

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014



	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 (high risks only)
NEW	Reputation and Delivery	<p>Fiona's resignation results in external stakeholders and staff becoming unsettled/anxious, a potential change of focus resulting in reduced stakeholder engagement with the delivery of partnership objectives (external) and annual operational plan/project objectives (internal).</p> <p>The timing and appointment of the new CEO does not provide for a streamlined transition resulting in capacity challenges within the senior team to deliver current priorities and uncertainty/ inability to deliver against accountable officer</p>	4	5	20	<ul style="list-style-type: none">• Implement a confident and robust messaging campaign both internally and externally providing reassurance to stakeholders.• Produce a transition plan, pre/interim (if necessary)/post CEO change, incorporating clarity of roles and responsibilities/key events/ communications/handover/ induction programme considering the potential ripple effect throughout/outwith the organisation.	Convenor, Board and Executive	Current Status: Impact – 4, Likelihood – 4 = 16

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

		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 (high risks only)
			responsibilities						
NEW	Reputation and Delivery	Your Park:	<ul style="list-style-type: none">As result of the consultation process there is an unexpected surge of negative feedback and campaigning against Your Park proposals resulting in damage to reputation.NPA is perceived as not managing conflicts resulting in damage to reputation.The volume of work required to manage the consultation process and subsequent implementation of byelaws is unsustainable resulting in delays to the project delivery	5	4	20	<ul style="list-style-type: none">Continue to manage Your Park as a potentially high risk project incorporating regular project Board meetings and monitoring by the Delivery Group.Continue to focus efforts into managing stakeholders over the next year.Manage communication campaign to ensure full understanding of issues and intended outcomesPrioritise staff resources into the delivery of a successful Your Park project, and reprioritise other projects, as	Convener and Executive	<p>Current Status: Impact – 4, Likelihood – 4 = 16</p> <p>In light of the recent notification of the resignation of the CEO there is additional pressure on senior staff resources to deliver Your Park</p>

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
		<p>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				<ul style="list-style-type: none">necessary.Continue to ensure that Board members and Executive staff exemplify good governance practice in complying with the code of conduct in terms of conflicts or declaration of interest.Continue to review project timeline/milestones in light of tasks and resourcesContinue close partnership working to identify and foster excellent SG/Ministerial relationships and resolve issues at an early stage.		
1.	Financial and	Significant reduction in SG funding (Grant in Aid and/or	5	5	25	<ul style="list-style-type: none">Continue to engage effectively with SG Sponsor Team, SG	Executive	Current Status: Impact – 5, Likelihood – 3 = 15

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
	Delivery	Capital) resulting in the inability to deliver NPP and Corporate Plan objectives.				<p>Ministers to maintain/enhance NPA reputation.</p> <ul style="list-style-type: none">• 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 Plans objectives to evidence excellence in delivery of SG priorities• Ongoing focus on and targeting of efficiency savings.	Director of Corporate Services	<ul style="list-style-type: none">• Reputation of the NPA within SG remains high.• There is currently no indication of additional capital funds being available but also nothing to suggest otherwise.• The NPPP annual review is currently in preparation and will evidence continued good partnership working.

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
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	<ul style="list-style-type: none">• 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.• Continue to prioritise stakeholder engagement.	Project Manager Executive Heads of Service	Current Status: Impact – 3, Likelihood – 3 = 9 <ul style="list-style-type: none">• All key projects include communication plans.• Your Park, which is potentially high risk in regards to reputation management and communication, is being managed well with the majority of key influencers and stakeholders on board with “do nothing” not being an option.• The potential fall out from issuing the notice to quit on the Gateway centre is

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
								being effectively managed.
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	<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.	Executive Project Manager	Current Status: Impact – 3, Likelihood – 3 = 9 (also refer to 2. above) <ul style="list-style-type: none">• All key projects have been allocated project support to enhance embedding and compliance with project management processes.• High reputation, financially and operationally significant projects are; Your Park, LIVE Park, Pontoon and recently added, Gateway Centre. It is anticipated that the risk

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
								status of the Pontoon and LIVE Park will reduce over the short-term.
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.	4	3	12	<ul style="list-style-type: none">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	Current Status: Impact – 3, Likelihood – 3 = 9 The Executive recognise this as a growing area of risk.
5.	Delivery and Reputation	As a result of new and/or high volume of significant priorities/projects there is	4	4	16	<ul style="list-style-type: none">Update the Operational Plan on an annual basis to take into	Operational Managers Project	Current Status: Impact – 4, Likelihood – 4 = 16

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

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 (high risks only)
	insufficient staff capability and capacity to deliver on expectations, resulting in projects/objectives/priorities not being delivered upon and negatively impacting our reputation.				<p>account any new/changing priorities and reflect this within the resource plans/budgets</p> <ul style="list-style-type: none">• 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.• Ongoing consideration of fixed term contracts and secondments for recruitment,	Managers Project Managers Executive Delivery Group/ Board HR Manager	<ul style="list-style-type: none">• The Annual Operational Plan was signed off by the Delivery Group.• The project management documentation considers staffing capacity, risks and interdependences.• The first “one-page per project” project report was presented to the August Delivery Group.• In a number of key areas; Visitor Management, Visitor Experience, Governance, Finance and Marketing there are a number of pressure points and

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
						<p>supported by appropriate HR strategy and policies. Investment in training ongoing to support flexible deployment.</p> <ul style="list-style-type: none">• Embed an effective Staff Performance Development Review systems and processes.	Operational Managers	<p>performance issues that are being worked through. It takes times to recruit new staff and up to speed</p> <ul style="list-style-type: none">• “My Performance Review” has been rolled out and is being implemented throughout the organisation.
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	3	4	12	<ul style="list-style-type: none">• 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	Executive Board	Current Status: Impact – 3, Likelihood – 4 = 12

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
		economic development potential, resulting in reduced SG support.				connectivity developments.		
7.	Systems and Processes	Sustained IT systems failure has a critical impact on NPAs service delivery.	5	2	10	<ul style="list-style-type: none">Continue to build service robustness through shared service arrangements with CNPA which includes backup, server infrastructure and staff capacity.Incorporate the key IT supported business systems (finance, telecommunications, email, e-Planning, primary data and website) into our business continuity plans.	IT Manager	Current Status: Impact – 3, Likelihood – 2 = 6
8.	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,	Executive	Current Status: Impact – 3, Likelihood – 3 = 9

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
		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.				<ul style="list-style-type: none">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 Sponsor Team, SG Ministers to maintain/enhance NPA reputation.As referenced in 2. Continue to prioritise stakeholder engagement.		<ul style="list-style-type: none">As reported in 1. and 2. above our reputation within SG is good and stakeholder engagement is especially active around WildPark, Local Development Plan, Visitor Management Options and Local Board member elections.Fiona continues to be involved strategically in ENFOR discussions.
9.	Reputation	Our Key Partners do not engage with the delivery of the NPP Plan "priorities for action" impacting on our ability to	5	4	20	<ul style="list-style-type: none">Continue to engage effectively with SG Ministers to highlight relevance and to encourage/broker continually improving	Executive	Current Status: Impact – 3, Likelihood – 3 = 9 <ul style="list-style-type: none">As reported in 1. and 2.

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
		deliver on priorities and objectives and potentially resulting in a loss of reputation, credibility and funding.				<ul style="list-style-type: none">partnership working.Continue to prioritise stakeholder engagement, especially with IPA partners.Monitor and report on the delivery of the Individual Partnership Agreements.		above our reputation within SG is good and stakeholder engagement is especially active around Your Park
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	<ul style="list-style-type: none">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	Executive and specifically Director of Corporate Services	<p>Current Status: Impact – 4, Likelihood – 3 = 12</p> <p>There have been a number of positive developments to improve staff engagement;</p> <ul style="list-style-type: none">Values workshops have been well received and the use of volunteers from each team has been hugely beneficial to the roll-out.

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
						embed agreed actions in response to the annual staff engagement survey feedback.		<ul style="list-style-type: none">• My Performance Review has been rolled out. There have also been a number of factors that are resulting in capacity/management challenges: -• Continuing our commitment to embedding 1-1s, performance management and addressing unacceptable behaviours
11.	Board and Governance	Significant changes in Board membership results in loss of continuity in leadership, Board cohesiveness and direction.	5	4	20	<ul style="list-style-type: none">• Engage with Board members to provide necessary, relevant and valuable induction, training and development.• Introduce a "buddy" system for new Board members with experienced role models.	Convener and Executive	Current Status: Impact – 3, Likelihood – 1 = 3 The reappointment of the Convenor, Ministerial appointees and the re-election of existing locally elected

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
								members provides continuity within the board and removes the risks associated with a high number of new and inexperienced Board members. SG are leading on the appointment of one new Board member and induction/ refresher training and onBoard will be provided in the Winter.
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	4	4	16	<ul style="list-style-type: none">• 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 NDBP Board	Convener	Current Status: Impact – 3, Likelihood – 3 = 9 The refreshed OnBoard has not yet been published. Training is now anticipated to be delivered in the Spring.

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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 (high risks only)
		progress as a collective towards a shared agenda and priorities.				<ul style="list-style-type: none">members.• Implement self-evaluation of Board members, the Board and Committees.• Convener to continue to enhance and undertake effective Board Member appraisals.		For the first time, the locally elected members received an appointment letter from the Minister which made clear the responsibilities of a board member in delivery SG priorities. The Ministerial Board member appraisals have been undertaken to support the reappointment process. The remainder are to be scheduled. Sandra will support this process.
13.	Board and Governance	Collectively the Board does not have adequate coverage of skills and experience to deliver the required direction or	4	3	12	<ul style="list-style-type: none">• As part of the appointment/ election process, articulate, through communication and	Convener and Executive	Current Status: Impact – 3, Likelihood – 3 = 9

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

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 (high risks only)
	governance scrutiny over the Executive team, potentially resulting in poor decision-making and inappropriate policies/strategies.				engagement strategies, the skills sets and experience required for vacant posts. <ul style="list-style-type: none">As in 12. Ongoing Board appraisal by Convener to identify training and development.		

National Park Authority

Corporate Risk Register

Approved: March 2014

Progress Update: October 2014

	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					



Acronyms

NPA – National Park Authority

NP – National Park

NPP Plan – National Park Partnership Plan

SG – Scottish Government