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1	<b>Area</b>	<b>Risk:</b> what may happen, or is already happening, that impacts on the ability of the Authority to deliver its objectives and objectives and implement projects?	<b>Impact:</b> how does the risk I have identified prevent or limit the Authority in delivery of its corporate plan outcomes?	Impact score (1 - 5)	Likelihood score (1 -5)	Total Risk Score (1 - 25)	<b>Improvement:</b> What could be done to reduce the risk or reduce the impact of the risk?	Impact score after action (1 - 5)	Likelihood score after action (1 - 5)	Total Risk Score after action (1 - 25)	Lead Director / Prog Mgr
2	<b>Internal Organisational Risks</b>	Insufficient Funding	Unable to deliver all lines of work and projects implied in CPlan and in NPPPlan.	5	4	20	Continue to develop long term financial investment strategies, bringing LEADER, COAT, Scottish Government capital and other bids into overall investment strategies. Develop forward plans to deal with recurrent grant reductions. Ongoing focus on efficiency savings.	4	3	12	
3	<b>Internal Organisational Risks</b>	Insufficient staff capacity to deliver on expectations.	Can be an opportunity as well as a risk. Need to have plans in place to ensure everyone is replaceable. Key programmes/activities could be jeopardised if communications/ understanding are not shared.	5	4	20	Regular review at OMG, overseen by MT. Flexibility in year to year staffing levels, monitored by Finance and S&R Cttees. Manage expectations with Board - using delivery reports and highlights of staffing constraints. External contracting of work where appropriate. Added staff investment in 2013	4	2	8	
4	IT and Service Development Risks	Broadband and telecom technologies do not develop within the NP as quickly or as fully as we would like.	[Loss of economic development potential in the NP] NPA not able to take advantage of communications technologies in business and organisational development.	4	5	20	Influence broadband development proposals at political (Board) and senior staff levels. Consider wider organisational development taking account of potential broadband development barriers.	4	4	16	
5	IT and Service Development Risks	IT systems failure has a critical impact on the NPAs service delivery.	NPA services fail to meet staff and stakeholder expectations with significant impact on the Authority's reputation.	5	4	20	Continue to build service robustness through shared service arrangements with LLTNPA. Identify key service areas and ensure business continuity plans are in place.	3	3	9	
6	Comms and Reputation Risks	CNPA fails to have enough external support to weather bad news stories.	Events in media became a distraction; erode confidence.	5	4	20	Develop stakeholder engagement strategy to encourage more and more vocal external supporters. Greater focus on difference made by CNPA in delivering positive outputs to form bank of evidence that can be drawn on to defend negative stories.	3	3	9	

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7	<b>SG Policy and External</b>	Pressure for Economic growth difficult to balance against Park's special qualities.	Expectation that work and investment delivering economic growth will take precedence over all other activities. Negative impact on "conservation" and wider reputational credentials of the NPA. Failure to deliver wider strategic outcomes.	5	4	20	Agreeing a balanced corporate plan with Scottish Ministers validates full range of planned outcomes and delivery. Ensure communication approach highlights inter-linked nature of all activities in terms of ultimate economic benefits.	3	3	9	
8	Delivery	The communities within the National Park do not engage with the Authority or buy into their part in delivering the NPPP.	Not able to deliver Corporate Plan priorities around getting involved. Fail to get local communities' support for the objectives and work of the NPA	5	4	20	More actively reinforce role of CNPA in supporting communities and helping them to realise their ambitions. Highlight linkages between CNPA and community development officer network and highlight work being done by CNPA to support communities and Local Action Group in bidding for LEADER funding programme.	4	2	8	
9	Economy	Economy continues to deteriorate and NPA not seen to be seriously addressing a key national policy.	Public support for NPA may fall and funding support be reduced.	5	4	20	Ensure communication approach highlights inter-linked nature of all activities in terms of ultimate economic benefits and emphasises economic benefits of actions taken.	5	2	10	
10	<b>Internal Organisational Risks</b>	Legal challenges to policies or change in legislation, significant national initiatives divert significant staff time and finances from other priorities.	External factors and influences divert focus of attention and resources away from agreed Corporate Plan long-term objectives.	4	4	16	Continue to design policies and preliminary consultation processes as comprehensively as possible, taking legal advice where necessary, to minimise potential for significant challenge.	4	2	8	
11	<b>Internal Organisational Risks</b>	Staff Turnover has an adverse delivery in ability to deliver Corporate Plan	Shortfall in experience to deliver; potential loss of established networks and strategic direction of senior staff	4	4	16	Succession planning including always having a Plan B and C. Training and development investment and appraisal processes to encourage staff to be ready to "step up".	2	4	8	
12	<b>Internal Organisational Risks</b>	Small scale means few options when unexpected happens with insufficient staff capacity to cover sudden added priorities.	Tends to simply mean overtime in short term – in longer term, some work not receiving as much thought. Ongoing overtime can lead to tired, ineffective or demoralised staff.	4	4	16	Develop pool of "on call" consultancy contracts to support staff delivery while building relationships with staff agencies. Prioritise operational plan delivery to identify agreed "drop off" projects to give capacity.	3	3	9	

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13	<b>Internal Organisational Risks</b>	Scale of Organisational Development and associated organisational change processes result in staff being detracted from key priorities / demotivated from scale of organisational change	Staff attention focused too much on consideration of organisational changes and possibly demotivated by changes in role. Possible confusion arising from change in systems.	4	4	16	Clear programme management approach to be implemented to consider timing of all change process and ensure phasing as far as possible. Clear internal communications process on change. Line management reinforcement of priority tasks and responsibilities.	3	2	6	
14	Comms and Reputation Risks	The NPA does not adequately address stakeholder conflict in design and delivery of policies / projects	Project objectives and delivery is not undertaken with an adequate awareness and understanding of potential stakeholder conflicts which could be significantly counter productive beyond the boundaries of the specific project.	4	4	16	Formalise development and reporting of stakeholder engagement analysis to ensure project managers are fully informed of stakeholder positions and these can be accounted for in project design. Stakeholder positions a core element of project reporting.	2	3	6	
15	Comms and Reputation Risks	CNPA fails to deliver against high profile projects e.g. Shovel ready capital investments awarded at First Minister level	Reputation of CNPA at Scottish Government level significantly weakened through failure to deliver high profile projects	4	4	16	explicit identification of project profile and responsible project / programme managers identified to maintain close oversight of delivery. Focused oversight by nominated Director.	4	3	12	
16	Delivery	Community capacity and leadership is not adequate to fully engage in delivery of NPPP.	While the motivation and desire to contribute to delivery and support the NPA is in place, there is insufficient volunteer effort to take forward the communities' support and opportunities to deliver objectives are lost.	4	4	16	Continue to seek to provide financial support for community capacity building and development officer network. Encourage contacts to take a role in community leadership. Support LEADER LAG.	3	2	6	
17	Comms and Reputation Risks	The role of the NP and importance of it is not recognised by young people despite engagement in various CNP(A) led initiatives.	The long term objectives for the NP will not be realised if there is a lack of engagement now with young people which will bring a positive future follow-through in value placed in the NP.	4	4	16	Need to reflect on best communications strategy for such initiatives, particularly where they are being delivered under a number of different organisational "badges".	4	2	8	
18	Delivery	Public may not be fully signed up for "low carbon economy". It can appear to be a more expensive alternative. Government support is variable.	Lack of public support for renewables initiatives. Potential for public to consider actions of Authority as wasting public money or demanding too much (from planning applicants).	4	4	16	Better information from CNPA on renewables and more encouragement to become involved through planning process.	4	2	8	

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19	<b>Internal Organisational Risks</b>	Partner commitment to the NPPP is reduced as a result of capacity pressures (e.g. their reduced budget and staffing)	Does not generate a 'can do' attitude across all. Some will seek to avoid anything that is not core to their day to day survival and think very short term. He who shouts loudest may get attention/resources rather than based on need of output/outcome.	5	3	15	Clear and consistent (the process and 'grading') prioritisation based on justified, evidenced (wherever possible), rationale. Acute cost awareness in all that is done by everyone. Prevent any avoidable use of resources (people and money)	3	2	6	
20	<b>Board and Governance Risks</b>	Changes in Board membership – loss of continuity in leadership and long term vision / strategy	Board does not perform as an effective / cohesive leadership Board. Blend of skill sets and experience within Board do not meet requirements for leadership and governance. Cohesiveness and "team" orientation of Board lost.	5	3	15	Training and induction to new members. Programme of continual Board development. Board self-evaluation to consider its own effectiveness.	4	2	8	
21	<b>Board and Governance Risks</b>	Blend of skill sets and experience within Board do not meet requirements for leadership and governance.	Collectively, Board does not have adequate coverage of skills and experience to deliver required leadership to organisation or governance scrutiny over Management Team.	5	3	15	Ongoing Board appraisal by Convener to identify skillsets, experience and preferences of members. Board training and development. Skills assessment by convener to support Board recruitment.	4	2	8	
22	<b>Board and Governance Risks</b>	Decisions by Board challengeable because insufficient info; over time a failure to consider right issues	Erosion of confidence in Authority and significant impact on professional reputation of Authority. Distraction from delivery of strategic objectives though dealing with challenges.	5	3	15	Must ensure quality control arrangements in place for DM papers and other Board papers. MT keep forward look of Board papers under review and Directors to sign off papers.	4	2	8	
23	<b>SG Policy and External</b>	Successful legal challenge to LP	Uncertainty around some high profile potential developments. Impact on organisational reputation.	5	3	15	Develop "what if" contingency plans and communication plans to manage eventuality. Continue to seek qualified legal support in dealing with challenge.	4	2	8	
24	<b>SG Policy and External</b>	Significant political change e.g. Scottish independence referendum, Scottish Parliament election	Engagement work with existing Ministers may be lost. Work and achievements of the Authority may be lost in higher profile media exposure of referendum and elections. Potential change in strategic political directions.	3	5	15	Engagement with all political parties to raise awareness of work in NP and also understand potential shifts in direction. Cultivate appropriate media channels and consider timing and placement sought of stories.	2	4	8	

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25	Delivery	Inadequate management and control of brand and brand development leads to loss of brand value.	Dimishment of brand value and brand focus. Loss of reputation for the NP and NPA.	5	3	15	Ensure appropriate criteria are in place for assessment of brand use applications and monitoring of use. Ensure adequate staff in place to undertake essential brand management activities.	3	2	6	
26	<b>SG Policy and External</b>	Pressure for economic growth makes it difficult to give due regard to other NP priorities.	Expectation of prioritisation of economic development focussed applications over others. Negative impact on reputation of the Authority.	5	3	15	Ensure planning decisions taken clearly against Local Plan Policies. Ensure economic development strategy is developed in compliance with wider NP priorities.	5	1	5	
27	<b>SG Policy and External</b>	National infrastructure projects may be imposed on the NP and impact on other priorities.	Potential to deliver Corporate Plan outcomes may be restricted or minimised by national policy decisions.	5	3	15	Resource allocation required to have staff in place to influence developments within NP at a national level. Prioritise engagement work of Board and Chief Executive to influence at national political level to either shape decisions within the NP or remove NP from impact entirely.	4	2	8	
28	Delivery	Climate change agenda is not fully adopted into development and delivery of policies and projects.	The Authority does not adequately account for cross-cutting policy imperatives such as climate change in its design and delivery of more focused policies and projects. Failure to deliver objectives. Failure to lead by example. Significant reputational loss.	5	3	15	Ensure standard policy appraisal and project design processes are established to ensure climate change impacts and/or consequences are brought into consideration. Continue to allocate staff time to cross-organisation Climate Change working group to review Authority's position and delivery.	4	2	8	