


























	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
4	IT and Service Development Risks	Broadband and telecom technologies do not develop within the NP as quickly or as fully as we would like.	[Loss of economic development potential in the NP] NPA not able to take advantage of communications technologies in business and organisational development.	20	Influence broadband development proposals at political (Board) and senior staff levels. Consider wider organisational development taking account of potential broadband development barriers.	16	SM	Working closely with HIE, Scottish Government and Community Broadband Scotland to influence roll-out in the Park, could take some time though.	
5	IT and Service Development Risks	IT systems failure has a critical impact on the NPAs service delivery.	NPA services fail to meet staff and stakeholder expectations with significant impact on the Authority's reputation.	20	Continue to build service robustness through shared service arrangements with LLTNPA. Identify key service areas and ensure business continuity plans are in place.	9	DC	Few instances of relatively short periods of downtime continue to reinforce risk in this area. Internal audit review scheduled for February 2014 as part of revised 2013/14 audit plan. Area identified for review as part of draft OD Strategy.	
6	Comms and Reputation Risks	CNPA fails to have enough external support to weather bad news stories.	Events in media became a distraction; erode confidence.	20	Develop stakeholder engagement strategy to encourage more and more vocal external supporters. Greater focus on difference made by CNPA in delivering positive outputs to form bank of evidence that can be drawn on to defend negative stories.	9	FvB	Key stakeholders engagement plan in place with politicians and key partners. Forums in place to keep influencers informed and involved with the work of the Park so they can speak knowledgeably about potential issues. Regular e-bulletins are sent out to interest groups to keep them informed of the work in the Park.	
7	SG Policy and External	Pressure for Economic growth difficult to balance against Park's special qualities.	Expectation that work and investment delivering economic growth will take precedence over all other activities. Negative impact on "conservation" and wider reputational credentials of the NPA. Failure to deliver wider strategic outcomes.	20	Agreeing a balanced corporate plan with Scottish Ministers validates full range of planned outcomes and delivery. Ensure communication approach highlights inter-linked nature of all activities in terms of ultimate economic benefits.	9	MF	We continue to deliver against the existing Corporate Plan agreed with Ministers and seek ongoing dialogue with Ministers and senior officials to make the balance of our work clear and supported. Work on new Corporate Plan in 2014 will seek to continue to present balance.	



	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
8	Delivery	The communities within the National Park do not engage with the Authority or buy into their part in delivering the NPPP.	Not able to deliver Corporate Plan priorities around getting involved. Fail to get local communities' support for the objectives and work of the NPA, particularly with limited budget to support community projects and lack of LEADER funding in 2014.	20	More actively reinforce role of CNPA in supporting communities and helping them to realise their ambitions. Highlight linkages between CNPA and community development officer network and highlight work being done by CNPA to support communities and Local Action Group in bidding for LEADER funding programme.	8	SM	New member of staff in post working to build relationships and reduce this risk and impact. Work with communications team for consistent responses to funding requests.	
9	Economy	Economy continues to deteriorate and NPA not seen to be seriously addressing a key national policy.	Public support for NPA may fall and funding support be reduced.	20	Ensure communication approach highlights inter-linked nature of all activities in terms of ultimate economic benefits and emphasises economic benefits of actions taken.	10	FvB	Key facts available to highlight the economic value of the Park for use with the media, stakeholders and our sponsor team. Quarterly e-bulletin, annual report and NPPP progress report all focus on 3 themes including the economy of the Park. A review of the economic baseline shows the economy of the park is growing and materials/media activity will promote this outcome.	
10	Internal Organisational Risks	Legal challenges to policies or change in legislation, significant national initiatives divert significant staff time and finances from other priorities.	External factors and influences divert focus of attention and resources away from agreed Corporate Plan long-term objectives.	16	Continue to design policies and preliminary consultation processes as comprehensively as possible, taking legal advice where necessary, to minimise potential for significant challenge.	8	MT	Budget provision continues to be made for legal advice in high risk areas of work. In discussion with legal advisors around programmes of wider training and awareness raising of key legal issues.	
11	Internal Organisational Risks	Staff Turnover has an adverse delivery in ability to deliver Corporate Plan	Shortfall in experience to deliver; potential loss of established networks and strategic direction of senior staff	16	Succession planning including always having a Plan B and C. Training and development investment and appraisal processes to encourage staff to be ready to "step up".	8	KC	Staff capacity has been added over course of 2013/14. Appraisal process reviewed in 13/14 - now more robust and appraisal training in place for line managers. Robust training budget and training arranged in response to needs identified through appraisal process.	

	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
12	Internal Organisational Risks	Small scale means few options when unexpected happens with insufficient staff capacity to cover sudden added priorities.	Tends to simply mean overtime in short term – in longer term, some work not receiving as much thought. Ongoing overtime can lead to tired, ineffective or demoralised staff.	16	Develop pool of "on call" consultancy contracts to support staff delivery while building relationships with staff agencies. Prioritise operational plan delivery to identify agreed "drop off" projects to give capacity.	9	DC	Managed investment in additional staff over 2012 to 2014 has alleviated risks somewhat. Prioritisation of 14/15 Operational Plan underway. Work on on call consultancies and staff cover arrangements to be progressed.	
13	Internal Organisational Risks	Scale of Organisational Development and associated organisational change processes result in staff being detracted from key priorities / demotivated from scale of organisational change	Staff attention focused too much on consideration of organisational changes and possibly demotivated by changes in role. Possible confusion arising from change in systems.	16	Clear programme management approach to be implemented to consider timing of all change process and ensure phasing as far as possible. Clear internal communications process on change. Line management reinforcement of priority tasks and responsibilities.	6	DC	OD Strategy drafted and consulted on, which sets out a clear programme management approach. Timetables for final programme and management arrangements to be confirmed.	
14	Comms and Reputation Risks	The NPA does not adequately address stakeholder conflict in design and delivery of policies / projects	Project objectives and delivery is not undertaken with an adequate awareness and understanding of potential stakeholder conflicts which could be significantly counter productive beyond the boundaries of the specific project.	16	Formalise development and reporting of stakeholder engagement analysis to ensure project managers are fully informed of stakeholder positions and these can be accounted for in project design. Stakeholder positions a core element of project reporting.	6	FvB	Project management process and PM support officer in place which includes section on stakeholder communication. Major projects all using this tool - work still needed to ensure all projects use this approach. Stakeholder surveys provide regular information on attitudes towards the CNP(A) and an ongoing analysis tool is being developed.	
15	Comms and Reputation Risks	CNPA fails to deliver against high profile projects e.g. Shovel ready capital investments awarded at First Minister level	Reputation of CNPA at Scottish Government level significantly weakened through failure to deliver high profile projects	16	explicit identification of project profile and responsible project / programme managers identified to maintain close oversight of delivery. Focused oversight by nominated Director.	12	MT	Priority explicitly given to high profile teams by Management Team and Heads of Service. Oversight of capital investment programme by Corporate Services Director.	

	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
16	Delivery	Community capacity and leadership is not adequate to fully engage in delivery of NPPP.	While the motivation and desire to contribute to delivery and support the NPA is in place, there is insufficient volunteer effort to take forward the communities' support and opportunities to deliver objectives are lost.	16	Continue to seek to provide financial support for community capacity building and development officer network. Encourage contacts to take a role in community leadership. Support LEADER LAG.	6	SM	No funding available in 2014 to support community or partner projects and no LEADER funding. Priority is to fund CDO network but this will mean noCNPA funding available for project delivery. Work ongoing with CDOs to identify potential alternative funding.	
17	Comms and Reputation Risks	The role of the NP and importance of it is not recognised by young people despite engagement in various CNP(A) led initiatives.	The long term objectives for the NP will not be realised if there is a lack of engagement now with young people which will bring a positive future follow-through in value placed in the NP.	16	Need to reflect on best communications strategy for such initiatives, particularly where they are being delivered under a number of different organisational "badges".	8	FvB/PC	Outdoor learning & the curriculum for excellence across Scotland, local schools initiatives, John Muir Awards and social inclusion work focus on engaging with young people. Cairngorms Nature & Active Cairngorms campaigns focus on young/family audiences, volunteering and social media strategy will provide new ways for young people to get involved with the Park.	
18	Delivery	Public may not be fully signed up for "low carbon economy". It can appear to be a more expensive alternative. Government support is variable.	Lack of public support for renewables initiatives. Potential for public to consider actions of Authority as wasting public money or demanding too much (from planning applicants).	16	Better information from CNPA on renewables and more encouragement to become involved through planning process.	8	SH	Guidance and support provided in Sustainable Design Guide (Supplementary Guidance, Oct 2010) that should be reviewed as part of the LDP review. Design Awards scheme also to provide leadership by example.	
19	Internal Organisational Risks	Partner commitment to the NPPP is reduced as a result of capacity pressures (e.g. their reduced budget and staffing)	Does not generate a 'can do' attitude across all. Some will seek to avoid anything that is not core to their day to day survival and think very short term. He who shouts loudest may get attention/resources rather than based on need of output/outcome.	15	Clear and consistent (the process and 'grading') prioritisation based on justified, evidenced (wherever possible), rationale. Acute cost awareness in all that is done by everyone. Prevent any avoidable use of resources (people and money)	6	MT	Focus on maintaining impetus of Strategic Delivery Group. Stakeholder engagement programme drawn up by Head of Communications.	

	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
20	Board and Governance Risks	Changes in Board membership – loss of continuity in leadership and long term vision / strategy	Board does not perform as an effective / cohesive leadership Board. Blend of skill sets and experience within Board do not meet requirements for leadership and governance. Cohesiveness and "team" orientation of Board lost.	15	Training and induction to new members. Programme of continual Board development. Board self-evaluation to consider its own effectiveness.	8	GM / DC	Programme of Board discussion sessions developed to enhance consideration of vision / strategy. Board training and development requirements under consideration.	
21	Board and Governance Risks	Blend of skill sets and experience within Board do not meet requirements for leadership and governance.	Collectively, Board does not have adequate coverage of skills and experience to deliver required leadership to organisation or governance scrutiny over Management Team.	15	Ongoing Board appraisal by Convener to identify skillsets, experience and preferences of members. Board training and development. Skills assessment by convener to support Board recruitment.	8	GM	Schedule of Board discussion sessions, including some reviews of governance arrangements, in place to support Board development. Board will also be central to Organisational Development approach and ongoing training.	
22	Board and Governance Risks	Decisions by Board challengeable because insufficient info; over time a failure to consider right issues	Erosion of confidence in Authority and significant impact on professional reputation of Authority. Distraction from delivery of strategic objectives though dealing with challenges.	15	Must ensure quality control arrangements in place for DM papers and other Board papers. MT keep forward look of Board papers under review and Directors to sign off papers.	8	GM	Arrangements for legal support to Planning Committee have been revised to provide additional support to decision making.	
23	SG Policy and External	Successful legal challenge to LP	Uncertainty around some high profile potential developments. Impact on organisational reputation.	15	Develop "what if" contingency plans and communication plans to manage eventuality. Continue to seek qualified legal support in dealing with challenge.	8	MF	Situation with Local plan continues to be very closely monitored by senior management, with support of legal advisors as required.	
24	SG Policy and External	Significant political change e.g. Scottish independence referendum, Scottish Parliament election	Engagement work with existing Ministers may be lost. Work and achievements of the Authority may be lost in higher profile media exposure of referendum and elections. Potential change in strategic political directions.	15	Engagement with all political parties to raise awareness of work in NP and also understand potential shifts in direction. Cultivate appropriate media channels and consider timing and placement sought of stories.	8	GM	Ongoing programme of engagement with all political parties underway and further event sin development.	

	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
25	Delivery	Inadequate management and control of brand and brand development leads to loss of brand value.	Diminishment of brand value and brand focus. Loss of reputation for the NP and NPA.	15	Ensure appropriate criteria are in place for assessment of brand use applications and monitoring of use. Ensure adequate staff in place to undertake essential brand management activities.	6	FvB	Brand Development Group focus on development and management of the brand. Brand Charter in place and greater engagement with brand users is expected through the MIY campaign. Potential merchandising partnership is being explored. Responsibility now sits with C&E team.	
26	SG Policy and External	Pressure for economic growth makes it difficult to give due regard to other NP priorities.	Expectation of prioritisation of economic development focussed applications over others. Negative impact on reputation of the Authority.	15	Ensure planning decisions taken clearly against Local Plan Policies. Ensure economic development strategy is developed in compliance with wider NP priorities.	5	MF	Economic development strategy about to go out for consultation and seeks to highlight a range of potential action and balance of priorities. Work ongoing on development management systems.	
27	SG Policy and External	National infrastructure projects may be imposed on the NP and impact on other priorities.	Potential to deliver Corporate Plan outcomes may be restricted or minimised by national policy decisions.	15	Resource allocation required to have staff in place to influence developments within NP at a national level. Prioritise engagement work of Board and Chief Executive to influence at national political level to either shape decisions within the NP or remove NP from impact entirely.	8	MT	Regular liaison meetings with Scottish Government aim to identify any potential national strategic projects at an early stage. Chief Executive has held a range of meetings with senior colleagues to determine overall strategic landscape which may impact on NP delivery objectives.	
28	Delivery	Climate change agenda is not fully adopted into development and delivery of policies and projects.	The Authority does not adequately account for cross-cutting policy imperatives such as climate change in its design and delivery of more focused policies and projects. Failure to deliver objectives. Failure to lead by example. Significant reputational loss.	15	Ensure standard policy appraisal and project design processes are established to ensure climate change impacts and/or consequences are brought into consideration. Continue to allocate staff time to cross-organisation Climate Change working group to review Authority's position and delivery.	8	HT	Organisation policies considered by Greening Group. Park delivery prioritised through NPPP with significant climate change action re woodland expansion, river restoration and renewables. 2012/13 20% increase in renewable energy generation capacity	
29								Risk Trend Key:	

	A	B	C	F	G	J	K	L	M
1	Area	Risk: what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	Impact: how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Total Risk Score (1 - 25)	Improvement: What could be done to reduce the risk or reduce the impact of the risk?	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr	Commentary	Risk Trend
30								Impact and or likelihood declining therefore overall risk reducing	
31								Risk assessed as broadly maintaining original assessment of likelihood and / or impact. Risk level maintained.	
32								Impact and / or likelihood increasing. Risk is assessed as becoming more significant as an potential impediment to achieving objectives and more management action needed.	