	A	B	C	F	G	J	K	L	M	N
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 (Sep 14)**	**Risk Trend (Mar 14)**
2	**Finance**	Insufficient Funding	Unable to deliver all lines of work and projects implied in Corporate Plan and in NPPPlan.	20	Continue to develop long term financial investment strategies, bringing LEADER, COAT, Scottish Government capital and other bids into overall investment strategies. Develop forward plans to deal with recurrent grant reductions. Ongoing focus on efficiency savings.	12	GM / DC	Forward risk remains. Positive progress to date on Cairngorms LEADER bid by LAG. Currently developing 2014/15 budgets and putting in place arrangements for forward corporate planning cycle. Sensitivity analysis to be developed around 2015 and onward budgets	→→	→→
3	**Internal Organisational Risks**	Insufficient staff capacity to deliver on expectations.	Can be an opportunity as well as a risk. Need to have plans in place to ensure everyone is replaceable. Key programmes/activities could be jeopardised if communications/ understanding are not shared.	20	Regular review at OMG, overseen by MT. Flexibility in year to year staffing levels, monitored by Finance and S&R Cttees. Manage expectations with Board - using delivery reports and highlights of staffing constraints. External contracting of work where appropriate. Added staff investment in 2013	8	GM / DC	Staff capacity has been added over course of 2013/14. As yet too early to determine full results of this. Operational Plans developed to determine delivery potential in light of resources available.	↓↓	↓↓
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. CNPA also piloting role out of improved mobile network with EE to seek to promote importance of improvements to mobile networks in NP.	→→	→→
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	Internal audit review completed with relatively low level improvement recommendations. Further work ongoing in updating and replacing servers and, through LLTNPA, back up arrangements and increased storage capacity.	↓	→

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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 knowledgably 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.	→	→
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.	→	→

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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. Board agreement to Economic Development Strategy.	⬇	⬇
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. Legal advisors have delivered workshop on governance issues with Board and also preparing state aid training for staff. Monitoring suggests no significant unforeseen impact from changing national initiatives at present.	⬇	➡
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. Staff turnover levels now reducing.	⬇	⬇
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. Operational Plans now agreed and in place for 2014/15. Work progressing on establishing call-off contracts to provide additional support in priority areas.	⬇	⬇

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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 now adopted with delivery in progress. Management experience to date suggests a positive staff attitude to change processes rather than their being a distraction from other work priorities.	⬇	⬇
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. Transition position of Cairngorms Business Partnership does represent new strategic risk around strength of our stakeholder relationships with business communities.	➡	➡
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	Shovel ready project investment delivered in 2013/14 in full as planned. Ongoing implementation still being supported. LEADER funding for a Cairngorms LAG now secured. Successful support to COAT for HLF bid.	⬇	➡

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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	CNPA has agreed some ongoing funding support for Community Development Officers in 2014/15. Scottish Government has approved establishment of a Cairngorms LEADER Programme 2014 - 2020. Extent of community capacity and leadership to deliver NPPP priorities still open to question.	↓ (green, down)	↑ (red, up)
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.	→ (amber, right)	→ (amber, right)
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.	→ (amber, right)	→ (amber, right)
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. CBP capacity in transition period which could impact adversely on delivery of economic development aspects of NPPP.	→ (amber, right)	→ (amber, right)

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									M	N
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 now in process of being addressed: since March 2014 the Board has provided a skills baseline one aim of which is to identify training needs.	→	→
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 skill sets, experience and preferences of members. Board training and development. Skills assessment by convener to support Board recruitment.	8	GM / DC	Discussion and workshop / training sessions continuing. Some Board self evaluation undertaken and baseline of skill sets and development needs drawn up. On Board governance training now put in place for Oct 2014 following full review of standing orders and Code of Conduct.	↓	→
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.	→	→

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25	Delivery	Inadequate management and control of brand and brand development leads to loss of brand value.	Dimishment 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 now adopted. Ongoing work on Planning Performance Improvement Framework. Economic growth / economic impact used as a test for project contributions while not being seen to be a barrier to deliver other strands of activity.	↓	→
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	Ongoing monitoring and stakeholder engagement does not indicate any significant near risk of infrastructure projects being imposed on NP nor therefore of impact on other priorities.	↓	→
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	→	→

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29	Reputational	The Cairngorms Economic Development and Diversification Strategy may be seen as wholly the responsibility of CNPA to deliver, rather than a partnership strategy reliant on effective contributions from multiple agencies and organisations.	Any issues arising from delivery or lack of it may be seen as a failing of CNPA alone and have a reputational damage for the authority.	New	Appropriate communications and messaging about the roles of the CNPA within coordinating development of the strategy and in promoting its delivery; take appropriate opportunities to reinforce multiple partner responsibilities for delivery of the aims of the Cairngorms Economic Development and Diversification Strategy.	New		New risk identified during Board discussions of final strategy in June 2014. Board discussion in June 2014 noted potential for some mirroring of themes of strategy with that of the new LEADER programme, which could help in delivery of both Economic Development and LEADER LDS and mitigate risk identified.	New	New
30	**Internal Organisational Risks**	Entering into national contracts and arrgements, for example with UKNP, may restrict the Authority's local operational flexibility.	National contracts and partnership agreements may restrict local flexibility to work with specific partners, engage in specific areas of activity, take up ad hoc opportunities and / or limit ability to work innovatively.	New	Risk assess potential national contracts and partnership opportunities to seek to anticipate potential future restrictive practices and their potential impact on local flexibility. Monitor cost / benefit and operation of all such arrangements to evaluate impact and learn from each to enhance future assessment.	New	GM	Added by Board following considieration of UKNP partnership proposals around merchandising.	New	New
31	Finance	Potential financial risks should there be any LEADER programme funding awards made which are not compliant with Local Development Strategy for which CNPA as lead partner would be responsible.	Financial loss could result in inability to fund agreed priority activities.	New	Ensure appropriate internal control procedures are in place; are overseen effectively by management and subject to regular internal audit.	New	DC	New risk highlighted in development of Local Development Strategy; correspondence with Scottish Government; and flagged up in papers to Board in September 2014.	New	New
32								**Risk Trend Key:**		
33								Impact and or likelihood declining therefore overall risk reducing	(green down arrow)	
34								Risk assessed as broadly maintaining original assessment of likelihood and / or impact. Risk level maintained.	(yellow right arrow)	
35								Impact and / or likelihood increasing. Risk is assessed as becoming more significant as an potential impediment to achieving objectives and more management action needed.	(red up arrow)	