
































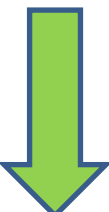



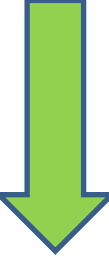


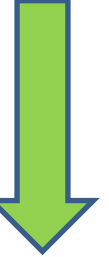
































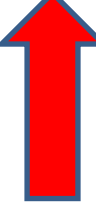










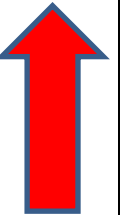
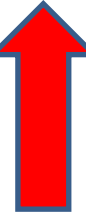










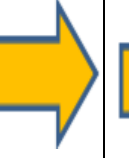





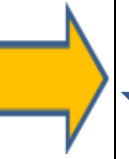
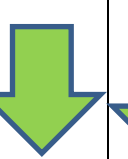


CAIRNGORMS NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER TRENDS
































Notes:
Aiming to keep strategic risk register to around 12 to 15 high level strategic risks
Cross-cutting risks impact potentially throughout all priorities
Strategic Risks around corporate priorities focus on risk impacts throughout each of the three themes – hence require a coordinated overview at Director / MT level. Not expecting a strategic risk against each specific Corporate Plan priority.
More specific risks are expected to be captured in more operational risk registers – e.g. risk management around delivery of office extension.
Full risk register the collective responsibility of full MT to manage, however each risk allocated to one specific member of the team to take lead responsibility.
Aim through mitigation to reduce Likelihood (LL) multiplied by Impact (IM) risk score to below 10 as acceptable risk value.

Risk	Ref	Resp	Mitigation	Comments	Trend Dec 15	Trend Feb 16	Trend May 16	Trend Aug 16	Trend Nov 16	Trend Feb 17	Trend May 17	Trend Aug 17	Trend Jan 18
Cross-over risks													
Resources: public sector finances constrain capacity to allocate sufficient resources to deliver corporate plan.	A1	DC	Focus resource on diversification of income streams, supporting “delivery bodies” such as Cairngorms Nature, LAG and COAT in securing inward investment. Corporate Plan prioritised around anticipated Scottish Government budget allocations, taking on Board expectation of funding constraints. Ongoing liaison with Scottish Government highlighting achievements of CNPA.	Budget allocation for 2017/18 remains in line with Corporate Plan expectations. Pressures on resources remain. We have already begun discussions with SGov at senior officer level on a new spending review round for future years; hence risk rating remains at red. All options and opportunities for reductions in expenditure continue to be explored. We also continue to take forward ideas for alternate income streams to support future investment, including collective work with all UK National Parks.									
Government and Policy: wider national political changes and policy direction force change away from current objectives.	A2	GM	Invest time in maintaining key government contacts and relationships gaining notice of potential policy shifts. Work to get full government backing to NPPP which gives longer term strategy commitment.	Spending Review settlement for 2017/18 favourable for CNPA, therefore increasing confidence around capacity to deliver existing Corporate Plan objectives to 2018. NPPP now approved.									
Governance: Board and changes to membership cause mission drift away from agreed priorities.	A3	GM	Focus in agendas to maintain overall strategic direction and relevance of papers; Board induction and self-evaluation.	Key decisions on NPPP to 2022 and ACM Planning have managed to be timed through existing Board therefore risk significantly mitigated.									

Risk	Ref	Resp	Mitigation	Comments	Trend Dec 15	Trend Feb 16	Trend May 16	Trend Aug 16	Trend Nov 16	Trend Feb 17	Trend May 17	Trend Aug 17	Trend Jan 18
Staff and Communications: staff work not sufficiently prioritised toward Corporate Plan objectives.	A4	DC	Appraisal and monitoring systems combine to provide effective and complementary feedback on staff and corporate performance.	Removed by Audit & Risk Committee 10 March 2017									
Partnerships: key partnership delivery mechanisms do not operate to deliver corporate priorities.	A5	GM	Regular review of partnerships and stakeholder engagement; review of terms of reference and effectiveness of partnership mechanisms.	Removed by Audit & Risk Committee 16 September 2016									
Staff and Communications: organisational morale and motivation drops within a difficult overall public sector financial and delivery climate and ongoing organisational development.	A6	DC	Staff surveys and awaydays underpin wider awareness of staff mood and morale; delivery of actions highlighted; communication and celebration of achievements; continued organisational focus on work / life balance actions and Organisational Development.	Second phase Organisational Development Strategy launched. No evidence of significant issues currently arising from internal communications with staff group. Retain risk awareness until 2017 staff survey completed in Winter 2017.									
Staff and Communications: staff do not buy into or strive to deliver the vision, mission and values of the Authority.	A7	GM	Staff already collectively participated in developing and hence “own” our vision of an outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together, and also of mission; ongoing communications around delivery against vision, mission and values.	Removed by Audit & Risk Committee 10 March 2017									
Reputation: perceived actions and behaviours of the Authority are not commensurate with our values and produce an organisational reputation not in keeping with the vision of an outstanding national park.	A8	GM	Focus on media and social media messaging; ensure consistency of message; collaborate with delivery partners to help appropriately profile Authority; influencers opinion surveys.	Growing on-line profile for CNPA, with work ongoing to roll-out new website and content. Positive coverage of key activities such as Cairngorms Nature Festival and design awards.									

Risk	Ref	Resp	Mitigation	Comments	Trend Dec 15	Trend Feb 16	Trend May 16	Trend Aug 16	Trend Nov 16	Trend Feb 17	Trend May 17	Trend Aug 17	Trend Jan 18
Resourcing: competing project demands (e.g. A9 dualling, development applications) prevent adequate consideration of longer term priorities around delivery of NPPP	A9	MF	Project management of resourcing inputs to control against competing resource demands and ensure work undertaken does not stray beyond appropriate priority and input levels for CNPA and maintain sight on longer term priorities.	Key projects have Project Boards in place. Management Team have agreed an approach to focus on project delivery and review project closure and lessons learned. Restructure and recruitment have stabilised staff resourcing.									
Partnerships: transfer of Crown Estates may result in significant disruption to established patterns of partnership working with key land-owners and reduced effectiveness in delivery with this key stakeholder group	A10	PM	Monitor progress of Crown Estates transfer and potential impacts on CNP Partnership operations, taking preventative actions as required.	Added at Board meeting 11 December 2015. Crown Estate match-funding for Landscape Partnership is committed; interim arrangements for Crown Estate management are clear; risks do not appear to be materialising.									
Resourcing: Role as Lead / Accountable body for major programmes (e.g. LEADER, Landscape Partnership) has risk of significant financial clawback should expenditure prove to be not eligible for funding, while CNPA carries responsibilities as employer for programme staff.	A11	DC	Ensure financial controls in place for programme management include effective eligibility checks. Test processes with funders if required and also undertake early internal audit checks. Workforce management plans must incorporate programme staff considerations. Utilise internal audit resources.	Clear internal audit report Autumn 2016 and Summer 2017. Scottish Government Monitoring and Accreditation review feedback has given "Green" rating to Cairngorms LEADER in 2016 and still in draft for 2017. Uncertainties in central government guidance and audit approach creating some increasing risk more recently.									
Resourcing: UK vote to leave EU disrupts project delivery and financing plans and exposes Authority to longer terms financial liabilities as a result of loss of EU funds.	A12	DC	Risk management analysis of specific EU funded activities – particularly of Authority's exposure as Accountable Body for LEADER. Instructions issued on timetable for funding commitments to be covered by CNPA.	More active review of financial consequence of LEADER project funding awards by Authority now agreed with Local Action Group. Funding contracts tailored to meet expected EU exit timetable. Greater clarity on Scottish Government position now in place.									

Risk	Ref	Resp	Mitigation	Comments	Trend Dec 15	Trend Feb 16	Trend May 16	Trend Aug 16	Trend Nov 16	Trend Feb 17	Trend May 17	Trend Aug 17	Trend Jan 18
Resourcing : CNPA IT services are not sufficiently robust / secure / or well enough specified to support effective and efficient service delivery	A13	DC	We will develop and consult on the forward plans for ICT service development to ensure these meet service requirements. Commissioned external review of our IT and data management processes to be implemented to give assurance.	Risk added through staff consultation with Staff Consultative Forum Sep 2016. Independent review of IT architecture and systems undertaken April / May 2017, with results to be reported to Sep 17 Audit Committee. Several areas of improvement to be addressed.									
Reputation: the Authority's reputation is impacted by a small number of vociferous social media opinion leaders	A14	GM	Staff and Board training on use of social media to best support organisational aims in communications and reputation management. Ongoing delivery of communications strategy.	Added by Board Dec 2016. Social Media profile also represents an opportunity to boost reputation. Social media being approached through staff training and recruitment of Digital Campaigns Officer.									
Specific Service Risks													
Partnerships: Conservation partnerships, crucial to delivery of priorities across land owned by others, are not formed or sufficiently developed to deliver conservation priorities.	C1	GM	Prioritise investment of time in establishing and maintaining working relationships; develop clear focus on required partnerships, their purpose, objectives and resources	Moorland Partnership and Cairngorms Connect progressing well; growing relationships with individual estates re woodland expansion proposals; Partnership Plan completion confirms role of partnerships;									
Staff and communications: partners' staff are not engaged with or do not buy into the Authority's conservation priorities.	C2	GM	Clear and consistent messaging of CNPA priority and intended outcomes / impacts; clear, prompt and focused responses to partner concerns.	Increased levels of joint working with FCS and SNH on priority issues of woodland expansion & designated sites. Partnership Plan completion reaffirmed shared conservation priorities among partner agencies.									

Risk	Ref	Resp	Mitigation	Comments	Trend Dec 15	Trend Feb 16	Trend May 16	Trend Aug 16	Trend Nov 16	Trend Feb 17	Trend May 17	Trend Aug 17	Trend Jan 18
Partnerships: competing priorities act to prevent or delay delivery of Cairngorm and Glenmore Strategy and Active Cairngorms Strategy.	V1	GM	Regular partner contact and early joint planning for delivery priorities, seek to expose potential conflicts at early stages and collaborate to identify remediation.	Cairngorm and Glenmore Strategy agreed among partners but changing partner capacity constraints and priorities risk less joined-up/less ambitious delivery. Remains unchanged.									
Resourcing: delivery of strategic path networks / tourism infrastructure is not achieved or delayed as insufficient resource is allocated to project development or delivery stages.	V2	MF	Focus given to ensuring project development and specification is planned and resourced; and early liaison with partners re strategic funding opportunities and bidding into these.	Remains significant unfunded resource requirements to address legacy of storm damage, complete Speyside Way and Deeside Way extensions. Work underway to secure funding for SW & DW extensions; no change.									
Resourcing: Ongoing maintenance is not adequately resourced to maintain infrastructure networks	V3	MF		Added by Audit Committee Feb 16. Significant unfunded resource requirement to develop proactive programme of path maintenance. Partnership Plan signals work underway with Tourism Partnership to develop visitor giving initiatives, but mitigation not yet in place.									
Resources and Partnerships: the broad partnership, policy combination and financial resources required to address challenges of housing delivery are not sufficient.	RI	MF	Strategic focus on establishment of the partnership approach, policy changes and resources required in development of next NPP.	National Park Partnership Plan consultation successful and results will be used as the basis for new policy development in NPPP, early work on the next Local Development Plan and strategic partnerships. Some increased risk of higher expectations but overall no change to trend.									

Risk	Ref	Resp	Mitigation	Comments	Trend Dec 15	Trend Feb 16	Trend May 16	Trend Aug 16	Trend Nov 16	Trend Feb 17	Trend May 17	Trend Aug 17	Trend Jan 18
Resourcing and partnerships: breadth of need and limitation of resource available prevents “transformational change” within most fragile communities.	R2	MF	Strategic focus on priorities – geographic and investment needs – to deliver available investment to achieve maximum impact.	Very good progress made in Tomintoul and Glenlivet. All communities now have Community Action Plans in place and used to prioritise investments. Building Stronger Communities project now completed assess community capacity. LEADER programme running well and investing significant sums. However, renewed uncertainty as to broadband delivery timetables, which are now likely to be owned through the Scottish Government’s R100 programme.		