

Project	C2030 Programme
Project Manager	David Clyne
Job title	Head of Cairngorms 2030
Date of last risk review	22-Feb-24

1	Rare (Low)		
2	Unlikely (Low)		
3	Possible		
4	Likely (High)		
5	Almost		

Cairngorms 2030: Programme risk

Period: Q2 2026

Risk ID No.	Date	Risk Description	Impact Description	Impact Level	Probability Level	Priority Level	Trend	Mitigation Strategy	Programme Level RAG Status						Status	Owner	Date of last assessment	Reassessment Date	Forward look to Q3 26
									Q1 25	Q2 25	Q3 25	Q4 25	Q1 26	Q2 26					
7	14/12/2023	Delivery of Transport Scotland funded projects	Transport Scotland/active travel match funding for the programme is not secured at the values or within the timelines required to achieve project objectives.	5	3	15	No change	Transport Scotland funding for 2026/27 remains unconfirmed and there is no confirmed date for notification despite continued engagement, including at Chief Executive level. The uncertainty continues to affect delivery sequencing, partner confidence and the ability to move several infrastructure projects from design into construction. Project teams are progressing design, approvals and preparatory activity wherever possible while the funding decision remains outstanding. Latest update from Transport Scotland positive - revised costs submitted.	Amber	Red	Amber	Amber	Amber	Amber	OPEN	David Clyne	02/09/2026	13/10/2026	Programme will have confirmed position on TS funding. Positive meeting held with TS. Costs resubmitted for assessment with decision likely in September 2026. Team ready for delivery at late notice and contractor in place to start works. Transport project priorities review in progress to respond to funding position Aim to return RAG status to green by year end.
1	14/12/2023	Total programme risk profile	Programme delay or failure. Potential loss of match funding or partner support.	5	3	15	No change	Programme level risk remains Green. The principal areas requiring active management are Transport Scotland funding uncertainty and the new Amber position for Nature Recovery and Peatland Restoration.	Amber	Amber	Green	Green	Amber	Amber	OPEN	David Clyne	02/09/2026	13/10/2026	Future risk confidence remains at amber given uncertainties around transport funding referenced above and other partner funding streams which remain to be finalised. Aim to return RAG status to green by year end.
2	14/12/2023	Future funding profile	Insufficient match funding to meet agreed commitments.	5	3	15	No change	Future risk remains Amber because Transport Scotland funding and several partner match funding streams remain unresolved. The programme cash flow will be updated following confirmation of transport and landscape funding decisions.	Amber	Amber	Green	Green	Amber	Amber	OPEN	David Clyne	02/09/2026	13/10/2026	Match funding updates or delivery secured from public sector partners. Revised cost and match funding plan prepared. Aim to return RAG status to green by year end.
3	14/12/2023	Finance: impact on Park Authority budget management	Park Authority spend agreed at £450k pa.	4	1	4	Improving	No significant impact on the Park Authority budget is currently identified. Potential implications remain within the total agreed programme budget and will be managed through re-profiling and formal change control where required.	Green	Green	Green	Green	Green	Green	OPEN	David Clyne	02/09/2026	13/10/2026	Overall budget management impacts remain within the total agreed budget. Revised cost and match funding plan prepared
4	14/12/2023	Procurement standards	All contracts must meet PCS standards. Possible legal challenge if regulations not met.	3	2	6	Improving	Procurement activity remains in place and is being managed through the agreed programme processes.	Green	Green	Green	Green	Green	Green	OPEN	David Clyne	02/09/2026	13/10/2026	Procurement schedule for Q3 2026 in place
5	14/12/2023	Staffing	Insufficient staff in post impacts project delivery, timescales and outcomes	4	2	8	Improving	No programme wide staffing risk is currently identified, although communications capacity will require active management during wildfire response and planned staff changes in Q3 and Q4.	Amber	Green	Green	Green	Green	Green	OPEN	David Clyne	02/09/2026	13/10/2026	No staff resource issues

6	15/12/2023	Nature Recovery Peatland projects delivery delays	Delays confirming projects and wildfire impacts on Peatland delivery	4	3	12	Deteriorating	Nature Recovery has moved from Green to Amber because woodland projects have not yet been confirmed. The main issue is the gap between available public funding and the actual cost of technically challenging woodland schemes, creating financial liability for landowners. Confirmed projects, costs and approval expected end September 2026 when RAG status moves back to green. Peatland Restoration has been assessed as Amber due to operational risks arising from the July wildfire and associated delivery uncertainty. The project remains on track to achieve its annual outputs through active contingency planning and identification of substitute sites where required.						Amber	OPEN	David Clyne	02/09/2026	13/10/2026	Woodland projects now approved in principle by NLHF. Discussions with project teams give confidence that work is on track to address all issues and return projects to green by end September.
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