• Recruitment process in place.</div><div>• Able to recruit short term agency staff if required for critical roles.</div></div></div>				
11 0	MD/HO S	<div>Emergency and continuity planning</div> <div>Failure to plan and develop processes and keep maintained and updated to ensure business continuity in</div>				<div>• Good partnership working arrangements at all levels to.</div> <div><div><div>• Business Continuity plans in place.</div><div>• Hybrid working for staff</div><div>• 2 office locations in use.</div><div>• Business Impact is reviewed at least every 12</div></div></div>				<div>BCP in place and tested</div>

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		the event of a significant event occurring,				months, or when substantive changes in processes and priorities are identified.					
12. External Threats											
12a	MD/HOS	Economic constraints impacting on MIY reducing revenue generation capability	3	4	12	<ul style="list-style-type: none"> Ability to reduce activity. Ability to restructure the organisation. 	3	4	12		No change to risk
12b	MD/HOS	Austerity from all sectors reducing revenue generation capability	3	4	12	<ul style="list-style-type: none"> Ability to reduce activity. Ability to restructure the organisation. 	3	4	12		No change to risk
12c	MD/HOS	Adverse media attention – Public perception, Partner perception and Stakeholder perception – reputational damage	2	2	4	<ul style="list-style-type: none"> Plan for Press Release and Media Response. Designated Media Responders. Appropriate Rebuttal and Evidence. 	2	2	4		No change to risk

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21d	MD/HOS	Factors outside MIY control means key aspects of the SLA are not delivered	3	2	6	<ul style="list-style-type: none">• Ongoing communication with key Stakeholders.• Regular monitoring of the SLA with corrective. planning if targets are not being hit.• Contingency plans and Business Continuity plans in place.	2	2	4		No change to risk
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Risk Matrix

	Likelihood				
Consequence (Impact)	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5

For grading Risk scores obtained from the risk matrix are assigned grades as follows:

1-3	Low Risk		Increased Risk	Risk remains the same	Decreased Risk
4-6	Moderate Risk				

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8-12	High Risk				
15-25	Extreme Risk				