

Risk Register as at 20 February 2007

Date first identified	<i>Risk Identified</i>	Action (Track or Treat)	Action Agreed	Responsible Officer	Timescale for action
November 04	Lack of clarity on priorities	Treat	7 priority 1 goals proposed and agreed in Corporate Plan 2005/08. Deliver through operational plans. <i>Likelihood assessed to have significantly diminished: appraisal / target setting systems in place and Operational Plan monitoring consistently showing priority activities on target. MT 20/02/07</i>	JH	Ongoing
November 04	Lack of public understanding of CNPA objectives	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	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	Treat	Comprehensive Policy on Health & Safety and Fire Risk Assessment	DC	March 2006
November 04	Management of relationship with private estates and land owners	Track	Develop policies to support integrated land management plus estate seminars, crofter groups and estate visits. Set up estates communication group	DB	2006-2007
November 04	Inconsistent internal communications	Treat	Define and refine core messages and 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</i>	FvB / DC	Ongoing

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			<i>meetings and away days held with positive feedback from staff. FvB 8/3/7</i>		
November 04	Staff overload	Track	Monitor through staff appraisal system and feedback; monitor through response to Staff Attitude Survey March / April 06; monitor through HR stats (absences, turnover). <i>Likelihood currently assessed to have reduced: relatively positive staff survey results and no warnings arising from absence monitoring or exit interviews. DC 20/02/07</i>	DC	By August 2006 to review.
November 04	Lack of a local plan	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	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</i>	MT	Ongoing
November 04	Plans are not aligned	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 on LP in early 2007 JH 20/2/07</i>	JH	Ongoing
November 04	CNPA sets the wrong measures of success in the public view	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

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November 04	Don't identify customer requirements	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	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	Treat	Develop IT strategy and review feedback from IT User group. <i>Review issues arising from Nov 06 IT/server problems and determine whether further action is required .DC 28/11/06</i>	DC	May 2006
November 04	Lack of project management skills	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	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 ect 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	Ineffective delegation of responsibilities	Treat	Implementation of staff appraisals and job plans. <i>Appraisal systems and target setting now in place and working effectively.</i>	DC	Ongoing

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			<i>Likelihood of risk now diminished. DC 20/02/07</i>		
November 04	Lack of interchangeability of staff	Track	Staff development plans will allow for movement across groups plus internal vacancy arrangements. <i>Flexibility in staffing supported by secondments between organisations. Dec 07 organisational review finds structure still fit for purpose. MT 20/02/07</i>	DC / MT	Ongoing
November 04	Reduction in EU funding for future programmes	Track	Provide on-going external funding advice on EU programmes and consider potential replacement funding opportunities.	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 delivery teams now being set up to support partner commitment. Stakeholder analysis undertaken by CNPA to refine approaches to partners. MT 20/02/07</i>	MT	Ongoing
July 06	Organisational structure changes impact on delivery, either through loss of direction or reduced morale / motivation.	Track	Delivery monitored through quarterly operational plan review processes, with internal Group communication structures / Staff Forum in place to pick up on any issues arising from structure change. <i>Not now seen as a significant risk: December 06 organisation review undertaken and managed without significant impact on morale or motivation. MT 20/02/07</i>	MT	Ongoing
July 06	Plans are not aligned with Ministerial / political	Treat	Liaison meetings and relationship with sponsor department intended to give "political intelligence" to Authority, while	MT	Ongoing

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	expectation.		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</i>		
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	
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</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.	MT	Ongoing
February 07	Major external initiatives or inquiries 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.	MT	Ongoing