

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"> 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 | <ul style="list-style-type: none"> 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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| | <ul style="list-style-type: none">is unsustainable resulting in delays to the project delivery and damage to reputation.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. | | | | 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 | | |
| 2. | Reputation and Delivery | 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. | 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 stakeholders, staff and Board.Continue to seek opportunities to engage with stakeholders and delegate/share responsibility with Heads of Service and | CEO and Convenor |

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| | | | | | other key staff. <i>Ref: Annual Operational Objective 2,3,12</i> | | |
| 3. | Financial and Delivery | 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. | 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 income.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. | Executive Director of Corporate Services |

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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 | <ul style="list-style-type: none"> Continue to engage with other like-minded NPAs and other partners throughout the UK to exploit opportunities for financially attractive joint working. <p><i>Ref: Annual Operational Objective 10,13,14.1</i></p> | |
| 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 | <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 |
| | | | | | | Convener, Executive and Governance Manager | |

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| | <p>NPA to progress as a collective towards a shared SG agenda and priorities.</p> <p>Changes in Board membership results in loss of continuity in leadership, Board cohesiveness and direction.</p> | | | | <p>guidance as it relates to NDPB Board members.</p> <ul style="list-style-type: none"> • 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> | |

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 | | |
| 6. Policy | Changes to the political landscape, key policies, SG priorities and agenda have a | 4 | 4 | 16 | <ul style="list-style-type: none"> • Continue to ensure that NPP and Corporate Plan objectives are regularly reviewed, | CEO |

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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. | | | | <p>updated and clearly articulated to SG priorities and outcomes.</p> <ul style="list-style-type: none">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> <p><i>Ref: Annual Operational Objective 3.1, 14.1</i></p> | |

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| Impact | 5 | 10 | 15 | 20 | 25 | Likelihood | High |
|--------|------------|----|----|----|----|------------|--------|
| | 4 | 8 | 12 | 16 | 20 | | Medium |
| | 3 | 6 | 9 | 12 | 15 | | Low |
| | 2 | 4 | 6 | 8 | 10 | | |
| | 1 | 2 | 3 | 4 | 5 | | |
| | Likelihood | | | | | | |

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