

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit Committee Paper 8 Annex 1 15/12/06

Risk Register as at 30 November 2006

Date first identified	Risk Identified	Impact	Likelihood	Risk Factor	Action (Track or Treat)	Action Agreed	Responsible Officer	Timescale for action
November 04	Lack of clarity on priorities	4.70	4.30	20.20	Treat	7 priority 1 goals proposed and agreed in Corporate Plan 2005/08. Deliver through operational plans.	JH	Ongoing
November 04	Lack of public understanding of CNPA objectives	4.10	4.90	20.10	Treat	Board open evenings, Parklife and opinion polling to measure stakeholder perception of CNPA work.	FvB	Ongoing
November 04	Spread ourselves too thin	4.40	4.30	18.90	Treat	Manage through budget allocations reflecting priorities, operational plans and job plans	DC / MT	2006-2007
November 04	Lack of developed Health & Safety Policy	3.70	5.00	18.50	Treat	Comprehensive Policy on Health & Safety and Fire Risk Assessment	DC	March 2006
November 04	Management of relationship with private estates and land owners	4.00	4.60	18.40	Track	Develop policies to support integrated land management plus estate seminars, crofter groups and estate visits. Set up estates communication group	FN	2006-2007
November 04	Inconsistent internal communications	3.90	4.30	16.80	Treat and Track	Define and refine core messages and ensure these are widely understood by staff through staff meetings and away days. Staff Consultative Forum.	FvB / DC	Ongoing
November 04	Staff overload	3.70	4.40	16.30	Track	Monitor through staff appraisal system and feedback; monitor through response to Staff Attitude Survey	DC	By August 2006 to review.

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						March / April 06; monitor through HR stats (absences, turnover)		
November 04	Lack of a local plan	3.30	4.90	16.20	Treat	Local Plan consultation being carried out. <i>along with further research on housing policy and review of timetable required to produce a fit for purpose local plan DM 13/7/06</i>	DM	2006-07
November 04	Failure to deliver major projects	4.10	3.60	14.80	Track	Monitor progress through quarterly operational plan reviews. <i>Key performance measures built into Operational Plan and balanced scorecard developed. DC 28/11/06</i>	MT	Ongoing
November 04	Plans are not aligned	4.10	3.60	14.80	Treat	Manage through the corporate planning process, <i>and consultation on both plans. MT July, Board paper Aug, to take review. JH 17/7/06</i>	JH	Ongoing
November 04	CNPA sets the wrong measures of success in the public view	4.00	3.60	14.40	Treat	Review outcomes and deliverables flowing from strategies and policies and communicate these clearly to public. Especially with regard to National Park Plan.	FvB	Ongoing
November 04	Don't identify customer requirements	4.10	3.40	13.90	Track	Clarify through opinion polling and other forms of feedback	FvB	Ongoing
November 04	Don't satisfy customer requirements	4.00	3.30	13.20	Treat	Greater transparency of working practices and improvement in	MT	Ongoing

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						communications. Future stakeholder analysis to be undertaken by MT.		
November 04	Failing to exploit IT functionality	3.30	4.00	13.20	Treat	Develop IT strategy and review feedback from IT User group. <i>Review issues arising from Nov 06 IT/server problems and determine whether further action is required .DC 28/11/06</i>	DC	May 2006
November 04	Lack of project management skills	3.70	3.40	12.60	Treat	Training arranged for staff. <i>Project management training implemented during 2006/07. Consider investment in project management software. DC 28/11/06</i>	DC	Ongoing
November 04	Too much planning and not enough execution	3.40	3.60	12.20	Treat	More focused decision making by management team / MT Development. <i>Regular Board review of Op Plan; annual report focus on achievements. JH 17/7/06</i>	JH	Ongoing
November 04	Ineffective delegation of responsibilities	3.30	3.40	11.20	Treat	Implementation of staff appraisals and job plans	DC	Ongoing
November 04	Lack of interchangeability of staff	3.30	3.40	11.20	Track	Staff development plans will allow for movement across groups plus internal vacancy arrangements	DC / MT	Ongoing
November 04	Reduction in EU funding for future programmes	3.40	3.30	11.20	Track	Provide on-going external funding advice on EU programmes and consider potential replacement funding opportunities.	MF	Ongoing

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<i>July 06</i>	<i>Partners do not commit to deliver their elements of National Park Plan</i>				<i>Treat</i>	<i>Ongoing work between Authority's staff and members with other partner organisations to get their commitment to deliver agreed action plan.</i>	<i>MT</i>	<i>Ongoing</i>
<i>July 06</i>	<i>Organisational structure changes impact on delivery, either through loss of direction or reduced morale / motivation.</i>				<i>Track</i>	<i>Delivery monitored through quarterly operational plan review processes, with internal Group communication structures / Staff Forum in place to pick up on any issues arising from structure change.</i>	<i>MT</i>	<i>Ongoing</i>
<i>July 06</i>	<i>Plans are not aligned with Ministerial / political expectation.</i>				<i>Treat</i>	<i>Liaison meetings and relationship with sponsor department intended to give "political intelligence" to Authority, while establishing agreed timetables for submission and discussion of corporate and operational plans with Executive.</i>	<i>MT</i>	
<i>October 06</i>	<i>Roll-out of Park Brand is not consistent with existing visitor information, signage and interpretation strategies.</i>				<i>Treat</i>	<i>Develop risk analysis for roll-out of Park Brand, to ensure risks to various existing and proposed strategies are recognised and required actions to manage the process are documented and followed-up.</i>	<i>AH</i>	