

Cairngorms National Park Authority
Results Spreadsheet from Risk Management Workshop - November 2004

Ref	Risk	Likelihood	Impact	Overall
1	Lack of clarity on priorities	4.30	4.70	20.20
2	Lack of public understanding of CNPA objectives	4.90	4.10	20.10
3	Spread ourselves too thin	4.30	4.40	18.90
4	Lack of a developed Health and Safety policy	5.00	3.70	18.50
5	Management of relationship with private estates / land owners	4.60	4.00	18.40
6	Inconsistent internal communication	4.30	3.90	16.80
7	Staff overloaded	4.40	3.70	16.30
8	Lack of a local plan	4.90	3.30	16.20
9	Failure to deliver major projects	3.60	4.10	14.80
10	Plans are not aligned	3.60	4.10	14.80
11	CNPA sets the wrong measures of success in the public view	3.60	4.00	14.40
12	Don't identify customer requirements	3.40	4.10	13.90
13	Changing population	4.40	3.10	13.60
14	Don't satisfy customer requirements	3.30	4.00	13.20
15	Failing to exploit IT functionality	4.00	3.30	13.20
16	Lack of positive national profile	4.30	3.00	12.90
17	Lack of project management skills	3.40	3.70	12.60
18	Failure to engage with partners	2.70	4.60	12.40
19	Too much planning, not enough execution	3.60	3.40	12.20
20	Bad public relations in a very high profile local environment	3.10	3.90	12.10
21	Ineffective delegation of responsibilities	3.40	3.30	11.20
22	Lack of interchangeability of staff	3.40	3.30	11.20
23	Reduction in EU funding for future programmes	3.30	3.40	11.20
24	Loss of key or specialist staff	3.00	3.70	11.10
25	Failure to hit expenditure targets	4.10	2.60	10.70
26	Climate change	4.60	2.30	10.60
27	Maternity or paternity leave	3.90	2.70	10.50
28	Failure to identify the right partners	2.70	3.90	10.50
29	Too many meetings	4.00	2.60	10.40
30	Park is linked to other questionable initiatives that CNPA does not have good control of.	3.60	2.90	10.40
31	Inadequate staff development opportunities	3.40	3.00	10.20
32	Failure of project management	3.10	3.30	10.20
33	Failure to meet legal duties	2.30	4.30	9.90
34	Backlash on projects	3.40	2.90	9.90
35	Loss of Board enthusiasm leads to decline in participation	2.90	3.30	9.60
36	Inability to justify work as not in "competitive field"	3.30	2.90	9.60
37	Too much bureaucracy	3.00	3.10	9.30
38	Risk of long-term absence	3.00	3.10	9.30
39	Brand name erosion	3.10	3.00	9.30

Cairngorms National Park Authority
Results Spreadsheet from Risk Management Workshop - November 2004

Ref	Risk	Likelihood	Impact	Overall
40	No regard to sustainability issues	2.70	3.40	9.20
41	Travel and road risk	4.30	2.10	9.00
42	Lack of visibility	3.40	2.60	8.80
43	Ageing population	4.60	1.90	8.70
44	Lack of delegation of responsibilities during long periods of absence	3.30	2.60	8.60
45	Insufficient regard to social inclusion issues	2.90	2.90	8.40
46	Change in stakeholder profiles	2.70	3.10	8.40
47	Reputational risk when work is not prescribed but discretionary	3.10	2.70	8.40
48	No consultation in the planning process	2.10	4.00	8.40
49	Conflict between Local Authority and CNPA priorities	2.70	3.00	8.10
50	Variable quality in service delivery	3.30	2.40	7.90
51	Insufficient innovation	3.00	2.60	7.80
52	Local antagonism	3.00	2.60	7.80
53	Unusual working hours	3.70	2.10	7.80
54	Poor value for money as a result of developing procedural guidance within a new organisation	3.00	2.60	7.80
55	Budget cuts by the Scottish Executive	2.10	3.60	7.60
56	Recession	2.40	3.10	7.40
57	Failure to manage public relations	2.00	3.70	7.40
58	Litigation relating to the avoidance of procedures	2.00	3.60	7.20
59	Poor financial management	2.10	3.40	7.10
60	Board / Authority become aloof from community	2.30	3.10	7.10
61	Profile with external funders	2.40	2.90	7.00
62	Failure to recruit due to rural location	2.70	2.60	7.00
63	Lack of suitable external consultants	3.00	2.30	6.90
64	Changing political climate	2.30	3.00	6.90
65	CNPA doesn't anticipate SE policy changes / priorities	2.10	3.30	6.90
66	Fail to meet Executive performance targets	2.10	3.30	6.90
67	Lack of office accommodation	3.30	2.00	6.60
68	Change in Board composition	3.30	2.00	6.60
69	National policy on renewable energy over-riding the CNPA role in balancing conservation and development	2.70	2.30	6.20
70	Failure in duty of care to the public	1.70	3.40	5.80
71	Exploitation of Park values, without reciprocal care, by businesses which can move on.	2.70	2.10	5.70
72	IT failure	2.00	2.60	5.20
73	Disease outbreak	1.40	3.30	4.60
74	Exposure of IT systems to external attack	1.60	2.70	4.30
75	Too much expenditure on external consultants	2.10	1.90	4.00
76	Natural disaster within the Park boundaries	1.00	4.00	4.00
77	Introduction of the Euro	1.10	1.30	1.40