CAIRNGORMS NATIONAL PARK AUTHORITY
AUDIT & RISK COMMITTEE

FOR DISCUSSION

Title: **RISK MANAGEMENT**

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Purpose

This paper presents an overview of the Authority's risk management activities during the business continuity response to the COVID19 pandemic, within the context of the Authority's approach to strategic risk management.

Recommendations

The Audit & Risk Committee is asked to:
   a) **Note the current approach being taken to risk management as set out in this paper;**
   b) **Review the coverage of the risk register established in support of the Authority's Business Continuity Planning and Management;**
   c) **Consider the appropriateness of the approach to and focus of risk management while in the current BCP led operational circumstances.**

Executive Summary

1.   The Cairngorms National Park Authority has a well-established and embedded approach to strategic risk management. Our most recent strategic risk register is reproduced as part of the Internal Audit Plan for 2020/21 considered elsewhere on the Committee's current agenda and is therefore not reproduced again with this paper.

2.   During the current response to the COVID19 pandemic, the Authority continues to pursue delivery of the established priorities of the Cairngorms National Park Partnership Plan (CNPPP) for 2017 to 2022 and to coordinate work with various partners in delivery of the CNPPP priorities. The Authority therefore continues to plan around delivery of its existing strategic objectives as agreed by the Board and Scottish Ministers and set out in our Corporate Plan for 2018 to 2022. As such, our existing strategic risk register remains a valid overview of the strategic risks which may impact our successful delivery of these objectives.

3.   The current COVID19 responses and restrictions to our previous mode of operations have a wide range of impacts on our operations as an organisation and on our existing

resource deployment plans. For the period of our Business Continuity Plan (BCP) response to date in responding to the COVID19 pandemic, we have taken a decision to establish a specific risk register to map out the various risks faced in our continued delivery of our Corporate Plan objectives. Where appropriate, we have established preventative and remedial measures to act on those risks and hence minimise their likelihood and impact respectively. The current BCP risk register is set out at Annex 1 to this paper.

4.   The BCP Management Risk Register is intended to support the management of the overall strategic risk register through establishing a focused risk management environment for the Authority's operations while we respond and adapt to the COVID19 emergency. It is neither a replacement nor a refresh of the strategic risk register – rather, it establishes an interim risk management approach to a sudden and focused risk escalation across a range of our existing strategic risks and environment. Many of the risks set out in this BCP Risk Register are extensions of the existing strategic risks. In effect, many of the strategic risks have now significantly escalated with the event of the COVID19 pandemic and its impacts, and the BCP Risk Register presents an interim, focused means of managing those key current risk impacts.

5.   The full strategic risk register has not been amended at this stage. Our suggested approach is to continue to monitor and validate the strategic risk register while focusing our immediate risk management on the BCP Risk Register presented. An immediate revision to the strategic risk register while the Authority is only 2 months into the responses to the COVID19 pandemic, and while future directions needed by the Authority over the longer term have yet to be determined, is considered too pre-emptive at this point in time.

6.   As the immediate BCP risk management position is assessed to decline, the full focus will once again be switched to a refresh of the Strategic Risk Register, which will be reviewed in the context of residual BCP management risks. The Authority's management team currently aims to bring a Corporate Plan update report to the Board meeting in September 2020, at which time we will also bring an update on current risk status of our BCP operational position and a full refresh of the Strategic Risk Register.

7.   The Committee is invited to review the coverage of the BCP Risk Register set out in Annex 1 to this paper and also to consider the appropriateness of this approach to and focus of risk management while in the current BCP led operational circumstances.

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