

CAIRNGORMS NATIONAL PARK AUTHORITY AUDIT & RISK COMMITTEE

FOR DECISION

Title: STRATEGIC RISK MANAGEMENT OVERVIEW

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Purpose

This paper supports the Audit and Risk Committee's review of the strategic risk management position of the Authority.

The paper presents the most recent update to the Authority's strategic risk register, following review of risk management action and position by the Senior Management Team in January 2022.

The paper also presents an update on handling the risks in delivery of the Heritage Horizons programme, together with an update on management of COVID19 business continuity risks to allow the Committee to take assurance over the management of these programme specific risks and adequacy of coverage of the strategic risk register with regard to these strategic programmes.

Recommendations

The Audit & Risk Committee is asked to:

- a) Review the Authority's strategic risk register, agreeing any required amendments or mitigation actions;**
- b) Agree any strategic risk management implications and their potential mitigation arising from the heritage Horizons programme development phase;**
- c) Agree that the COVID19 Business Continuity Risk Register may be reduced to operational management and monitoring status.**

Cairngorms NPA Strategic Risk Management

1. The Park Authority's current strategic risk register is attached at Annex I to this paper. This has been revised to implement changes agreed by the Senior Management Team in January 2022.
2. The Committee is invited to review the position on strategic risk management as set out in the risk register and:

- a) Consider the adequacy of coverage strategic risk management around achievement of the Authority's current strategic objectives;
 - b) Consider the adequacy and effectiveness of mitigation actions set out in the risk register.
3. Management consider that one strategic risk on a consistent downward trend should be closed as a strategic risk to the Authority at this time.
 4. While three further strategic risks are assessed as continuing on a downward trend for some time, the view of management team is that these risks should be retained as open for the time being.
 5. One new risk highlighting increasingly competitive recruitment markets and consequent risks around securing appropriately experienced and qualified staff has been added by the Senior Management Team.

Heritage Horizons Programme Risk Management

6. The Heritage Horizons: Cairngorms 2030 Programme Board has responsibility for risk management of the programme which is currently in its development phase cycle within the National Lottery Heritage Fund system.
7. The Cairngorms NPA Board has requested that the Committee consider the implications of the Heritage Horizons proposals, including governance and risk management of the programme and their potential implications for the Authority's wider risk management. The risk management report to the Heritage Horizons Programme Board meeting of 3 February 2022 is reproduced at Annex 2 to this paper.
8. The Committee is requested to consider the risk management implications for the Authority arising from the current Heritage Horizons Programme risk management.

COVID19 Business Continuity Risk Management

9. The Committee has also received updates over the last two years on the Authority's risk management of our business continuity approaches to the COVID19 pandemic.
10. The business continuity team have reviewed the risk management position of the business continuity approaches over December 2021 and January 2022. The report from that review is reproduced at Annex 3 to this paper.
11. The business continuity team are of the opinion that the management of risk in implementing COVID19 business continuity plans may be removed from strategic focus. As indicated in Annex 3, many of the risks recognised are now assessed as under effective mitigation management and may be removed from the risk register and placed under monitoring (those shaded in grey in Annex 3). Remaining risks within the business continuity risk register appear to map well onto strategic risks retained within the Authority's main strategic risk register and therefore continue under risk management through those processes.

12. Consequently, it is suggested that the Audit and Risk Committee may now remove this aspect of the Authority's risk management work from its strategic level scrutiny on the basis that the business continuity team continue to monitor the risks remaining under management and assess effectiveness of mitigation. Any points of escalation will be brought through the Senior Management Team to the attention of the Committee under normal risk management process.

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