

National Park Authority

Corporate Risk Register 2015-16

Approved: June 2015
Progress Update: February 2016



	Category	Risk and Impact	Original Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner	Progress Update
			Impact score	Likelihood score	Total Risk Score			
1.	Reputation and Delivery	<p>Your Park:</p> <ul style="list-style-type: none"> As a result of the supportive Ministerial decision individuals/organisations/groups opposed to byelaws inundate the Park Authority and our partners/sponsor team/media with assertions, FOIs, complaints resulting in staffing resources being diverted to respond rather than focussing on implementing the Your Park proposals and progressing other key Park Authority priorities. NPA is perceived as not managing conflicts or 	5	4	20	<ul style="list-style-type: none"> Continue to highlight that the Your Park proposals encourage wider access to and enjoyment of our lochshores for day and recreational activity visitors. Now that a supportive Ministerial decision has been made, prioritise securing support from key stakeholders to support the delivery of Your Park, particularly FCS in terms of camping development options. Prioritise staff resources into the delivery of a successful Your Park project, and reprioritise other projects, as 	Executive, Project Board and NPA Board	<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement ↑ increased risk ↓ decreased risk</p> <p>Current Status: ↑ Impact – 5, Likelihood – 5 = 25</p> <ul style="list-style-type: none"> Prioritise staffing resources to focus on achievement of Your Park and obtain advice/support from partners. Communications associated with Your Park continue to highlighting great examples of inclusion, education and encouragement in the use of the Park for recreation There continues to be strong support from our key stakeholders; FCS, SNH,

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		<p>matching expectations resulting in damage to reputation.</p> <ul style="list-style-type: none"> • New sites for informal camping, permit based camping or motorhome parking are not secured, resulting in not being able to offer 300 spaces by 2017/18. • Funding of the implementation of Your Park is not sufficient or secured beyond 2016-17. • The volume of work and operational delivery required to manage the Your Park project and any subsequent implementation of changes 				<p>necessary.</p> <ul style="list-style-type: none"> • Identify innovative options for deployment of resources, sharing/streamline services to achieve efficient working. • Present a compelling case that evidences that capital and revenue investment over the next 3-5 years will reduce the long term publicly funded cost of managing these high pressure lochshore sites, increase public health benefits through increased recreational access, significantly improved conservation of our lochshores and support economic development through greater sustainable tourism 		<p><u>Change in risk status in last quarter</u> ↔ no movement ↑ increased risk ↓ decreased risk</p> <p>Police Scotland and our communities.</p> <ul style="list-style-type: none"> • The delivery of Your Park is being planned for 2017/18 with the introduction of fixed penalty notices being implemented in 2016/17. The key workstreams are continuing; <ul style="list-style-type: none"> - Operational resourcing - ELL Byelaw revocation and new Byelaw implementation - Byelaw management, permitted camping and campsite booking system design and implementation - Communications

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		<p>is unsustainable resulting in delays to the project delivery and damage to reputation.</p> <ul style="list-style-type: none"> Partners fail to co-operate in delivering the project or do not support the proposals resulting in damage to reputation and delay in project delivery. 				<p>opportunities. <i>Ref: Annual Operational Objective(s)3.1,3.2</i></p>		<p><u>Change in risk status in last quarter</u> ↔ no movement ↑ increased risk ↓ decreased risk</p> <ul style="list-style-type: none"> Signage Camping Development
2.	Reputation and Delivery	<p>The appointment(s) and changes within the new senior management structure will be staged over a few months and necessitate a period of induction potentially resulting in capacity challenges within the senior team, and/or a requirement to reprioritise current objectives and stakeholders (including</p>	4	5	20	<ul style="list-style-type: none"> Produce a transition/new structure and recruitment plan, incorporating changes to roles and new responsibilities/communications/handover/induction programme. Implement a confident and robust messaging campaign both internally and externally providing reassurance to 	CEO and Convenor	<p>Current Status: ↓ Impact – 3, Likelihood – 2 = 6</p> <p>Although there have been capacity challenges as a result of a limited Executive team, there has not been any reputational damage specifically related to not having the two new Directors</p>

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		staff) feeling unsettled.				<p>stakeholders, staff and Board.</p> <ul style="list-style-type: none"> Continue to seek opportunities to engage with stakeholders and delegate/share responsibility with Heads of Service and other key staff. <p><i>Ref: Annual Operational Objective 2,3,12</i></p>		<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement ↑ increased risk ↓ decreased risk</p> <p>in post.</p>
3.	Financial and Delivery	<p>Significant reduction in SG funding (Grant in Aid and/or Capital) resulting in the inability to deliver NPP and Corporate Plan objectives.</p> <p>NPA does not achieve its aspirations for generating increased/new sources of income/profits or transference of costs to third parties as part of</p>	5	5	25	<ul style="list-style-type: none"> Continue to engage effectively with SG Sponsor Team, SG Ministers to maintain/enhance NPA reputation. Develop strategies to enhance alternative/additional sources of funding and innovative partnership funding models; SG year end/Shovel ready, HLF/LEADER, charging schemes and commercial 	Executive Director of Corporate Services	<p>Current Status: ↓ Impact – 4, Likelihood – 5 = 25</p> <ul style="list-style-type: none"> The 1-year CSR resulted in a 2% cut in revenue grant in aid and a stable £1m in capital grant in aid. Although it remains challenging to achieve a balanced budget this is favourable settlement

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		<p>the commercial development strategy, resulting in real-time reduction in turnover due to reducing availability of public funding thereby limited our capacity/ability to deliver NPA aims.</p> <p>Asset Risk – Gateway Centre:</p> <ul style="list-style-type: none"> NPA fail to secure a new lease with bidder 2 impacting on 2016 revenue budget. NPA unable to commit the 				<p>income</p> <ul style="list-style-type: none"> Continue to deliver on NPP and Corporate Plans objectives to evidence excellence in delivery of SG priorities and National Outcomes. Ongoing focus on and targeting of efficiency savings and continued prioritisation of resources to outcomes which deliver the biggest benefit to Scotland. Continue to engage with other like-minded NPAs and other partners throughout the UK to exploit opportunities for financially attractive joint working. 		<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement ↑ increased risk ↓ decreased risk</p> <p>compared to cuts other non-protected public bodies have experienced.</p> <ul style="list-style-type: none"> There continues to be excellent engagement with our SG sponsor team and RAFF directorate. In light of the appointment of the Director of Estates and Commercial Development and the team, progress is now being made to develop new commercial development opportunities and charging schemes and reducing/transferring costs continues; securing operators for our two most

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		entire allocated project spend by year end. Potential for significant underspend impacting on NPAs ability to deliver the project.				<ul style="list-style-type: none"> • <i>Ref: Annual Operational Objective 10,13,14.1</i> • NPA will implement a new marketing strategy and secure short term occupation of the building in order to minimise operational costs. • NPA have agreed in principle with SE that they will provide additional financial support if required to allow the project to proceed. • NPA will reduce risk of project underspend by seeking to bring forward 2016 project spend. 		<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement ↑ increased risk ↓ decreased risk</p> <p>valuable assets and implementing new parking charges.</p> <ul style="list-style-type: none"> • Key strategic documents and communications are clearly aligned/aligning to SG priorities, National Outcomes and the new "Programme for Government". • Improved financial reporting is identifying opportunities and challenges of achieving efficiencies and increased income. • Strategic level discussions with RAFE partners and West Dunbartonshire Council and following

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4.	Reputation and Financial	NPA does not deliver high-profile projects in accordance with the Project Plan, resulting in damage to reputation and loss/reduction of future funding opportunities.	5	3	15	<ul style="list-style-type: none"> Ensure experienced and competent Project Managers are allocated to all high-profile projects and there is capacity to deliver within the project team. Ensure project management methodologies are embedded, project risks are identified and managed. <p><i>Ref: Annual Operational Objective 3.1,13</i></p>	Executive Project Manager	<p>guidance received from SG's shared services team are enabling opportunities for efficiencies and joint working.</p> <p>Current Status: ↑ Impact – 5, Likelihood – 4 = 20</p> <ul style="list-style-type: none"> All projects have been assessed against a number of criteria; <ul style="list-style-type: none"> - Estimated total project cost - Estimated duration - Relevance to strategic priorities and statutory aims - Organisational impact - Complexity

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5.	Board and Governance	The role and responsibilities of a NPA Board/Committee member are not clearly understood and therefore not consistently adopted by Board members	4	4	16	<ul style="list-style-type: none"> Engage with Board members to provide necessary, relevant and valuable induction, training and development, appropriate to the role as 	Convener, Executive and Governance Manager	<p>Current Status: ↓ Impact – 3, Likelihood – 3 = 9</p> <ul style="list-style-type: none"> The induction of James Stuart and Billy Ronald has

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		resulting in conflicts of interest and personal priorities negatively impacting on the ability of the NPA to progress as a collective towards a shared SG agenda and priorities. Changes in Board membership results in loss of continuity in leadership, Board cohesiveness and direction.				<p>Board/Committee members/chair.</p> <ul style="list-style-type: none"> Provide refresher training on the OnBoard guidance as it relates to NDPB Board members. Implement self-evaluation of Board members, the Board and Committees and carry out annual Board Member appraisals. <p><i>Ref: Annual Operational Objective 11</i></p>		<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement ↑ increased risk ↓ decreased risk</p> <p>followed good practice identified in On Board.</p> <ul style="list-style-type: none"> The internal audit of governance is anticipated to identify good practice and make low grade recommendations. Refresher training on On Board and the Code of Conduct was delivered in December 2015. The Board undertook a self-assessment exercise.
NEW	Financial and Delivery	An incomplete understanding of our titles and burdens on our land and buildings results in the public benefit not being maximised or our accounts not accurately reflecting our assets.	3	5	15	<ul style="list-style-type: none"> The newly established Estates team, with support from the Legal team are prioritising the review of assets and ownership. 	Estates, Governance and Financial Performance Managers	An assets review action plan has been prepared and is being actively progressed and good progress being made by the Estates Manager/Legal Adviser/Financial Performance

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		(N.B. The Land Registration etc. (Scotland) Act 2012 requires all public land to be registered by 2019. Currently the Register of Scotland is advising that 59% of all Scottish properties and about 28% of Scotland's land is registered (1.6 million titles). Other legislative changes including The Community Empowerment (Scotland) Act 2015 and the Land Reform (Scotland) Bill impacts on our publicly owned assets.						<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement ↑ increased risk ↓ decreased risk</p> <p>Manager and reviewed monthly by the Executive team.</p>

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Opportunity

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6.	Policy	Changes to the political landscape, key policies, SG priorities and agenda have a positive impact on the NPA's relevance to addressing National priorities, strategies and outcomes and results in significant benefit to all public sector partners in delivering for Scotland.	4	4	16	<ul style="list-style-type: none"> Continue to ensure that NPP and Corporate Plan objectives are regularly reviewed, updated and clearly articulated to SG priorities and outcomes. Prioritise support for the delivery of the Rural Affairs, Food and the Environment (RAFE) Delivery Board's vision: <i>"Communities, nature and our economy flourishing together"</i> and mission: <i>"...drive alignment and joint delivery between RAFE organisations; prioritise their efforts to secure maximum public good; and embrace new</i> 	CEO	<p>Current Status: ↔ Impact – 4, Likelihood – 4 = 16</p> <ul style="list-style-type: none"> The NPA continues to be appreciated as an NDPB that delivers innovatively and responds quickly to new opportunities. A number of senior officers are actively involved in RAFE projects and groups to drive change, innovation and effective partnership working to deliver improved services to stakeholders.

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						ways to share or deliver services to customers and communities.” Ref: Annual Operational Objective 3.1,14.1		

Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Likelihood				

High
Medium
Low

Acronyms

- HLF – Heritage Lottery Fund
- LEADER – French meaning: Links between actions for the development of the rural economy
- NPA – National Park Authority
- NP – National Park
- NPP Plan – National Park Partnership Plan
- RAFE - Rural Affairs, Food and the Environment
- SG – Scottish Government