

Risk Register as at November 2007

Date first identified	Risk Identified	Impact	Likelihood	Risk Factor	Action (Track or Treat)	Action Agreed	Responsible Officer	Timescale for action
November 04	Lack of public understanding of CNPA objectives	4.10	4.90	20.10	Treat	Board open evenings, Parklife and opinion polling to measure stakeholder perception of CNPA work. <i>Open evenings extended to include other public sector partners, Parklife questionnaire sent out January 2007 and opinion polling to take place during 2008. FvB 8/3/07</i>	FvB	Ongoing
November 04	Spread ourselves too thin	4.40	4.30	18.90	Treat	Manage through budget allocations reflecting priorities, operational plans and job plans. <i>Risk still valid with actions ongoing through 2007/08.</i>	DC / MT	2007-2008
November 04	Lack of developed Health & Safety Policy	3.70	5.00	18.50	Treat	Comprehensive Policy on Health & Safety and Fire Risk Assessment. <i>Consultant report highlight H&S issues generally low risk. Arrange for internal audit review of progress DC Apr. 07 Internal audit undertaken and now following up recommendations DC Oct 07</i>	DC	March 2006
November 04	Management of relationship with private estates and land owners	4.00	4.60	18.40	Track	Develop policies to support integrated land management plus estate seminars, crofter groups and estate visits. Set up estates communication group. <i>Land ownership data crucial – being looked at through SEARs project. MT Oct 07</i>	DB	2006-2007
November 04	Inconsistent internal	3.90	4.30	16.80	Treat	Define and refine core messages and	FvB / DC	Ongoing

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit Committee Paper 9 Annex 1 19/03/08

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	communications					ensure these are widely understood by staff through staff meetings and away days. Staff Consultative Forum. <i>Core messages prepared and circulated to all staff and board members in January 2007, staff survey carried out in Spring 2006 and regular team meetings and away days held with positive feedback from staff. FoB 8/3/7</i>		
November 04	Lack of a local plan	3.30	4.90	16.20	Treat	Local Plan consultation being carried out. <i>along with further research on housing policy and review of timetable required to produce a fit for purpose local plan DM 13/7/06</i>	DM	2006-07
November 04	Failure to deliver major projects	4.10	3.60	14.80	Track	Monitor progress through quarterly operational plan reviews. <i>Key performance measures built into Operational Plan and balanced scorecard developed. DC 28/11/06 Significant individual projects have embedded risk management strategy and risk registers. MT 20/02/07 Corporate Plan reviews shows outcomes generally achieved. No evidence of risk being realised. MT Oct 07</i>	MT	Ongoing
November 04	Plans are not aligned	4.10	3.60	14.80	Treat	Manage through the corporate planning process, <i>and consultation on both plans. MT July, Board paper Aug, to take review. JH 17/7/06 and Bd discussions</i>	JH	Ongoing

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit Committee Paper 9 Annex 1 19/03/08

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						<i>on LP in early 2007 JH 20/2/07</i>		
November 04	CNPA sets the wrong measures of success in the public view	4.00	3.60	14.40	Treat	Review outcomes and deliverables flowing from strategies and policies and communicate these clearly to public. Especially with regard to National Park Plan. <i>Annual report produced and sent to interested parties in January 2007 and NPP communications plan being prepared FvB 8/3/07</i>	FvB	Ongoing
November 04	Don't identify customer requirements	4.10	3.40	13.90	Track	Clarify through opinion polling and other forms of feedback <i>Advisory forums, pre-board meetings, consultations, media coverage, IGP/Leader+ projects, community liaison/ACCC, public board & planning meetings, all ensure we listen to customer views/requirements FvB 8/3/07</i>	FvB	Ongoing
November 04	Don't satisfy customer requirements	4.00	3.30	13.20	Treat	Greater transparency of working practices and improvement in communications. Future stakeholder analysis to be undertaken by MT. <i>Stakeholder analysis underway involving MT and Board. Partnership working in development and delivery of NPP. MT 20/02/07</i>	MT	Ongoing
November 04	Failing to exploit IT functionality	3.30	4.00	13.20	Treat	Develop IT strategy and review feedback from IT User group. <i>Review issues arising from Nov 06 IT/server</i>	DC	May 2006

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit Committee Paper 9 Annex 1 19/03/08

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						<i>problems and determine whether further action is required .DC 28/11/06 Moving forward with joint IT services project with SNH DC Apr 07.</i>		
November 04	Lack of project management skills	3.70	3.40	12.60	Treat	Training arranged for staff. <i>Project management training implemented during 2006/07. DC 28/11/06 Investment in project management software to support skill development planned by end Mar 07. DC 20/02/07</i>	DC	Ongoing
November 04	Too much planning and not enough execution	3.40	3.60	12.20	Treat	More focused decision making by management team / MT Development. <i>Regular Board review of Op Plan; annual report focus on achievements. JH 17/7/06 Clear leadership to organisation via awaydays etc end 06 early 07 to manage transition to delivery phase; new delivery teams set up with partners. JH 20/2/07</i>	JH	Ongoing
November 04	Reduction in EU funding for future programmes	3.40	3.30	11.20	Track	Provide on-going external funding advice on EU programmes and consider potential replacement funding opportunities. <i>Monitoring development of EU funding programmes for 2007 to 2012. DC Apr 07</i>	DC	Ongoing
July 06	Partners do not commit to deliver their elements of National Park Plan				Treat	Ongoing work between Authority's staff and members with other partner organisations to get their commitment to deliver agreed action plan. <i>External</i>	MT	Ongoing

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit Committee Paper 9 Annex 1 19/03/08

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						<i>delivery teams now being set up to support partner commitment. Stakeholder analysis undertaken by CNPA to refine approaches to partners. MT 20/02/07 Development of NPP Delivery Teams on track MT Oct 07.</i>		
July 06	Plans are not aligned with Ministerial / political expectation.				Treat	Liaison meetings and relationship with sponsor department intended to give "political intelligence" to Authority, while establishing agreed timetables for submission and discussion of corporate and operational plans with Executive. <i>Liaison work ongoing, also recognising change in Minister. MT 20/02/07 Need for liaison with new MSPs and possibly Minister following May elections to Scottish Parliament (Audit Cttee Mar 07) MSPs Local Plan briefing undertaken and Convener seeking to meet with Minister MT Oct 07.</i>	MT	Ongoing
October 06	Roll-out of Park Brand is not consistent with existing visitor information, signage and interpretation strategies.				Treat	Develop risk analysis for roll-out of Park Brand, to ensure risks to various existing and proposed strategies are recognised and required actions to manage the process are documented and followed-up. <i>Professional advice to be sought in relation to managing risks associated with 'family brand' developments (as per 23 Feb Board paper).</i>	AH	

CAIRNGORMS NATIONAL PARK AUTHORITY
Audit Committee Paper 9 Annex 1 19/03/08

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December 06	Potential significant change in Board membership during 2007 has adverse impact on Board effectiveness.				Treat	Added by Audit Committee 15 Dec 06. <i>Develop and deliver an induction programme for Board members. MT 20/02/07 Discuss induction plans with recent appointees (e.g. Nonie, Ross) to learn from their experience (Audit Cttee Mar 07) Board appointments for existing LA nominees extended to end Aug 07 MT May 07</i>	MT	July 07
February 07	National Park Boundary is changed				Track	Continue to monitor Committee review of bill and subsequent parliamentary activity. Any signal of increase in likelihood of change will require consideration of development of implementation plans. <i>Boundary to be part of CNPA 5-year review, which will take place in 2008. MT May 07</i>	MT	Ongoing
February 07	Major external initiatives or enquiries dilute resource availability and have adverse effect on delivery of goals.				Track	Continue to monitor resource allocation through Operational Planning process and monitor delivery of objectives. <i>Has had impact on resources, particularly for Head of Planning and Planning Services. MT Oct 07.</i>	MT	Ongoing