CNPA
Assurance Mapping
Assurance Areas

Assurance Area	Risk Register Link	Azets suggested assurance need	Detailed Areas
Financial and workforce planning	A1	**High**	Financial Planning and Decision Making including Income/Funding Programmes
	A9.3		Workforce and Capacity Planning
	A11.1		
	A20		
	A29		
Strategic and operational planning and delivery	A1	**High**	Strategic Planning and Decision Making including Nature and Climate Change - National Strategies Delivery
	A16		Operational Planning for Conservation
	A21		Operational Planning, Management and Reporting including Implementation of National Park Tourism Action Plan, corporate plan and NPPP
	A22		NPPP implementation, monitoring and evalution processes
	A24		Corporate Plan implementation - corporate performance framework operation
	A27		Planning Service including delivery, KPI's, compliance with planning conditions and enforcement actions
	A28		Local Development Plan Implementation
			Partnerships and Strategic Outcomes, including community and local development planning
			Environmental Sustainability
			Access authority - statutory obligations
			Effectiveness of Casework Advice in Delivering Strategic Outcomes/Priorities and efficiency of casework processes including monitoring and enforcement
Corporate Governance and Culture	A14.1	**Medium**	Board and Governance Committee Effectiveness
	A21		Board Administration Support Processes
	A22		Risk Management, with specific emphasis on management of COIVD Impact on Service Delivery and Strategic Outcomes
	A9.3		Business Continuity and Disaster Recovery
			Responding to FOI and EIR Requests
			Complaints
			Health and Safety with a specific focus on Management of Risk
			HR Processes including Occupational Health, Absence Management, Investigations, Workoad
			Culture, Values and Behaviours
Recruitment and retention	A12.2	**High**	Recruitment and Retention
	A29		New Start Processes for staff, board members and volunteers
	A28		Staff Performance Appraisal Processes
			Staff Training Processes including specific training for volunteers
Financial Management	A1	**High**	Sound financial Management and Effective Management Accounting (e.g. Budget Management, treasury and cash management, expenditure and creditors, income and receivables including debt management, counter fraud activities)
	A11.1		Non-current Assets including maintenance of the Large Scale Assets
	A16		Payroll, Pensions and other staff payments e.g. travel and subsistence, enhancements
			Procurement Strategy, Processes and Decision Making
	A12.2		Funding Programme Requirements and effective grant management processes (short term)

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Funding Programmes	**A11.1**	**High**	Compliance with Funding Programme Requirements and monitoring/delivery of objectives (long term), excluding those with significant partnership funding
IT and Information Security	**A17**	**Medium**	Information Technology - Strategy and Implementation, including financial decision making for IT
	A20		Information Security including Cyber Security and GDPR Compliance
Facilities management		**Low**	Facilities Management Processes
			Facilities Management Strategy
Communication and Stakeholder Engagement	**A14.1** **A24** **A26** **A12.2**	**High**	Internal and External Communication Processes
			Media Management Processes
			Stakeholder Engagement
			Customer Relationship Management
			Stakeholder Engagement processes for Ministerial and Scottish Government Liaison, specific emphaais on ensuring alignment between national and NPA priorities as part of performance management development and monitoring.
			Education and Learning - Awareness raising activities
Project and Programme Management	**A25** **A28**	**High**	Project and Programme Management
			Programme and Project performance of sponsored / externally funded programmes and key grant funded partner relationships
			Cairngorms 2030: Heritage Horizons Programme delivery and impacts