





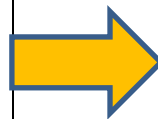








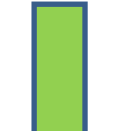
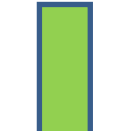




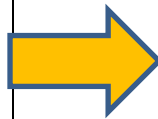
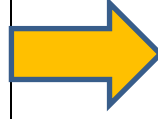
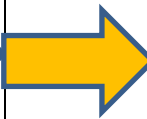

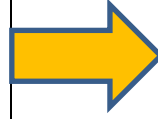
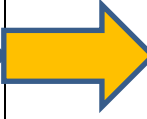


CAIRNGORMS NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER

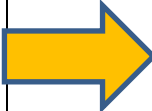
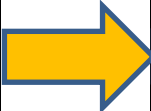
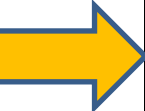
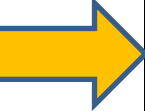
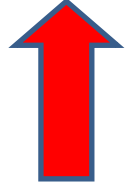
Risk	Ref	Resp	Mitigation	Comments	Trend Feb 16	Trend May 16	Trend Aug 16
Cross-over risks							
Resources: public sector finances constrain capacity to allocate sufficient resources to deliver corporate plan.	A1	DC	Focus resource on diversification of income streams, supporting “delivery bodies” such 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.	Recognised by Board in December 2015 that residual risk may be higher, although subsequent Scottish Government budget allocation has delivered a settlement broadly in line with Corporate Plan expectations. Trend gives Board assessment. Post-election spending review period leaves this risk at high.			
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.	Spending Review settlement for 2017/18 favourable for CNPA. Post-election spending review period heightens this risk significantly			
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.	No significant change to Board due until September 2017. Broad agreement on direction on next NPPP.			

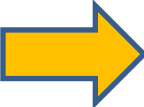

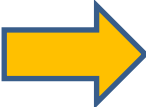



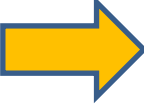
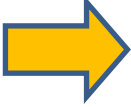

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit and Risk Committee Paper 5 Annex I 16/09/16

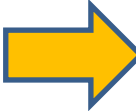

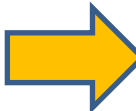
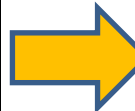

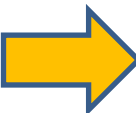
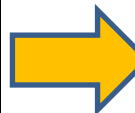
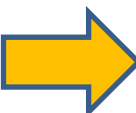
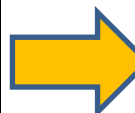
Risk	Ref	Resp	Mitigation	Comments	Trend Feb 16	Trend May 16	Trend Aug 16
Staff and Communications: staff work not sufficiently prioritised toward Corporate Plan objectives.	A4	DC	Appraisal and monitoring systems combine to provide effective and complementary feedback on staff and corporate performance.	Full analysis of staff resource allocation against operational plan completed for 2016/17. Review business planning methodology for 2017/18.			
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.	Partnerships growing in strength specifically Cairngorms Nature, Active Cairngorms, NPP Delivery Group and CLAG			
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 away-days 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.	Staff survey results show positive improvement across all measures compared with previous results. Plans in place for staff development event in May 2016 to build on adoption Mission and Vision of CNPA. Work underway on revised Organisational Development Strategy.			

Risk	Ref	Resp	Mitigation	Comments	Trend Feb 16	Trend May 16	Trend Aug 16
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.	Good staff survey results show significant buy-in to the work of the CNPA. May 2016 staff development event focusing on staff engagement in wider work of the Authority. Work underway to develop Organisational Development Strategy phase 2.			
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. Potential to enhance reputation over summer of 2016 following Cairngorms Nature Festival and highlighting other operational achievements.			
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 and Operational Management Group have agreed an approach to focus on high risk project delivery and also review project closure and lessons learned.			

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit and Risk Committee Paper 5 Annex 1 16/09/16

Risk	Ref	Resp	Mitigation	Comments	Trend Feb 16	Trend May 16	Trend Aug 16
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	HT	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; SG proposals for interim management of Crown Estate emphasises business continuity; no further change.			
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.	Proposed new risk for incorporation – LEADER / Cairngorms Trust update paper to June Board. Internal audit due to report in Autumn 2016; Scottish Government Monitoring and Accreditation review feedback expected prior to Audit Committee meeting in September 16.			
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.	More active review of financial consequence of LEADER project funding awards by Authority now agreed with Local Action Group.			
Specific Service Risks							

Risk	Ref	Resp	Mitigation	Comments	Trend Feb 16	Trend May 16	Trend Aug 16
Partnerships: Conservation partnerships, crucial to delivery of priorities across land owned by others, are not formed or sufficiently developed to deliver conservation priorities.	C1	HT	Prioritise investment of time in establishing and maintaining working relationships; develop clear focus on required partnerships, their purpose, objectives and resources	Land management forums reviewed & CDAG role refreshed; Moorland Partnership progressing; growing relationships with individual estates re woodland expansion proposals; Partnership Plan consultation opens up discussion on priorities; no further change			
Staff and communications: partners' staff are not engaged with or do not buy into the Authority's conservation priorities.	C2	HT	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 discussions reaffirming shared priorities of partner organisations.			
Partnerships: competing priorities act to prevent or delay delivery of Cairngorm and Glenmore Strategy and Active Cairngorms Strategy.	VI	HT	Regular partner contact and early joint planning for delivery priorities, seek to expose potential conflicts at early stages and collaborate to identify remediation.	Active Cairngorms Partnership developing in strength and securing financial and delivery commitments. Cairngorm and Glenmore Strategy agreed among partners and team focused on delivery mechanisms			

Risk	Ref	Resp	Mitigation	Comments	Trend Feb 16	Trend May 16	Trend Aug 16
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	HT	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			
Resourcing: Ongoing maintenance is not adequately resourced to maintain infrastructure networks.	V3	HT		Added by Audit Committee Feb 16. Significant unfunded resource requirement to develop proactive programme of path maintenance. Work underway with COAT to jointly develop income streams and maintenance programme			
Resources and Partnerships: the broad partnership, policy combination and financial resources required to address challenges of housing delivery are not sufficient.	R1	MF	Strategic focus on establishment of the partnership approach, policy changes and resources required in development of next NPP.	Work has progressed on developing evidence base for National Park Partnership Plan consultation and this will be used as the basis for new strategic partnerships.			
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.	Good progress made in Tomintoul and Glenlivet. Almost all communities now have Community Action Plans in place and used to priorities investments			

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.

Reference key: “A” items are risks impacting on all aspects of the Corporate Plan; “C” items are Conservation only risks; “V” risks relate specifically to Visitor Experience; “R” risks relate to Rural Development risks.