

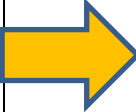













CAIRNGORMS NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER

Risk	Ref	Resp	LL	IM	Mitigation	LL	IM	Comments	Trend
Cross-over risks									
Resources: public sector finances constrain capacity to allocate sufficient resources to deliver corporate plan.	A1	DC	5	5	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.	3 4	3	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.	
Government and Policy: wider national political changes and policy direction force change away from current objectives.	A2	GM	2	5	Invest time in maintaining key government contacts and relationships gaining notice of potential policy shifts.	2	4	Spending Review settlement for 2017/18 favourable for CNPA.	
Governance: Board and changes to membership cause mission drift away from agreed priorities.	A3	GM	4	5	Focus in agendas to maintain overall strategic direction and relevance of papers; Board induction and self-evaluation.	2	4	No significant change to Board due until September 2017. Broad agreement on direction on next NPPP.	
Staff and Communications: staff work not sufficiently prioritised toward Corporate Plan objectives.	A4	DC	3	5	Appraisal and monitoring systems combine to provide effective and complementary feedback on staff and corporate performance.	2	3	Working with Heads of Service to prioritise staff resource allocation in lead up to March budget papers.	

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit and Risk Committee Paper 6 Annex 1 19/02/16

Risk	Ref	Resp	LL	IM	Mitigation	LL	IM	Comments	Trend
Partnerships: key partnership delivery mechanisms do not operate to deliver corporate priorities.	A5	GM	3	5	Regular review of partnerships and stakeholder engagement; review of terms of reference and effectiveness of partnership mechanisms.	2	4	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	4	4	Staff surveys and awaydays 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.	2	3	Preliminary staff survey results show positive improvement across all measures compared with 2013 position.	
Staff and Communications: staff do not buy into or strive to deliver the vision, mission and values of the Authority.	A7	GM	3	5	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.	1	5	Good staff survey results show significant buy-in to the work of the CNPA. Good work done to develop Corporate Plan with the staff.	

Risk	Ref	Resp	LL	IM	Mitigation	LL	IM	Comments	Trend
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	3	5	Focus on media and social media messaging; ensure consistency of message; collaborate with delivery partners to help appropriately profile Authority; influencers opinion surveys.	2	3	Growing on-line profile for CNPA.	
Resourcing: competing project demands (e.g. A9 dualling, development applications) prevent adequate consideration of longer term priorities around delivery of NPPP	A9	MF	5	5	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.	2	4	Management Team and Operational Management Group recognise these pressures in their reporting and planning work and are developing new approaches to address this risk. Key projects have project boards in place.	
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	4	3	Monitor progress of Crown Estates transfer and potential impacts on CNP Partnership operations, taking preventative actions as required.	4	2	Added at Board meeting 11 December 2015. Feb 16 update: discussions held with Crown Estate confirmed match funding arrangements still in place for Landscape Partnership.	

Risk	Ref	Resp	LL	IM	Mitigation	LL	IM	Comments	Trend
Specific Corporate Objective Risks									
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	3	5	Prioritise investment of time in establishing and maintaining working relationships; develop clear focus on required partnerships, their purpose, objectives and resources	2	4	Feb 16: significant staff time invested in land owner communications; moorland partnership statement of purpose agreed	
Staff and communications: partners' staff are not engaged with or do not buy into the Authority's conservation priorities.	C2	HT	3	5	Clear and consistent messaging of CNPA priority and intended outcomes / impacts; clear, prompt and focused responses to partner concerns.	2	5	Feb 16: Workshop with RAFF partner staff held in Nov 15 to align operational staff around delivery of National Park conservation priorities	
Partnerships: competing priorities act to prevent or delay delivery of Cairngorm and Glenmore Strategy and Active Cairngorms Strategy.	VI	HT	4	4	Regular partner contact and early joint planning for delivery priorities, seek to expose potential conflicts at early stages and collaborate to identify remediation.	4	2	Feb 16: Partners agreed consultation documents, public consultation live, regular partnership meetings	
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	4	5	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.	3	3	Feb 16: Full assessment of storm damage to access infrastructure will inform funding prioritisation	

Resources and Partnerships: the broad partnership, policy combination and financial resources required to address challenges of housing delivery are not sufficient.	RI	MF	4	4	Strategic focus on establishment of the partnership approach, policy changes and resources required in development of next NPP.	3	3	Work is progressing on developing evidence base for National Park Partnership Plan 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	4	5	Strategic focus on priorities – geographic and investment needs – to deliver available investment to achieve maximum impact.	3	3	Evidence is being gathered with partners to focus resources on certain key areas of the Park.	

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.