

CAIRNGORMS NATIONAL PARK AUTHORITY AUDIT & RISK COMMITTEE

FOR DECISION

Title: STRATEGIC RISK MANAGEMENT AND MANAGING HERITAGE HORIZONS RISKS

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Purpose

This paper supports the Audit and Risk Committee's review of the strategic risk management position of the Authority.

The paper also continues to review the handling of risks around the Heritage Horizons programme, following on from the Board meeting in February 2021 and from the announcement by National Lottery Heritage Fund of the allocation of funds to this programme in July 2021.

Recommendations

The Audit & Risk Committee is asked to:

- a) Review the Authority's strategic risk register, agreeing any required amendments or mitigation actions;**
- b) Agree any strategic risk management implications and their potential mitigation arising from the Heritage Horizons programme development.**

Strategic Risk Management Overview

1. The Park Authority's current strategic risk register is attached at Annex I to this paper. This has been updated following consideration by the Board in June 2021 and review by the Senior Management Team (SMT) in August 2021.
2. The Committee is invited to review the position on strategic risk management as set out in the risk register and:
 - a) Consider the adequacy of coverage strategic risk management around achievement of the Authority's current strategic objectives;
 - b) Consider the adequacy and effectiveness of mitigation actions set out in the risk register.

3. The Committee's attention is drawn in particular to risk A14.1 (page 6) "Reputation: One-off, high profile incidents and / or vociferous social media correspondents have an undue influence on the Authority's positive reputation". This is currently graded as continuing at a static / stable (amber) risk level. The SMT review considered it borderline between static and declining (green) risk level with no or very limited recent evidence to suggest there is a significant undermining impact on reputation from social media. The Committee's view on this risk area in particular, within the overview of current risk profile and coverage of the strategic risk register, would be welcomed.

Heritage Horizons Programme Risk Impacts

4. The Board requested that the Committee consider the implications of the Heritage Horizons proposals, including governance and risk management of the programme and their potential implications for the Authority's wider risk management. The initial view of the risk management considerations for a Heritage Horizons programme was presented to the Committee in March 2021 and also submitted as part of the funding bid.
5. Recent Board discussions highlighted the potential risk to the Authority's wider operations from staff turnover, and particularly from turnover in funded delivery projects, where staff may be taken away from other work commitments to bring project activity to an effective close. The Board discussions in this regard drew from experience on the Tomintoul and Glenlivet Landscape Partnership. Risk A28 has now been added to the risk register to reflect these discussions: "Staffing: delivery of key outcomes is impacted by staff turnover, particularly in project teams". While reflecting the Board discussion, this risk is also intended to cover the increased risk on delivery of outcomes posed by an increasing number of, often fixed term, staff recruited to deliver against project outcomes on Heritage Horizons, Cairngorms Capercaillie Project and Ranger Services. This risk addition reflects the first proposed adaptation of the Authority's strategic risk register informed at least in part by the Heritage Horizons project.
6. The Committee is requested to consider the risk management implications for the Authority arising from the development of the Heritage Horizons programme proposals.

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