#### **DRAFT Corporate Risk Register 2017-18**



|    |                            |  |                 | inal R              | ating               |   |                              |
|----|----------------------------|--|-----------------|---------------------|---------------------|---|------------------------------|
|    | Category                   | Risk and Impact  | Impact<br>score | Likelihood<br>score | Total Risk<br>Score | Action(s) to transfer, tolerate, treat and/or terminate the risk  | Risk<br>Owner                |
| 1. | Reputation<br>and Delivery | There is a risk to organisation resilience if operational and project plans do not recognise and reflect the impact of reducing organisation and staff resources and loss of key staff.  | 4               | 5                   | 20                  | <ul> <li>Reinforce the delivery of the 2017/18 annual operational plan priorities and discourage being enticed into delivery of new/additional, lower priority initiatives.</li> <li>Implement confident and robust internal messaging to provide reassurance to staff.</li> <li>Deliver the Best Companies "wellbeing" action plan.</li> <li>Plan and effectively manage the operational and wellbeing effects and impacts of the intensive scrutiny.</li> </ul> | Executive                    |
| 2. | Reputation<br>and Delivery | <ul> <li>Your Park:</li> <li>NPA is perceived as/or is not matching expectations in the operational delivery of Your Park resulting in damage to reputation.</li> <li>Due to staff and financial capacity challenges the Camping Development Strategy is not delivered resulting in delays to the project delivery and damage</li> </ul> | 4               | 4                   | 16                  | <ul> <li>Prioritise staff resources into the deployment and delivery of a successful Your Park project, address unforeseen situations/events/blips and reprioritise other projects, as necessary.</li> <li>Monitor and report on the operational, financial, visitor data, environmental information and overall progress of Your Park throughout the year and take</li> </ul>  | Your Park<br>Project<br>Team |

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|    |                                |   | Original Rating |                     |                     |   |                         |
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|    |                                | to reputation.  • Key partners' current high levels of engagement and support in delivering the Your Park project does not continue resulting in damage to reputation and delay in on-going project delivery.   |                 |                     |                     | corrective action as necessary.     Continue to ensure that key delivery partners are well briefed on progress and actively engaged in delivery.  |                         |
| 3. | Reputation<br>and<br>Financial | NPA does not deliver high-profile projects in accordance with the project plans, resulting in damage to reputation and loss/reduction of future funding opportunities.  | 5               | 3                   | 15                  | <ul> <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 and that project risks are identified and managed.</li> </ul>                         | Executive Project Teams |
| 4. | Financial<br>and<br>Delivery   | The organisation does not achieve all of the Scottish Government policy aspirations and expectations to the very highest standard.  NPA does not achieve planned resources generated from increased/new sources of income/reduced net cost or transference of overheads to third parties as part of the Asset | 5               | 5                   | 25                  | <ul> <li>Continue to engage effectively with SG Sponsor Team, SG Ministers to maintain/enhance NPA reputation.</li> <li>Continue to deliver on NPPP and Corporate Plans objectives to evidence excellence in delivery of SG priorities and National Outcomes.</li> <li>Ongoing focus on and targeting of</li> </ul> | Executive               |

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| Category |   | Origi           | nal R               | ating               | ı  |               |
|----------|---|-----------------|---------------------|---------------------|--|---------------|
|          | Risk and Impact   | Impact<br>score | Likelihood<br>score | Total Risk<br>Score | Action(s) to transfer, tolerate, treat and/or terminate the risk   | Risk<br>Owner |
|          | Management Plan or Commercial Strategy, resulting in real-time reduction in turnover due to reducing availability of public funding thereby limited our capacity/ability to deliver NPA aims. |                 |                     |                     | efficiency savings and continued prioritisation of resources to outcomes which deliver the biggest benefit to Scotland.  Continue to identify/exploit opportunities through the National Parks Partnership LLP; corporate sponsorship, donations.  Continue to leverage alternative sources of funding through alternative/additional sources of funding and innovative partnership funding models; HLF/LEADER/SUSTRANS.  Review, implement and extend existing charging schemes; parking, toilets, piers/pontoons, boat registration and launching.  Explore where there are opportunities to draw on capacity or expertise from RAFE and other public body partners to achieve some outputs/outcomes |               |

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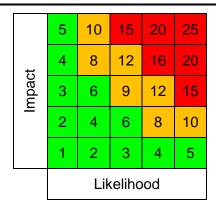
|    |                         |   | Original Rating |                  |                     |   |  |
|----|-------------------------|---|-----------------|------------------|---------------------|---|--|
|    | Category                | Risk and Impact   | Impact<br>score | Likelihood score | Total Risk<br>Score | Action(s) to transfer, tolerate, treat and/or terminate the risk  | Risk<br>Owner  |
|    |                         | The NPA does not manage the historical cashflow deficit.  |                 |                  |                     | priorities where the Park Authority has the capacity and expertise to excel.  Resource the development and delivery of the Commercial Strategy.  Manage year end to offset historical cashflow deficits.  |  |
| 5. | Board and<br>Governance | Significant change in Board membership during the year as a result of local authority nomination and Ministerial appointment processes may lead to a loss of continuity in policy direction and Board member contribution which if not managed could impact on delivery of the Annual Operational Plan. | 4               | 3                | 12                  | <ul> <li>Engage with Board members to provide necessary, relevant and valuable induction, training and development, appropriate to the role as Board/Committee members/chair.</li> <li>Provide refresher training on the OnBoard guidance as it relates to NDPB Board members.</li> <li>Implement self-evaluation of Board members, the Board and Committees and carry out annual Board Member appraisals.</li> </ul> | Convener,<br>Executive<br>and<br>Governance<br>Manager |
| 6. | Policy                  | Changes and uncertainty in the Scottish, UK and European political landscape constrain the ability for the NPA to plan for the medium to long term and to influence partners in   | 4               | 5                | 20                  | Continue to ensure that NPP and Corporate Plan objectives are regularly reviewed, updated and clearly articulated to SG priorities and outcomes.  | CEO  |

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|----------|---|-----------------|------------|------------|---|---------------|
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|          | relation to achieving National Park priorities. |                 |            |            | <ul> <li>Undertake the 2017-22 NPPP consultation and consider/reflect the feedback of key stakeholders in the finalised 2017-22 NPPP for submission to the Minister</li> <li>Prioritise support for the delivery of the Rural Affairs, Food and the Environment (RAFE) Delivery Board.</li> </ul> |               |

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#### Approved:





#### **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

NPPP - National Park Partnership Plan

RAFE - Rural Affairs, Food and the Environment

SG - Scottish Government