National Park Authority
Audit Committee Meeting

Agenda Item 9 – Appendix 1

Updated Risk Register
February 2014

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NATIONAL PARK

	Category	Risk and Impact	Impact score	Likelihood score	Total Risk Score	Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner	Progress Update
1.	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.	5	5	25	• Continue to engage effectively with SG Sponsor Team, SG Ministers to maintain/enhance NPA reputation. • Develop strategies to enhance alternative/additional sources of funding; SG year end/Shovel ready, charging schemes, commercial income, partnership funded projects, LEADER. • Continue to deliver on NPP and Corporate Plan objectives to evidence excellence in delivery of SG priorities	Executive	

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						• Ongoing focus on and targeting of efficiency savings.	Director of Corporate Services	
2.	Delivery and Reputation	NPA does not adequately engage with and address stakeholder opinion in design/delivery/ communication/consultation of projects or initiatives resulting in non-delivery/delays to projects and damage to reputation.	4	4	16	• Ensure every project embeds stakeholder engagement and management and a communications plan as part of project management. • Ensure stakeholder consultation is meaningful and effective and support stakeholders' (Board/staff/ business and local communities/Strategic Partners/SG/Ministers) capacity to respond.	Project Manager	

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						• Continue to prioritise stakeholder engagement.	Executive Heads of Service	
3.	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.	4	4	16	• 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.	Executive Project Manager	

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4.	Reputation and Finance	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 as.	4	3	12	• Continue to support and prioritise the identity and implementation of alternative/ongoing/new funding streams as a key strategy. • Continue to engage with other like-minded NPAs throughout the UK to exploit opportunities • for commercialisation joint working.	Executive Heads of Service	
5.	Delivery and Reputation	As a result of new and/or high volume of significant priorities/projects there is insufficient staff capability and capacity to deliver on	4	4	16	• Update the Operational Plan on an annual basis to take into account any new/changing priorities and reflect this within the resource plans/budgets	Operational Managers Project Managers	

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		expectations, resulting in projects/objectives/priorities not being delivered upon and negatively impacting our reputation.				• Ensure project management documentation fully considers staffing capacity, risks and interdependences/timescales for delivery so that the project plan highlights/addresses capacity issues. • Regularly monitor and report on project plans and escalate issues, as necessary where key project objectives will be affected.	Project Managers Executive Delivery Group/Board	

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						• Ongoing consideration of fixed term contracts and secondments for recruitment, supported by appropriate HR strategy and policies. Investment in training ongoing to support flexible deployment. • Embed an effective Staff Performance Development Review systems and processes.	HR Manager Operational Managers	

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6.	Systems and Processes	Broadband and telecom technologies do not develop within the rural communities within the NP resulting in loss of visitors to the NP, impacting on ability to attract commercial, partnership and alternative funding streams, decline in economic development potential, resulting in reduced SG support.	3	4	12	• With support from Board members, influence NP broadband technological development proposals at SG/Ministerial level. • Facilitate communities to take advantage of funding streams and opportunities that support connectivity developments.	Executive Board	
7.	Systems and Processes	Sustained IT systems failure has a critical impact on NPAs service delivery.	5	2	10	• Continue to build service robustness through shared service arrangements with CNPA which includes backup, server infrastructure and staff capacity.	IT Manager	

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						• Incorporate the key IT supported business systems (finance, telecommunications, email, e-Planning, primary data and website) into our business continuity plans.		
8.	Policy	Changes to the political landscape, key policies, SG priorities and agenda have a detrimental impact on the NPA's relevance to addressing National priorities, strategies and objectives and results in significant changes to NPP and Corporate Plans and funding.	4	4	16	• Continue to ensure that NPP and Corporate Plan objectives are regularly reviewed, updated and clearly articulated to SG priorities. • Continue to engage with ENFOR regarding policy thinking around Public Sector Reform. • As referenced in 1. Continue to engage effectively with SG	Executive	

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						Sponsor Team, SG Ministers to maintain/enhance NPA reputation. • As referenced in 2. Continue to prioritise stakeholder engagement.		
9.	Reputation	Our Key Partners do not engage with the delivery of the NPP Plan "priorities for action" impacting on our ability to deliver on priorities and objectives and potentially resulting in a loss of reputation, credibility and funding.	5	4	20	• Continue to engage effectively with SG Ministers to highlight relevance and to encourage/ broker continually improving partnership working. • Continue to prioritise stakeholder engagement, especially with IPA partners. • Monitor and report on the delivery of the Individual Partnership Agreements.	Executive	

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10.	Delivery	Staff Engagement is poor resulting in low morale and motivation and increased levels of staff turnover, sickness absence and ultimately has an adverse impact on our ability to deliver the NPP and Corporate Plans.	4	4	16	• Continue to develop effective Heads of Service and Managers. • Revise and update staffing polices to ensure their effectiveness and relevance. • Ensure values and behaviours are understood, embraced and embedded throughout the organisation. • Propose, implement and embed agreed actions in response to the annual staff engagement survey feedback.	Executive and specifically Director of Corporate Services	
11.	Board and Governance	Significant changes in Board membership results in loss of continuity in leadership, Board	5	4	20	• Engage with Board members to provide necessary, relevant and valuable induction,	Convener and Executive	

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		cohesiveness and direction.				training and development. • Introduce a "buddy" system for new Board members with experienced role models.		
12.	Board and Governance	The role and responsibilities of a NPA Board 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 NPA to progress as a collective towards a shared agenda and priorities.	4	4	16	• Implement regular Board member training on the role and responsibilities of a Board member. • Provide refresher training on the OnBoard guidance as it relates to NDPB Board members. • Implement self-evaluation of Board members, the Board and Committees. • Convener to continue to enhance and undertake	Convener	

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						effective Board Member appraisals.		
13.	Board and Governance	Collectively the Board does not have adequate coverage of skills and experience to deliver the required direction or governance scrutiny over the Executive team, potentially resulting in poor decision-making and inappropriate policies/strategies.	4	3	12	• As part of the appointment/ election process, articulate, through communication and engagement strategies, the skills sets and experience required for vacant posts. • As in 12. Ongoing Board appraisal by Convener to identify training and development.	Convener and Executive	

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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

Probability

High
Medium
Low

Acronyms
NPA – National Park Authority
NP – National Park
NPP Plan – National Park Partnership Plan
SG – Scottish Government