## National Park Authority

### DRAFT Corporate Risk Register 2015-16

**Approved:** n/a

<table>
<thead>
<tr>
<th>Category</th>
<th>Risk and Impact</th>
<th>Impact score</th>
<th>Likelihood score</th>
<th>Total Risk Score</th>
<th>Action(s) to transfer, tolerate, treat and/or terminate the risk</th>
<th>Risk Owner</th>
</tr>
</thead>
</table>
| 1.       | Reputation and Delivery | Your Park:  
- As a result of significant negative publicity and other pressures on SG it is decided that it is not appropriate for the Your Park proposals to be brought forward at this time.  
- NPA is perceived as not managing conflicts resulting in damage to reputation.  
- New sites for informal camping, permit based camping or motorhome parking are not secured.  
- Funding of the implementation of Your Park is not secured beyond 2015-16.  
- The volume of work required to manage the Your Park project and any subsequent implementation of changes | 5 | 4 | 20 | - Continue close partnership working to identify and foster excellent SG/Ministerial relationships and resolve or clarify issues at an early stage.  
- Continue to highlight that the Your Park proposals encourage wider access to and enjoyment of our lochshores for day and recreational activity visitors.  
- Continue to focus efforts into managing and seeking backing from key stakeholders to support the delivery of Your Park.  
- Prioritise staff resources into the delivery of a successful Your Park project, and reprioritise other projects, as necessary.  
- Present a compelling business case that evidences that capital and revenue investment over the next 3-5 years will reduce the long term publicly funded cost of | Executive, Project Board and NPA Board |
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<td>is unsustainable resulting in delays to the project delivery and damage to reputation.</td>
<td>Impact score</td>
<td>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 opportunities. Ref: Annual Operational Objective(s)3.1,3.2</td>
<td>CEO and Convenor</td>
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<td></td>
<td>• 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.</td>
<td>Likelihood score</td>
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<td>2. Reputation and Delivery</td>
<td>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 staff) feeling unsettled.</td>
<td>Total Risk Score</td>
<td>• Produce a transition/new structure and recruitment plan, incorporating changes to roles and new responsibilities/communications/handover/induction programme.</td>
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<td>• Implement a confident and robust messaging campaign both internally and externally providing reassurance to stakeholders, staff and Board.</td>
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<td>• Continue to seek opportunities to engage with stakeholders and delegate/share responsibility with Heads of Service and CEO and Convenor</td>
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<td>3. Financial and Delivery</td>
<td>Significant reduction in SG funding (Grant in Aid and/or Capital) resulting in the inability to deliver NPP and Corporate Plan objectives. NPA does not achieve its aspirations for generating increased/new sources of income/profits or transference of costs to third parties as part of the commercialisation strategy, resulting in real-time reduction in turnover due to reducing availability of public funding thereby limited our capacity/ability to deliver NPA aims.</td>
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**Ref:** Annual Operational Objective 2,3,12
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| 4.       | Reputation and Finance | 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 | - Continue to engage with other like-minded NPAs and other partners throughout the UK to exploit opportunities for financially attractive joint working.  
*Ref: Annual Operational Objective 10.13,14.1* | Executive Project Manager |
| 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 resulting in conflicts of interest and personal priorities negatively impacting on the ability of the | 4 | 4 | 16 | - Engage with Board members to provide necessary, relevant and valuable induction, training and development, appropriate to the role as Board/Committee members/chair.  
- Provide refresher training on the OnBoard | Convener, Executive and Governance Manager |
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Opportunity

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6. Policy

Changes to the political landscape, key policies, SG priorities and agenda have a
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|          | 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. | | 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: “Communities, nature and our economy flourishing together” and mission: “…drive alignment and joint delivery between RAFE organisations; prioritise their efforts to secure maximum public good; and embrace new ways to share or deliver services to customers and communities.” | |

*Ref: Annual Operational Objective 3.1, 14.1*
**National Park Authority**

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