



# Cairngorms National Park Authority

Business Risk Assessment Workshop  
11<sup>th</sup> December 2008

This report and the work connected therewith are subject to the Terms and Conditions of the contract between CNPA and Deloitte LLP. The report is produced solely for the use of CNPA. Its contents should not be quoted or referred to in whole or in part without our prior written consent except as required by law. Deloitte LLP will accept no responsibility to any third party, as the report has not been prepared, and is not intended for any other purpose.

# Contents

Executive Summary	1
Introduction & Objectives	3
The Workshop Process	4
Business Objectives	6
Detailed Analysis of Results	
• Summary of Findings	7
• Risk Consequence	8
• Risk Likelihood	9
• Risk Impact	10
Next Steps	13
Statement of Responsibility	14
Appendix 1 – Risk Scoring Methodology	15
Appendix 2 - ANZ Methodology – Risk Ratings	16
Appendix 3 – ANZ Methodology – Risk Actions	17
Appendix 4 – List of all risks	18

# Executive Summary

## Background

In 2004, Cairngorms National Park Authority (CNPA) attended a risk management workshop facilitated by Deloitte in order to develop its risk register. The workshop was attended by representatives from both non-executive and executive management. The group of 7 attendees discussed and voted upon the 77 risks they identified which was used to populate the risk register and inform its risk management strategy.

The purpose of the 2008 risk workshop was to review and refresh the risk register whilst taking a fresh approach to the existing risk management strategy.

The December 2008 risk workshop was attended by representatives from both non-executives and executive management. The group of 7 participants brought a wide variety of perspectives to our discussions and allowed extensive discussion and debate on the risks faced by the organisation. There was active participation by workshop attendees with particular attention focused on the discussion of the organisation's business risks and on the results generated on the day.

Prior to the risk workshop, delegates were sent a participant pack detailing the content and format of the workshop. Delegates were also asked to identify and provide details of the risks to the achievement of objectives prior to the workshop, with 83 risks being identified prior to the workshop over and above the existing 21 risks contained within the CNPA risk register.

## Risk Identification and Analysis

During the workshop, a further 12 risks were added through discussions with attendees and 14 risks were removed as these were considered to be duplicate. 8 risks were amended. All remaining 102 risks were voted on in terms of both likelihood and significance. The categories and number of risks identified following this process are detailed below.

Political	Financial	HR	Operational	Training	Reputational	IT
14	10	14	46	4	9	5
14%	10%	14%	45%	3%	9%	5%

As can be seen from the table above, operational risks were prevalent in number, followed by HR and political risks.

# Executive Summary

## Voting Results and Risk Profile

The purpose of the workshop was to review the risk profile of the organisation based on the newly added risks and those already included within the risk register. From that point, the management team would take a decision on the risks to be included within the revised risk register and manage a process of action planning to address the risks and mitigate their likelihood and impact. The top 5 risks identified during this workshop were:

1. The risk that our partners do not contribute the financial resources or support required to deliver the National Park Plan outcomes. *(Risk score of 20.2)*
2. The risk that partners do not commit to deliver their elements of the National Park Plan. *(Risk score of 19.8)*
3. The risk that the National Park Boundary is changed. *(Risk score of 19.5)*
4. The risk that our partners do not demonstrate leadership behaviours in relation to the National Park so that we collectively achieve the Park Plan Vision. *(Risk score of 18.4)*
5. The risk that flagship planning and development cases do not deliver the high standards expected leading to loss in public confidence. *(Risk score of 17.2)*

## Conclusion

Although there were a significant number of risks identified by the attendees as having a high impact on the achievement of the organisation's objectives, no risks were considered as having a very high impact i.e. considered to be inevitable and having an extreme impact on the achievement of its objectives.

Overall, the participants identified and scored 65 out of 102 (64%) risks in the High category, 32 risks (31%) in the Medium category and 5 risks in the Low category (5%). As noted overleaf the key challenges to the organisation are operationally or financially based. Most of the risks are driven by environmental factors such as partners not committing funding or support to National Park aims and reputational damage through public perception of the Authority.

The results of the workshop show strong agreement on the top risks facing the organisation, and many are reliant upon external factors over which the organisation has limited control. As a result, whilst the organisation may not be able to eradicate these risks completely, focused action planning should be able to reduce their effect. More detailed analysis of the relative significance and likelihood of specific risks is included on pages 7 – 12.

# Introduction and Objectives

This report presents the results of the Business Risk Assessment Workshop carried out with members of CNPA on 11th December 2008. Those in attendance were:

Eric Baird – Board Member  
Sue Walker – Board Member  
Jane Hope – Chief Executive  
David Cameron – Head of Corporate Services  
Murray Ferguson – Head of Visitor Services and Recreation  
Hamish Trench – Head of Natural Heritage and Land Management  
Andrew Harper – Head of Economic and Social Development

The objectives of the workshop were to:

- Identify the risks affecting the organisation.
- Assess and prioritise the consequence and likelihood of the most significant risks impacting on the organisation's objectives
- Provide a useful input for the ongoing risk management process and the actions required to address the business risks being faced.

# The Workshop Process

All attendees are requested to consider the risks to the organisation's strategic objectives and be prepared to discuss these at the workshop.



Business Objectives

Business risks directly impact the achievement of business objectives. At the outset of the workshop session, the key objectives of the organisation were discussed and confirmed.

All attendees give their inputs on the key business risks threatening achievement of divisional objectives.

Business Risk Identification

Business Risk Assessment

Once the population of risks is identified, the team use voting software to assess each risk in terms of consequence and likelihood.

The outputs of the risk analysis are then used to develop more detailed action plans to address and improve the management of key risks. The organisation's risk profile will continue to be subject to regular reporting and monitoring.

Action Planning

# The Workshop Process

The following process was undertaken to facilitate the voting process within the workshop, utilising our specialist voting software that provides for anonymous voting and participant interaction. When voting on significance and likelihood, attendees were asked to vote on how the risk would affect the achievement of the organisation's key business objectives.

The Australia and New Zealand risk scoring methodology was used; developed by the Standards Australia organisation, and the risk management methodology that is used across a number of organisations in the Public Sector in Scotland to evaluate risks and for the prioritisation of risks within risk registers. To ensure consistency this methodology was provided to all participants undertaking the voting sessions on the impact and likelihood of risks.

## ***Risk Identification***

We began the workshop itself with a facilitated session to identify/clarify the key risks facing the organisation. This built upon the risks that were provided to us prior to the commencement of the workshop and as detailed with the participant pack. This session also identified a number of additional risks that supplemented the risks originally identified. This ensured a thorough coverage of all key business risk areas and that all participants were aware of and understood all of the risks that would be voted upon.

## ***Prioritising the Risks***

After the risk identification session we moved on to conduct structured voting sessions on the likelihood and significance/impact of the identified risks utilising the voting criteria as detailed at Appendices 1, 2 and 3. This resulted in a clear picture as to the workshop consensus on the priority of the risks facing the organisation.

## ***Risk Management Actions to Date***

The final facilitated session involved a group discussion on assessing whether risk management actions are presently in place, addressing the key risks identified with focus on the most significant risks.

# Business Objectives

Participants were asked to consider risks that could impact on the 46 achievements within the Corporate Plan, the key business objectives for CNPA. However the key objectives, according to the National Parks (Scotland) Act 2000 are:

- To conserve and enhance the natural and cultural heritage of the area.
- To promote sustainable use of the natural resources of the area.
- To promote understanding and enjoyment of the special qualities of the area by the public.
- To promote sustainable economic and social development of the area's communities.



# Summary of Findings

## Voting Consensus

The participants showed strong agreement in the majority of risk areas, with no risks demonstrating spread of opinion between “Extreme” (number 5 in the voting criteria) and “Insignificant” (number one in the voting criteria) or “Almost Certain” (number 5 in the voting criteria) and “Rare” (number one in the voting criteria). This demonstrates that attendees interpreted the impact and likelihood of the risk areas to the organisation in a similar manner.

## Risk Profile

The results of CNPA’s voting identified no risks considered by the organisation as being of very high impact on the organisation’s objectives. When compared to other organisations providing services to the public, this is unusual. However, discussions following the voting session suggested that the results were reliable, with a considered rationale being evident in the group as to the impact of each of the top risks identified.

## Categories of Risk

On page 1, risks have been categorised based on the source of the risk. The main sources of risk within the total pool are related to financial or operational pressures. Operational pressures remain prevalent in the top 25 risks to the organisation (28%). However, political risks are more prevalent within the top risk pool (24%) alongside financial risks (16%) and reputation risks (16%).

When considered against organisations within the same sector, the profile of CNPA’s top 25 risks is similar and reflects the general concerns within the public sector of funding constraints alongside the other core resource for the organisation which is people. Given the objectives of CNPA, it is also appropriate that reputation risks are featured in the top 25 risks, illustrating the importance of the public as key stakeholders and users of services.

## Ability to Manage Risk

In considering CNPA’s ability to manage risk, it is important to assess whether the risks faced are operational or environmental. Many risks facing the public sector are environmental and dependent on Central or Local Government policy or decisions. CNPA’s risk profile shows that its top 25 risks are a mix of both types. For those risks which are process driven (e.g. A lack of public understanding of CNPA objectives), CNPA should set a target risk impact score. Through effective action planning and regular review, the organisation should experience a reduction of the risk impact. Environment risks are more difficult to mitigate. However, many approaches can be taken to these, including effective pro-active engagement with government and funding providers. This will not only increase awareness of the risks at the other bodies, but will allow CNPA to have more insight into potential future changes.

# Detailed Analysis of Results – Risk Consequence

The results of the vote on consequence show that the 20 risks with highest consequence rating currently facing CNPA are as follows. Note that on the scale used 5 = extreme and 3 = moderate.

Rank	Risk	Consequence / Impact
1	Financial resources are not made available by the Government because of their changing priorities leading to an inability to deliver the Corporate Plan.	4.6
2	Managers and staff do not place sufficient regard on the Corporate Plan and the 46 achievements when planning resource deployment, and consequently we fail to deliver a substantial number of achievements by March 2011.	4.6
3	Partners do not commit to deliver their elements of National Park Plan.	4.6
4	Plans are not aligned with Ministerial / political expectation.	4.6
5	Flagship planning and development cases do not deliver the high standards expected leading to loss in public confidence.	4.4
6	Our partners do not contribute the financial resources or support required to deliver the National Park Plan outcomes.	4.4
7	The Authority's limited cash and staff resources are too stretched by 46 differing achievements and consequently we fail to deliver a substantial number of achievements by March 2011.	4.4
8	Lack of a local plan.	4.4
9	Failure to deliver major projects.	4.3
10	CNPA does not achieve the sought after national profile for the park.	4.3
11	Developments which damage the special qualities of the Park through lack of enforcement.	4.3
12	Realignment of the public sector leads to inertia in the bodies required to deliver the Park Plan.	4.1
13	The reputation of CNPA is adversely affected through inadequate enforcement of planning decisions.	4.1
14	Significant IT failure.	4.1
15	The Park's special qualities may be undermined due to Government pressure to encourage development.	4
16	Our partners do not demonstrate leadership behaviors in relation to the NP so that we collectively achieve the Park Plan Vision.	4
17	We work in a way that does not respect the interplay between the various areas of work - silo working.	4
18	Development of a sustainable design guide is delayed to an extent that it is not possible to demonstrate its contribution to supporting consistently high standards in design by 2011.	4
19	Lack of developed Health and Safety policy.	4
20	Lack of project management skills.	4

# Detailed Analysis of Results – Risk Likelihood

The results of the vote on likelihood show that the 20 risks with highest likelihood rating currently facing CNPA are as follows. Note that on the scale used 5 = almost certain and 3 = possible that this will happen.

Rank	Risk	Likelihood	Total Risk (Impact * Likelihood)	Categorisation in Risk Matrix
1	National Park Boundary is changed.	5	19.5	HIGH
2	Lack of public understanding of CNPA objectives.	4.7	16.9	HIGH
3	Our partners do not contribute the financial resources or support required to deliver the National Park Plan outcomes.	4.6	20.2	HIGH
4	Our partners do not demonstrate leadership behaviours in relation to the NP so that we collectively achieve the Park Plan Vision.	4.6	18.4	HIGH
5	Reduction in EU funding for future programmes.	4.4	17.2	HIGH
6	Spread ourselves too thin.	4.4	16.3	HIGH
7	Incorporation of Highland Perthshire into the Park slows or complicates delivery due to further consultation on strategies or policies in that area.	4.4	14.5	HIGH
8	Partners do not commit to deliver their elements of National Park Plan.	4.3	19.8	HIGH
9	Failing to exploit IT functionality.	4.3	14.6	HIGH
10	The rural economy continues to deteriorate.	4.3	14.2	HIGH
11	The complexity of new LEADER arrangements creates too great an administrative burden or deters potential applicants.	4.3	11.6	MEDIUM
12	Staff and Board members fail to change their travel behaviour sufficiently to meet the target reduction in emissions from business travel.	4.3	11.6	MEDIUM
13	Land managers do not buy into the benefits of participating in a more strategic approach to deer management planning resulting in a failure to achieve the stated outcome.	4.1	13.9	HIGH
14	Major external initiatives or enquiries dilute resource availability and have adverse effect on delivery of goals.	4.1	13.9	HIGH
15	The launch and further development of the web portal is compromised due to differing expectations of content and of how it should operate.	4.1	13.5	HIGH
16	A collaborative business model for the Park can not be agreed by the business community and public sector partners or faces difficulty in implementation.	4.1	13.5	HIGH
17	The three Advisory Forums do not help with strategic advice nor with building good stakeholder relations.	4.1	12.3	HIGH
18	CNPA does not achieve the sought after national profile for the park.	4	17.2	HIGH
19	The high targets for business uptake of the Park brand can not be achieved.	4	12	HIGH
20	Some communities may not wish to develop community action plans.	4	8	MEDIUM
21	Flagship planning and development cases do not deliver the high standards expected leading to loss in public confidence.	3.9	17.2	HIGH
22	The Authority's limited cash and staff resources are too stretched by 46 differing achievements and consequently we fail to deliver a substantial number of achievements by March 2011.	3.9	17.2	HIGH
23	Developments which damage the special qualities of the Park through lack of enforcement.	3.9	16.8	HIGH
24	The Park's special qualities may be undermined due to Government pressure to encourage development.	3.9	15.6	HIGH
25	Development of a sustainable design guide is delayed to an extent that it is not possible to demonstrate its contribution to supporting consistently high standards in design by 2011.	3.9	15.6	HIGH

# Detailed Analysis of Results – Risk Impact

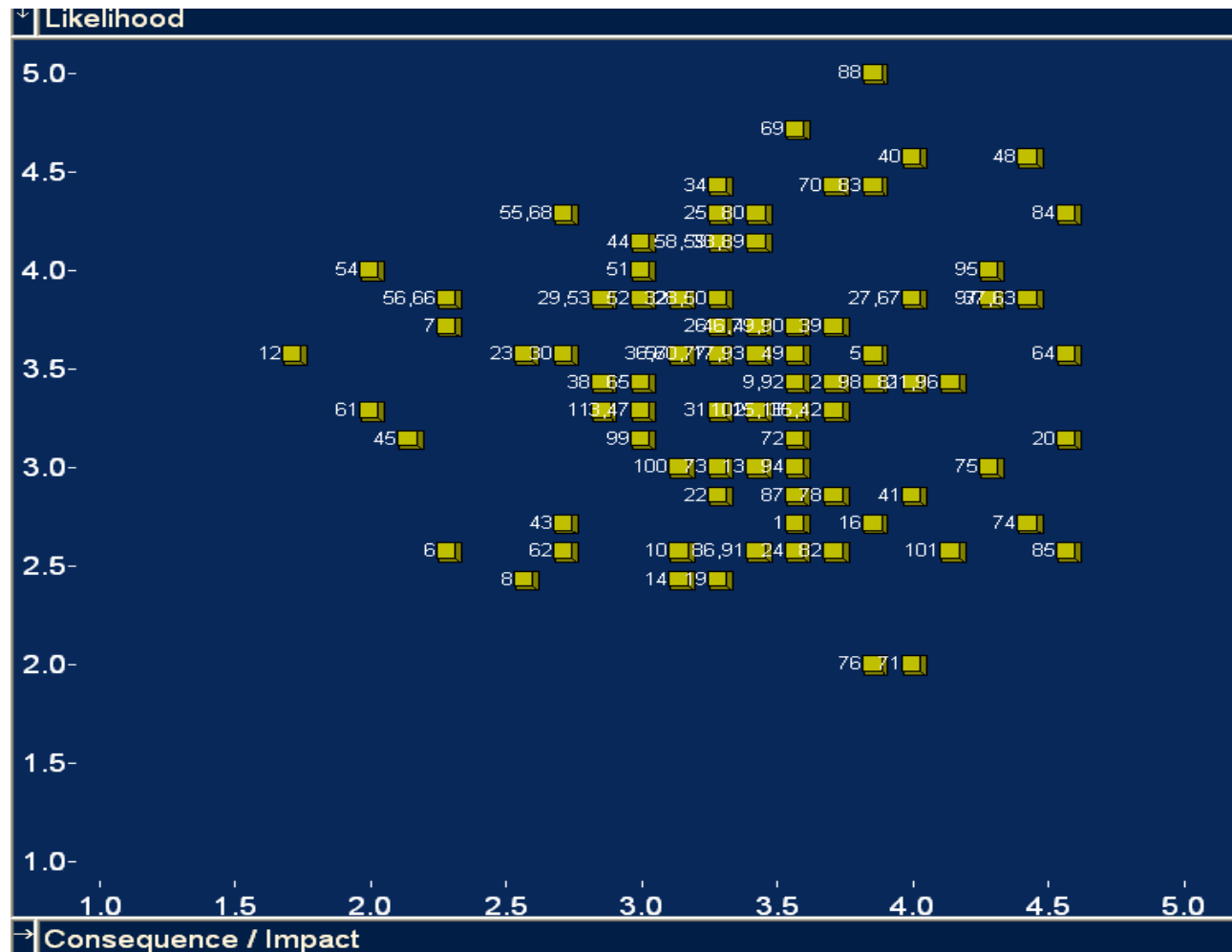
Multiplying risk consequence by likelihood gives an indication of the combined impact of any particular risk and this table shows the top 20 risks when viewed on this basis.

Rank	Risk	Consequence / Impact	Likelihood	Total Risk (Impact * Likelihood)
1	Our partners do not contribute the financial resources or support required to deliver the National Park Plan outcomes.	4.4	4.6	20.2
2	Partners do not commit to deliver their elements of National Park Plan.	4.6	4.3	19.8
3	National Park Boundary is changed.	3.9	5	19.5
4	Our partners do not demonstrate leadership behaviors in relation to the NP so that we collectively achieve the Park Plan Vision.	4	4.6	18.4
5	Flagship planning and development cases do not deliver the high standards expected leading to loss in public confidence.	4.4	3.9	17.2
6	The Authority's limited cash and staff resources are too stretched by 46 differing achievements and consequently we fail to deliver a substantial number of achievements by March 2011.	4.4	3.9	17.2
7	Reduction in EU funding for future programmes.	3.9	4.4	17.2
8	CNPA does not achieve the sought after national profile for the park.	4.3	4	17.2
9	Lack of public understanding of CNPA objectives.	3.6	4.7	16.9
10	Developments which damage the special qualities of the Park through lack of enforcement.	4.3	3.9	16.8
11	Managers and staff do not place sufficient regard on the Corporate Plan and the 46 achievements when planning resource deployment, and consequently we fail to deliver a substantial number of achievements by March 2011.	4.6	3.6	16.6
12	Spread ourselves too thin.	3.7	4.4	16.3
13	The Park's special qualities may be undermined due to Government pressure to encourage development.	4	3.9	15.6
14	Development of a sustainable design guide is delayed to an extent that it is not possible to demonstrate its contribution to supporting consistently high standards in design by 2011.	4	3.9	15.6
15	Failing to exploit IT functionality.	3.4	4.3	14.6
16	Incorporation of Highland Perthshire into the Park slows or complicates delivery due to further consultation on strategies or policies in that area.	3.3	4.4	14.5
17	Financial resources are not made available by the Government because of their changing priorities leading to an inability to deliver the Corporate Plan.	4.6	3.1	14.3
18	The rural economy continues to deteriorate.	3.3	4.3	14.2
19	Dissatisfaction with and legal challenge to, planning decisions.	3.9	3.6	14
20	Realignment of the public sector leads to inertia in the bodies required to deliver the Park Plan.	4.1	3.4	13.9

# Detailed Analysis of Results – Risk Impact

The scatter graph below shows the distribution of the risks assessed during the workshop. The distribution of the risks is broadly similar to other organisations, although the placement of risks in relation to consequence were ranked higher than those for likelihood.

It is noted that no risks were identified and scored in the very high risk categories that would place them in the extreme corner of the upper-right quadrant of the graph that would necessitate urgent management action.



# Detailed Analysis of Results – Risk Impact

The top five risks fall in the upper right quadrant of the scatter graph. In the absence of effective risk management, these risks are considered to have a high impact on the achievement of business objectives.

The top five risks rated are as follows (the number in brackets is the reference to the graph on page 11):

- Our partners do not contribute the financial resources or support required to deliver the National Park Plan outcomes (Risk 48).
- Partners do not commit to deliver their elements of the National Park Plan (Risk 84).
- The National Park Plan boundary is changed (Risk 88).
- Our partners do not demonstrate leadership behaviours in relation to the NPP so that we collectively achieve the Park Plan vision (Risk 40).
- Flagship planning and development cases do not deliver the high standards expected leading to loss in public confidence (Risk 37).

# Next Steps

Our workshop identified a number of risks which were assessed by the participants on consequence and likelihood. The top 25 risks were identified which are documented on page 10 and have been assigned a total risk score based on the results of the voting. However in order to ensure that these risks are adequately managed there is further input required by the members of CNPA.

The proposed next steps following on from the Risk Workshop are as follows:

- The results of the Risk Workshop should be fully communicated to all participants and other colleagues as appropriate
- The top 20 risks (or those which fall within the criteria set in the Risk Management Strategy) should be taken forward formally within the Risk Register and an assessment of risk management actions / responses developed through subsequent management and Board meetings as part of the ongoing risk management process
- The outputs of the Risk Workshop should be used, in conjunction with discussions with senior management, to inform the basis of the 2008/09 Internal Audit Plan

Some of the initial internal areas which management may wish to consider arising from the workshop include:

- The level of assurance CNPA has over their financial resources in the coming years
- The programme for delivery of the Corporate Achievements
- The project management abilities of the organisation
- Staff development and the potential impact given limited resources
- Succession planning
- Adequacy of IT systems

# Statement of Responsibility

## Statement of Responsibility

We take responsibility for this report which is prepared on the basis of the limitations set out below.

The matters raised in this report are only those which came to our attention during the course of our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of internal audit work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices. We emphasise that the responsibility for a sound system of internal controls and the prevention and detection of fraud and other irregularities rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify all circumstances of fraud or irregularity. Auditors, in conducting their work, are required to have regards to the possibility of fraud or irregularities. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas as identified by management as being of greatest risk and significance and as such we rely on management to provide us full access to their accounting records and transactions for the purposes of our audit work and to ensure the authenticity of these documents. Effective and timely implementation of our recommendations by management is important for the maintenance of a reliable internal control system.

**Deloitte LLP**  
**January 2009**

*In this document references to Deloitte are references to Deloitte LLP.*

*Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 2 New Street Square, London EC4A 3BZ, United Kingdom.*

*Deloitte LLP is the United Kingdom member firm of Deloitte Touche Tohmatsu ('DTT'), a Swiss Verein whose member firms are separate and independent legal entities. Neither DTT nor any of its member firms has any liability for each other's acts or omissions. Services are provided by member firms or their subsidiaries and not by DTT.*

*©2009 Deloitte LLP. All rights reserved.*



# Appendix 1 – Risk Scoring Methodology

The Australia and New Zealand risk scoring methodology is used across the Public Sector in Scotland to evaluate risks and for the prioritisation of risks within risk registers. To ensure consistency this methodology was provided to all participants undertaking the voting sessions on the impact and likelihood of risks. The scales are as follows:

Consequence	Score	Likelihood
Extreme	5	Almost Certain
Major	4	Likely
Moderate	3	Possible
Minor	2	Unlikely
Insignificant	1	Rare

Note that the ANZ Methodology also provides guidelines for converting consequence and likelihood scores into risk ratings and actions. These aspects of the methodology are shown at Appendices 1, 2 and 3.

# Appendix 2 – Risk Ratings – ANZ Methodology

The table below shows how the ANZ methodology combines the consequence and likelihood scores to give an overall risk rating.

LIKELIHOOD	CONSEQUENCE / IMPACT				
	INSIGNIFICANT	MINOR	MODERATE	MAJOR	EXTREME
ALMOST CERTAIN	MEDIUM	HIGH	HIGH	VERY HIGH	VERY HIGH
LIKELY	MEDIUM	MEDIUM	HIGH	HIGH	VERY HIGH
POSSIBLE	LOW	MEDIUM	MEDIUM	HIGH	HIGH
UNLIKELY	LOW	MEDIUM	MEDIUM	MEDIUM	HIGH
RARE	LOW	LOW	LOW	MEDIUM	HIGH

# Appendix 3 – Risk Actions - ANZ Methodology

RISK RATING	ACTION REQUIRED TO REDUCE RISK SCORE
LOW	ACCEPT RISK Manage by Routine Procedures
MEDIUM	MANAGEMENT ACTION REQUIRED AS SOON AS REASONABLY PRACTICABLE May require bids for central funding
HIGH	SENIOR MANAGEMENT ACTION REQUIRED Risk Management Steering Group to be informed. Priority for funding
VERY HIGH	IMMEDIATE EXECUTIVE MANAGEMENT ACTION REQUIRED Chief Executive and Corporate Team to be informed. Immediate action plan required. High priority for funding.

# Appendix 4 – List of all risks

Rank	Risk	Consequence / Impact	Likelihood	Total Risk (Impact * Likelihood)	Categorisation in Risk Matrix
1	Our partners do not contribute the financial resources or support required to deliver the National Park Plan outcomes.	4.4	4.6	20.2	HIGH
2	Partners do not commit to deliver their elements of National Park Plan.	4.6	4.3	19.8	HIGH
3	National Park Boundary is changed.	3.9	5	19.5	HIGH
4	Our partners do not demonstrate leadership behaviours in relation to the NP so that we collectively achieve the Park Plan Vision.	4	4.6	18.4	HIGH
5	Flagship planning and development cases do not deliver the high standards expected leading to loss in public confidence.	4.4	3.9	17.2	HIGH
6	The Authority's limited cash and staff resources are too stretched by 46 differing achievements and consequently we fail to deliver a substantial number of achievements by March 2011.	4.4	3.9	17.2	HIGH
7	Reduction in EU funding for future programmes.	3.9	4.4	17.2	HIGH
8	CNPA does not achieve the sought after national profile for the park.	4.3	4	17.2	HIGH
9	Lack of public understanding of CNPA objectives.	3.6	4.7	16.9	HIGH
10	Developments which damage the special qualities of the Park through lack of enforcement.	4.3	3.9	16.8	HIGH
11	Managers and staff do not place sufficient regard on the Corporate Plan and the 46 achievements when planning resource deployment, and consequently we fail to deliver a substantial number of achievements by March 2011.	4.6	3.6	16.6	HIGH
12	Spread ourselves too thin.	3.7	4.4	16.3	HIGH
13	The Park's special qualities may be undermined due to Government pressure to encourage development.	4	3.9	15.6	HIGH
14	Development of a sustainable design guide is delayed to an extent that it is not possible to demonstrate its contribution to supporting consistently high standards in design by 2011.	4	3.9	15.6	HIGH
15	Failing to exploit IT functionality.	3.4	4.3	14.6	HIGH
16	Incorporation of Highland Perthshire into the Park slows or complicates delivery due to further consultation on strategies or policies in that area.	3.3	4.4	14.5	HIGH
17	Financial resources are not made available by the Government because of their changing priorities leading to an inability to deliver the Corporate Plan.	4.6	3.1	14.3	HIGH
18	The rural economy continues to deteriorate.	3.3	4.3	14.2	HIGH
19	Dissatisfaction with and legal challenge to, planning decisions.	3.9	3.6	14	HIGH
20	Realignment of the public sector leads to inertia in the bodies required to deliver the Park Plan.	4.1	3.4	13.9	HIGH
21	Land managers do not buy into the benefits of participating in a more strategic approach to deer management planning resulting in a failure to achieve the stated outcome.	3.4	4.1	13.9	HIGH
22	Major external initiatives or enquiries dilute resource availability and have adverse effect on delivery of goals.	3.4	4.1	13.9	HIGH
23	The reputation of CNPA is adversely affected through inadequate enforcement of planning decisions.	4.1	3.4	13.9	HIGH
24	We are unable to show change over the course of the Park Plan period due to inadequate monitoring/data provision which undermines confidence in its delivery.	3.7	3.7	13.7	HIGH
25	Lack of project management skills.	4	3.4	13.6	HIGH

# Appendix 4 – List of all risks

Rank	Risk	Consequence / Impact	Likelihood	Total Risk (Impact * Likelihood)	Categorisation in Risk Matrix
26	The launch and further development of the web portal is compromised due to differing expectations of content and of how it should operate.	3.3	4.1	13.5	HIGH
27	A collaborative business model for the Park can not be agreed by the business community and public sector partners or faces difficulty in implementation.	3.3	4.1	13.5	HIGH
28	Tourism businesses do not engage with the concept of the National Park in a meaningful and effective way.	3.6	3.7	13.3	HIGH
29	Don't satisfy customer requirements.	3.6	3.7	13.3	HIGH
30	Increased second home ownership adversely impacts the sustainability of communities.	3.6	3.7	13.3	HIGH
31	Process associated with the implementation of the Local Plan is ineffective.	3.9	3.4	13.3	HIGH
32	Staff resources become diverted into new initiatives resulting in reduced capability to deliver Corporate Plan achievements.	3.6	3.6	13	HIGH
33	The Local Plan implementation is delayed due to a protracted Local Inquiry process.	3.3	3.9	12.9	HIGH
34	Park Plan implementation structures (Delivery Groups) do not meet user needs and, thus, are less efficient and effective than alternative arrangements.	3.3	3.9	12.9	HIGH
35	Failure to deliver major projects.	4.3	3	12.9	HIGH
36	Partners lose enthusiasm for various engagement mechanisms (Advisory Forums, Delivery Teams) and we therefore lose their 'ownership' of the Park Plan.	3.7	3.4	12.6	HIGH
37	We are perceived as not making a difference.	3.4	3.7	12.6	HIGH
38	The three Advisory Forums do not help with strategic advice nor with building good stakeholder relations.	3	4.1	12.3	HIGH
39	The future 'localising' Board composition diverts us from strategic national park priorities.	3.6	3.4	12.2	HIGH
40	Increased second home ownership in the park will grow, impacting on affordable housing.	3.4	3.6	12.2	HIGH
41	Tourism interests within the Park remain fragmented in the eyes of visitors.	3.3	3.7	12.2	HIGH
42	Key staff leave and recruitment delays result in delays to delivery.	3.7	3.3	12.2	HIGH
43	We keep delivering the "quick win" or easy things to do that are visible without focusing on longer term things that no-one else can deliver.	3.7	3.3	12.2	HIGH
44	Policies which CNPA have agreed are overruled at inquiry.	3.6	3.4	12.2	HIGH
45	We don't deliver sufficient short term achievements to demonstrate progress.	3.4	3.6	12.2	HIGH
46	We do not sufficiently influence changes to SRDP so reducing delivery of the Park Plan - eg reducing regional flexibility.	3.1	3.9	12.1	HIGH
47	The high targets for business uptake of the Park brand can not be achieved.	3	4	12	HIGH
48	Plans are not aligned with Ministerial / political expectation.	4.6	2.6	12	MEDIUM
49	The tourism industry does not pull itself into a pan-park organisation but separates into geographical parts, undermining the park as an entity.	3.6	3.3	11.9	HIGH
50	The sustainable design guide is ignored by developers or cannot be implemented because of a lack of suitable local suppliers.	3.6	3.3	11.9	HIGH

# Appendix 4 – List of all risks

Rank	Risk	Consequence / Impact	Likelihood	Total Risk (Impact * Likelihood)	Categorisation in Risk Matrix
51	Economic constraints mean that housing provision does not meet need.	3.3	3.6	11.9	HIGH
52	The LBBT/CAP initiatives are unable to identify sustainable delivery options that maximise funding input from external sources.	3.3	3.6	11.9	HIGH
53	Lack of a local plan.	4.4	2.7	11.9	MEDIUM
54	CNPA sets the wrong measures of success in the public view.	3.3	3.6	11.9	HIGH
55	Targets for businesses having environmental plans in place are not achieved.	3	3.9	11.7	HIGH
56	We work in a way that does not respect the interplay between the various areas of work - silo working.	4	2.9	11.6	MEDIUM
57	The complexity of new LEADER arrangements creates too great an administrative burden or deters potential applicants.	2.7	4.3	11.6	MEDIUM
58	Staff and Board members fail to change their travel behaviour sufficiently to meet the target reduction in emissions from business travel.	2.7	4.3	11.6	MEDIUM
59	The landscape framework and biodiversity projects slip because staff time is diverted into Local Plan and development management advice.	2.9	3.9	11.3	MEDIUM
60	There is active political and business opposition to a Visitor Payback Scheme, thus undermining delivery.	2.9	3.9	11.3	MEDIUM
61	The Local Plan is not followed up by action to facilitate appropriate development or that investment does not follow due to current economic climate.	3.1	3.6	11.2	HIGH
62	Management of relationship with private estates and land owners.	3.6	3.1	11.2	HIGH
63	Accommodation restrictions adversely affect operational effectiveness.	3.4	3.3	11.2	HIGH
64	Government does not make changes to SRDP resulting in continued low-uptake and a low contribution to delivering the NPP.	3.3	3.3	10.9	HIGH
65	Cultural Heritage funding applications are not successful.	3.6	3	10.8	HIGH
66	Don't identify customer requirements.	3.7	2.9	10.7	MEDIUM
67	Significant IT failure.	4.1	2.6	10.7	MEDIUM
68	A quality pan-park visitor website is not delivered.	3.9	2.7	10.5	MEDIUM
69	Potential significant change in Board membership during 2007 has adverse impact on Board effectiveness.	3.6	2.9	10.4	MEDIUM
70	The status of the park brand is undermined by being offered to businesses which do not come up to the standard.	3.4	3	10.2	HIGH
71	Insufficient resources are secured to implement the objective of 25km of new paths by 2011.	3	3.4	10.2	HIGH
72	We are diverted / distracted by unpredicted national initiatives to the detriment of our delivery in other agreed areas.	3	3.3	9.9	HIGH
73	Land managers do not yet buy into the need for or benefits of climate change mitigation work resulting in inaction and missed economic and environmental opportunities.	2.9	3.4	9.9	MEDIUM
74	We do not have financial resources to support a variety of different DMOs around the Park.	3	3.3	9.9	HIGH
75	Inconsistent internal communications.	3.3	3	9.9	HIGH

# Appendix 4 – List of all risks

Rank	Risk	Consequence / Impact	Likelihood	Total Risk (Impact * Likelihood)	Categorisation in Risk Matrix
76	Staff and members lose enthusiasm and sense of innovation.	3.6	2.7	9.7	MEDIUM
77	Delays in partner timetables or funding results in delays to priority species work.	2.7	3.6	9.7	MEDIUM
78	Scottish Government permit the construction of windfarms within and around the park, impacting on the natural landscape and heritage.	2.9	3.3	9.6	MEDIUM
79	The current economic situation prevents private / voluntary sector engagement and delivery of aspects of the Park Plan.	3.3	2.9	9.6	MEDIUM
80	Too much planning and not enough execution.	3.7	2.6	9.6	MEDIUM
81	CNPA is not seen as a leader regarding climate change issues.	2.6	3.6	9.4	MEDIUM
82	The Board becomes less effective because of the reduced number of members due to recent resignations.	3.6	2.6	9.4	MEDIUM
83	We do not establish an accessible and user-friendly e-planning system in good time.	3	3.1	9.3	HIGH
84	Organisational priorities are not adjusted to align with Local Plan delivery.	3.1	3	9.3	HIGH
85	SRDP (both Rural Development Contracts and LEADER) is not seen as business friendly and that we are not supporting business led projects.	2.3	3.9	9	MEDIUM
86	Partnership agreements required to secure healthy walking groups in every community cannot be established.	2.3	3.9	9	MEDIUM
87	Roll-out of Park Brand is not consistent with existing visitor information, signage and interpretation strategies.	3.4	2.6	8.8	MEDIUM
88	We are too inflexible to consider new initiatives / opportunities in the context of the Corporate / Park Plan.	3.4	2.6	8.8	MEDIUM
89	CNPA cannot establish an agreed route for the Speyside Way extension.	2.3	3.7	8.5	MEDIUM
90	The current 'economic climate' persuades us to divert resources from longer term sustainability commitments.	3.1	2.6	8.1	MEDIUM
91	Some communities may not wish to develop community action plans.	2	4	8	MEDIUM
92	Lack of developed Health and Safety policy.	4	2	8	MEDIUM
93	CNPA becomes distracted by governance issues arising out of the review and loses focus on delivering the Corporate Plan.	3.3	2.4	7.9	MEDIUM
94	Plans are not aligned.	3.9	2	7.8	MEDIUM
95	Visitors will be put off by the perception of a park levy imposed at a time when the tourism market is going to be very competitive because of the economic climate.	3.1	2.4	7.4	MEDIUM
96	Cairngorms LEADER programme becomes divorced from Park Plan priorities.	2.7	2.7	7.3	LOW
97	CNPA is unable to meet its obligations re. SEAs and equality impact assessments without compromising Park Plan delivery.	2.7	2.6	7	LOW
98	The Association of Cairngorms Communities does not manage to assemble a broader funding package and put together a delivery plan that is acceptable to the Board.	2	3.3	6.6	MEDIUM
99	We cannot collectively find sufficient funds to extend the Speyside Way.	2.1	3.1	6.5	MEDIUM
100	We expend too much energy reorganising in response to review.	2.6	2.4	6.2	LOW
101	The management of the Speyside Way breaks down.	1.7	3.6	6.1	LOW
102	Efficient Government savings targets cannot be achieved.	2.3	2.6	6	LOW