

Craven Risk Assessment Model (CRAM) - Assessment of Significant Risks

Tour De France 2014 - Risk Register- Reviewed May 2014

Service Unit /Area of Ris Communications/Economic Developm	Manager Responsible : Sharon Hudson
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Risk Number	Potential Risks and Consequences What Might Happen?	Hazards What are the causes?	Risk Likelihood & impact : Score 1-5 where 1 = low Raw Score as identified in CRAM	Risk Control Measures currently in place	Risk Likelihood & impact: score 1-5 where 1 = low Taking account of current control measures	Do Risk Control Measures currently in place reduce the Risk sufficiently	Additional Measures that could be implemented to reduce the Risk further (highlight resource requirements	Officer and planned implementation date
1	Insufficient clarity on roles and responsibilities leading to duplication of work and inefficiencies. Lack of coordination amongst partners	Lack of steer/coordination from TdF 2014 Ltd, poor communication between external delivery groups and TDF2014	Likelihood :2 Impact : 4 Raw Risk Rating : (L X I) 8	1)TDF 2014 board set up & running with terms of reference. First regional meeting with TDF 2014 took place end Oct. CDC will have representation on 3 of the tactical boards: Route Operational Delivery Board, Communications Board and Local Authority Delivery Group with monthly meetings now programmed in.Lines of Communication to be established with Highways and Transport Board and Safety and Security Planning 2) Standardised documentation including standard event planning templates for planning and reporting to be used 3) local staging agreements being drafted between LCC and district councils. 4) Programme office has put in place a full governance structure and all roles were recruited to by the end of November. Please see appendix. 4)Communications officer across NYCC meeting with NYCC to coordinate communication plan for NYCC element that will feed into wider event Comms Plan. 5) Strong partnership arrangements with Richmondshire, YDNPA and NYCC.	Likelihood : 1 Impact : 4 Raw Risk Rating : (L X I) 4	Yes	<p style="color: red;">1)NYCC has signed staging agreement with TdFHub2014.</p> <p style="color: red;">2)Memorandum of Understanding has been developed between us and NYCC - still to be signed.</p> <p style="color: red;">3) CDC Comms plan produced as part of overall project plan.</p> <p style="color: red;">4)Staffing structure to be agreed with NYCC Emergency Planning for Local Authority Control Room for 5th-6th July</p> <p style="color: red;">5) Roles and Responsibilities of event management company set out in Event Management Plan</p>	1) Completed 2) ASAP will know more after meeting on 12th May 3) On-going 4) 19th May 5) Completed Sharon Hudson

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2	Spectator hub event poorly organised, does not run smoothly, leading to loss of reputation	Lack of staff time and resources leading up to and on the day.	Likelihood :2 Impact : 4 Raw Risk Rating : (L X I) 8	1)Working group in place with Skipton TC and Skipton Chamber of Trade. 2)Skipton TC have experience of event organisation but tendering for event management company to run Skipton Spectator Hub 3)Event management plan being drafted and will be submitted to Craven Safety Advisory Group which will be in turn scrutinised by Regional SAG and feed into the Safety and Security Planning Group 4) Spectator Hub Manager being appointed by TDF 2014 to coordinate between all hub activities. 5) Craven has now been successfully categorised as official spectator hub, to receive additional advice re safety, security and crowd management from TdFHUB2014.	Likelihood : 1 Impact : 4 Raw Risk Rating : (L X I) 4	no	<p>1)Event managment company appointed and first draft of Event Management Plan for two hub sites (EMP) produced. 2) EMP for centre of Skipton now needs to be produced to ensure integrated approach to the management of crowds between the High Street (route) and hub sites. Will bring together Crowd Management plans for centre of Skipton produced by Pennine Events for NYCC and EMP for Skipton Spectator Hub. Plan will be scrutinised by TdFHUB Safety and Security Manager as well as local SAG.</p> <p>3) central procurement by TDF 2014 hub of stewards. Recruitment of tourmakers underway.Final numbers being supplied to be clarified 4) Investigate provision of local stewards for event day - work with Craven College to supply steward support and recruit additional requirements as necessary following completion of central procurement.5) EMP shared with local Safety and Resilience Group so blue light services are aware. 6) Crowd Manager from Pennine Events to be placed in Craven Control Room for both route and hub sites. 7) Briefing of all stewards to be done by Event Manager from Pennine Events.</p>	<p>1) Completed 2) Deadline for final plan 23rd May. 3) Deadline 23rd May 4) Awaiting clarity on Tour Makers 5) June Meeting 6) Completed 7) Agreed and part of EMP Sharon Hudson/ Bruce Dinsmore</p>

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3	Budget overspend leading to increased costs, reputation damage and inadequate resources.	Costs higher than anticipated. failure to negotiate adequate slice of shared funding provision of £120K between CDC , Rich and YDNP. Central procurement does not provide level of resource needed CDC has to fund the gap.	Likelihood :2 Impact : 3 Raw Risk Rating : (L X I) 6	1)CDC internal budget provision of £87K agreed based on intelligence and experience at that time. 2)CXs of CDC, Rich and YDNP negotiating suitable fund sharing. 3) Agreed central procurement strategy in place for central purchase of toilets, barriers & first aid requirements 4) Contingency fund established by TdFHUB2014.	Likelihood : 5 Impact : 3 Raw Risk Rating : (L X I) 15	no	1)submit bid to Skipton BID for additional funding for Spectator Hub - now received £17,000 plus £7,000 included Skipton TC budget. 2) Additional funding of £15,000 from TdFHUB for Skipton Spectator Hub identified for Safety and Security. 3)implement monthly financial monitoring to ensure costs are tracked. 4) Budget reworked again once central procurement costs fully known (waiting on first aid and radion Comms) Identify shortfall and take report to Members for June Policy Ctte	1) Feb 2014 2/3) on-going 4)June 2014 Sharon Hudson
4	Failure to capitalise on tourism opportunities leading to loss of potential economic gain for the region and loss of reputation	lack of support and advice for businesses and communities. Businesses not promoted,	Likelihood :3 Impact : 3 Raw Risk Rating : (L X I) 9	1) 2 workshops for businesses being run. 1st in Skipton 20th November 2nd in Settle in Jan 14. 2)Business newsletter 3) flyer with licensing mail providing information on TDF. 4) accommodation (both permanent and temporary) being promoted on website. 5) presentation to chamber of trade to take place early 2014.6) chamber of trade represented on spectator hub steering group. 7) displays in tourist offices promoting other attractions close to route. 8) some promotion work undertaken by Welcome to Yorkshire.	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	no	1) Programme of planned marketing/promotional events needs to be developed to keep momentum going. 2) Business toolkit launched by WtY 3) two final meetings arranged for Skipton (20th May) and Grassington (3rd June)	1) April 2014 Sharon Sunter
5	Unable to procure required items for event leading to potential increase in costs in order to acquire items by any means	lack of coordination on procurement and failure to collaborate	Likelihood :3 Impact : 3 Raw Risk Rating : (L X I) 9	1)Centrally agreed procurement strategy being drawn up by TdF2014 by Dec 13 .2) Agreement on central purchase of common items e.g. barriers/toilets 3) large screens already acquired for hub activity.	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	no	1) See risk 3 - Number of stewards needed established via Event Management Plan for Spectator Hubs and EMP for route put together by NYCC for race route. Plans being scrutinised by Safety and security Manager at HUB and craven SAG. Toilets/barriers/Stewards ordered via Central system. 2) Signage plan in development so can order via Central procurements 3)Waiting on details of First Aid and Radio Comms (from TdFHub) so can order.	1) 29th May 2) 29th May 3) deadline tbd Sharon Hudson/ Bruce Dinsmore

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6	Underestimate number of visitors for event and hub activities leading to road congestion, compromise on safety of visitors. Security risks	Modelling report underestimates no of visitors. Lack of coordination amongst stakeholders.	Likelihood :3 Impact : 5 Raw Risk Rating : (L X I) 15	1)Professional traffic & crowd modelling has been conducted by Steer Davis Gleave 2) NYCC Traffic management plan underway. 3) Mapping and facilitating across the district to identify suitable temporary car parks, campsites, support hubs. 4) Command, Coordination & Communication (C3) plan for the route being put together by Craven Community Task Team using TdF2014 template 5) Working with NYCC Emergency Planning to implement C3 Plan. 6) Check and challenge taken place to check that capacity for spectators at roadside coincides with no of people bought into area via pop up car parks and campsites i.e. space to accommodate everyone. Worked with landowners to open up viewing areas on private land. 7) Capita Symonds have peer reviewed Steer Davis Gleave report and reduced predicted numbers	Likelihood : 2 Impact : 5 Raw Risk Rating : (L X I) 10	no	1) NYCC completed traffic management plan. 2) Pennine Events identified crowd manager for Craven Bronze Control Room 3) Overarching EMP for Skipton Centre as whole to be produce to incorporate hub sites and High Street 4) Overflow areas identified as part of EMP for Skipton 5) Steward plan part of EMP for Skipton and rest of route 6) Crowd Management Plan in development by Pennine Events on behalf of NYCC for spectators on the route. First draft produced and V2 in development	1) Completed 2) Completed 3) 23rd May 2014 4) 23rd May 2014 5) 23rd May 2014 6) 23rd May Highways Team, Sharon Hudson, Bruce Dinsmore TdF 2014
7	Access issues for local businesses not connected to event leading to loss of business and reputation	Businesses unable to maintain deliveries. Customers unable to access businesses	Likelihood :3 Impact : 5 Raw Risk Rating : (L X I) 15	1) On-going theme in "on the route newsletter" 2) Mailing local businesses to forewarn of event enabling planning & contingency plans to be in place. 3) Central Communication plan in place will also address this element incl road closures.4) Presentation to Skipton Chamber of Commerce given in Jan 14, 2nd meeting planned 20th May now all road closures known. 5) Business Continuity workshops given and also covered at business workshops in November and January 6) Meeting with farming community and links with NFU established. 7) Information on business continuity planning available on website 8) All diary farmers/vets contacted.	Likelihood : 2 Impact : 5 Raw Risk Rating : (L X I) 10	no	1) Info leaflet on road closures included with business rates mailing that went out in March. 2) Ensure on-going communication with businesses 3) Mailing to all licensed premises on route 4) Additional mailing to businesses planned for beginning June 2014 now full road clsure known 4) Additional meetings planned Skipton 20th May, Grassington 3rd June with WtY. 5) Regular information updates via On the Route newsletter, website, social media, and press releases to local media. 6) All major supermarkets in District contacted to check they are aware.	1) Mar 2014 2) ongoing 3) completed with follow up meeting if necessary 4) Scheduled 5) Ongoing 6) June 2014 Sharon Hudson, Sharon Sunter

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8	Safety of visitors and participants is compromised leading to possible injuries, inability to deal with emergencies and loss of reputation	Suitable risk assessments not carried out. Insufficient supervision and marshals on duty . Underestimation of crowd numbers (links to risk 6)	Likelihood :3 Impact : 5 Raw Risk Rating : (L X I) 15	1) Crowd modelling done. See measures under risk 6 2) For route - Robust crowd, spectator travel safety and security plans in development by NYCC, assured by TdFHub2014 3)For Skipton Spectator Hub event management company completed first draft of EMP - had intial examination by SAG see point 2 4) Dot planning exercise completed to show where steward and tourmakers are required. 5) Emergency Local Access Points identified. 6) Standard operating procedures set by TdFHub2014 for dealing with emergencies and access to route. 7) Race route risk assessment completed by TdFHub2014.	Likelihood : 2 Impact : 5 Raw Risk Rating : (L X I) 10	no	1) Clarity still to be given over numbers of Tourmaker stewards 2) Suitable risk assessment done as part of Event Management Plan for Skipton Spectator Hub for Skipton Spectator Hub 3) Event Plan for route, produced by NYCC will be scrutinised by Local SAG. 4) overarching plan for centre of Skipton to encompass spectator hubs and High Street being pulled together from individual EMPs 5) Event plans for events in the district with be scrutinised by Craven TdF SAG. Both event management plans will include a First Aid Plan 6)Completion of C3 plan - will cover first aid/medical response along the route and how it will be accessed (version 3 being revised & updated) 7) Series of testing events to test 3C plan timetabled. 8) Hotspots identified on route - Skipton and Kidstones. Skipton dealt with via EMP, NYCC to produce plan for Kidstones as part of route plan.9) All carparks/pop up campsites and events to be given Craven Bronze control room number. 10) Signage plan being developed, signage ordered through central procurement to direct spectators to route.	1) May 14 2) May 14 3) by end of May 14 4) 23 May 14 5) 23 May 14 6) 10 June 14 7) Ongoing 8) End of May 9) June 14 10) 23rd May Sharon Hudson/ Bruce Dinsmore/NY CC (Pennine Events)
9	Weather issues (inclement weather) affect the event (possible cancellation) leading to loss of reputation , injuries, reduced numbers of visitors	Rain, high winds , excessive heat	Likelihood :2 Impact : 4 Raw Risk Rating : (L X I) 8	Suitable hub activity sites, car parks and campsite locations chosen taking into account possible weather conditions.	Likelihood :1 Impact : 3 Raw Risk Rating : (L X I) 3	no	1)TdF2014 developing contingency planning. 2) Liaise with TdF2014 for further guidance. 3) Pop up campsites/car parks asked to sign up for severe weather warnings. 4) Alternative wet weather parking identified.	1) Deadline tbd by TdF2014 3) May 14 4) Ongoing Sharon Hudson

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10	Emergency planning - failure to plan for a major event which may necessitate evacuation of crowds leading to loss of reputation, potential health and safety issues	Poor emergency planning, poor risk assessment	Likelihood :2 Impact : 5 Raw Risk Rating : (L X I) 10	1) Craven Safety and Resilience group in place 2) NYCC emergency plan in development	Likelihood :1 Impact : 5 Raw Risk Rating : (L X I) 5	no	Appointed Event Management company to complete 1 & 2 and will be scrutinised by Safety and security Manager from Hub and Show and Event Stewarding Company. 1) Identify evacuation points via emergency plan. 2) Ensure robust safety and security plans in place for event and Skipton Spectator Hubs and other events in the district - plans to be examined at Craven SAG 3) Event Safety Plan produced as part of route EMP by NYCC with sign off of all documentation from local SAG 4) Desktop exercises of Emergency Plan scheduled: 28/03/14, 3/04/14, 28/04/14, 15/5/14 and 10/6/14. 5) NYCC producing Emergency Plan for North Yorkshire to dovetail with TdFHUB2014 C3 plan and will include roles and responsibilities of CDC staff.	1) 23 May 14 2) 23 May 14 3) End of May 2014 4) ongoing as scheduled 5) June 14 Sharon Hudson/ NYCC/ David Smurthwaite (Chair of Craven SAG)
11	CDC assets on the route in poor state of repair leading to issues with smooth running of event and or potential for increased injury claims, financial loss and loss of reputation	Inadequate preparation before event of the route and venues for the hub activities	Likelihood :4 Impact : 3 Raw Risk Rating : (L X I) 12	1) Steering group to provide guidance to Property Services on the need for condition surveys and repairs to be carried out	Likelihood :3 Impact : 3 Raw Risk Rating : (L X I) 9	no	1) Ensure condition surveys and appropriate repairs carried out to high traffic/profile sites to be used. 2) seek clarity on insurance responsibilities between all stakeholders in case of claim. 3) identify appropriate budget for essential repairs.	1) Work required mapped out by March 14 2) Work completed by June 14 Hazel Smith
12	Congestion on roads and inability to get visitors safely away from event leading to possible injuries, reputational issues	Poor planning of crowd control or traffic control. Underestimation of numbers	Likelihood :4 Impact : 3 Raw Risk Rating : (L X I) 12	1) Traffic Management plan produced by NYCC 2) Spectator Hub planned in Skipton to make it attractive to stay in Skipton and manage the dispersal of spectators 3) Negotiations are underway between TdF2014 and transport providers re additional services and covered by Highways and Transport Strategic Board 4) Communications Plan produced incl info for spectators. Central plan produced by TDF hub incl info on public transport and park and ride schemes. 5) Crowd Management to be part of event plan for both route and Skipton Spectator Hub.	Likelihood :3 Impact : 3 Raw Risk Rating : (L X I) 9	no	1) Central spectator guide to be produced by TdFHUB2014. 2) Will also be looking to produce local Craven guide in conjunction with local media company. 3) Plan for messaging to local media including radio and via social media, big screen in hubs and PA system on High Street	1) June 14 2) June 14 3) June 14 Sharon Hudson

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13	Towns and villages left in untidy state following large numbers of visitors leading to dissatisfaction amongst residents and loss of reputation	Inadequate clean up operations	Likelihood :4 Impact : 3 Raw Risk Rating : (L X I) 12	1) For Skipton Spectator Hub required measures will be included as part of event management plan. 2) Waste Management plan now developed for along the route 3) Working with parishes and Community groups to set up clear up/litter picking groups - CDC to supply equipment. Contact now made and a number of litter picking groups established and timetable for clear up after event being put together.	Likelihood :2 Impact : 3 Raw Risk Rating : (L X I) 6	no	1) Identify and resource additional staff required in waste management for clear up operations. 2) Develop commercial waste offers to support communities and land owners who have provided temporary sites. Letters sent out in March. 3) Timetable for clean up developed and is shared with Parish Councils so they know what to expect and included on website. 4) Cleaning materials for grafitti and human excrement bought and placed along the route.	1) April 2) Mar 2014. 3) End of May 14 Paul Florentine
14	Demonstration or protest by politically motivated individuals or groups including risk if cyber attack leading disruption of event, possible injuries, and loss of reputation.	Political or religious unrest	Likelihood :2 Impact : 4 Raw Risk Rating : (L X I) 8	1) Event Management Plan in place. 2) Emergency plan being developed to cover large scale disruption.	Likelihood :2 Impact : 3 Raw Risk Rating : (L X I) 6	Yes		
15	Large scale outbreak of food poisoning to members of public leading to claims, financial loss and reputational issues	poor hygiene and non monitoring of food vendors attending along route	Likelihood :2 Impact : 4 Raw Risk Rating : (L X I) 8	1)All street vendors must be licensed by Craven Environmental Health Service. 2) Insurance details of vendors to be checked.3) Licensed vendors will be required to display appropriate signage. 4) Stewards on event weekend will be briefed to look out for unlicensed vendors.	Likelihood :1 Impact : 4 Raw Risk Rating : (L X I) 4	Yes		Wyn Ashton
16	Craven Event Manager and other key staff not available on the day leading to lack of cover and problems on the day	illness, unforeseen circumstances	Likelihood :2 Impact : 4 Raw Risk Rating : (L X I) 8	1)Joint team approach will be adopted with Skipton Town Council for Skipton Spectator Hub for event of this scale. 2) Deputy Event managers agreed.	Likelihood 1 Impact : 4 Raw Risk Rating : (L X I) 4	Yes	1) Alternative member of staff identified for all key roles in case of illness etc	1) June 14 Sharon Hudson