

# National Park Authority

## DRAFT Corporate Risk Register 2015-16

Approved: n/a



	Category	Risk and Impact	Risk Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner
			Impact score	Likelihood score	Total Risk Score		
1.	Reputation and Delivery	<p>Your Park:</p> <ul style="list-style-type: none"> <li>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.</li> <li>NPA is perceived as not managing conflicts resulting in damage to reputation.</li> <li>New sites for informal camping, permit based camping or motorhome parking are not secured.</li> <li>Funding of the implementation of Your Park is not secured beyond 2015-16.</li> <li>The volume of work required to manage the Your Park project and any subsequent implementation of changes is unsustainable resulting in delays to</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>Continue close partnership working to identify and foster excellent SG/Ministerial relationships and resolve or clarify issues at an early stage.</li> <li>Continue to highlight that the Your Park proposals encourage wider access to and enjoyment of our lochshores for day and recreational activity visitors.</li> <li>Continue to focus efforts into managing and seeking backing from key stakeholders to support the delivery of Your Park.</li> <li>Prioritise staff resources into the delivery of a successful Your Park project, and reprioritise other projects, as necessary.</li> <li>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 managing these high pressure lochshore</li> </ul>	Executive, Project Board and NPA Board

# National Park Authority

## DRAFT Corporate Risk Register 2015-16

Approved: n/a

	Category	Risk and Impact	Risk Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner
			Impact score	Likelihood score	Total Risk Score		
		<p>the project delivery and damage to reputation.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>				<p>sites, increase public health benefits through increased recreational access, significantly improved conservation of our lochshores and support economic development through greater sustainable tourism opportunities.</p>	
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 staff) feeling unsettled.</p>	4	5	20	<ul style="list-style-type: none"> <li>Produce a transition/new structure and recruitment plan, incorporating changes to roles and new responsibilities/ communications/handover/ induction programme.</li> <li>Implement a confident and robust messaging campaign both internally and externally providing reassurance to stakeholders, staff and Board.</li> <li>Continue to seek opportunities to engage with stakeholders and delegate/share responsibility with Heads of Service and other key staff.</li> </ul>	CEO and Convenor

# National Park Authority

## DRAFT Corporate Risk Register 2015-16

Approved: n/a

	Category	Risk and Impact	Risk Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner
			Impact score	Likelihood score	Total Risk Score		
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 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.</p>	5	5	25	<ul style="list-style-type: none"> <li>Continue to engage effectively with SG Sponsor Team, SG Ministers to maintain/enhance NPA reputation.</li> <li>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 income.</li> <li>Continue to deliver on NPP and Corporate Plans objectives to evidence excellence in delivery of SG priorities and National Outcomes.</li> <li>Ongoing focus on and targeting of efficiency savings and continued prioritisation of resources to outcomes which deliver the biggest benefit to Scotland.</li> <li>Continue to engage with other like-minded NPAs and other partners throughout the UK</li> </ul>	<p>Executive</p> <p>Director of Corporate Services</p>

# National Park Authority

## DRAFT Corporate Risk Register 2015-16

Approved: n/a

	Category	Risk and Impact	Risk Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner
			Impact score	Likelihood score	Total Risk Score		
						to exploit opportunities for financially attractive joint working.	
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	<ul style="list-style-type: none"> <li>Ensure experienced and competent Project Managers are allocated to all high-profile projects and there is capacity to deliver within the project team.</li> <li>Ensure project management methodologies are embedded, project risks are identified and managed.</li> </ul>	Executive  Project Manager

# National Park Authority

## DRAFT Corporate Risk Register 2015-16

Approved: n/a

### Opportunity

	Category	Opportunity and Impact	Opportunity Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner
			Impact score	Likelihood score	Total Risk Score		
5.	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"> <li>Continue to ensure that NPP and Corporate Plan objectives are regularly reviewed, updated and clearly articulated to SG priorities and outcomes.</li> <li>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 ways to share or deliver services to customers and communities."</i></li> </ul>	CEO

# National Park Authority

## DRAFT Corporate Risk Register 2015-16

Approved: n/a

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