



	Category	Risk and Impact	Original 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	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 style="list-style-type: none"> Reinforce the delivery of the 2017/18 annual operational plan priorities and discourage being enticed into delivery of new/additional, lower priority initiatives. Implement confident and robust internal messaging to provide reassurance to staff. Deliver the Best Companies “wellbeing” action plan. Plan and effectively manage the operational and wellbeing effects and impacts of the intensive scrutiny. 	Executive
2.	Reputation and Delivery	Your Park: <ul style="list-style-type: none"> NPA is perceived as/or is not matching expectations in the operational delivery of Your Park resulting in damage to reputation. Due to staff and financial capacity challenges the Camping Development Strategy is not delivered resulting in delays to the project delivery and damage 	4	4	16	<ul style="list-style-type: none"> 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. Monitor and report on the operational, financial, visitor data, environmental information and overall progress of Your Park throughout the year and take 	Your Park Project Team

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		<p>to reputation.</p> <ul style="list-style-type: none"> 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. 				<p>corrective action as necessary.</p> <ul style="list-style-type: none"> Continue to ensure that key delivery partners are well briefed on progress and actively engaged in delivery. 	
3.	Reputation and 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 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 and that project risks are identified and managed. 	Executive Project Teams
4.	Financial and Delivery	<p>The organisation does not achieve all of the Scottish Government policy aspirations and expectations to the very highest standard.</p> <p>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</p>	5	5	25	<ul style="list-style-type: none"> Continue to engage effectively with SG Sponsor Team, SG Ministers to maintain/enhance NPA reputation. Continue to deliver on NPPP and Corporate Plans objectives to evidence excellence in delivery of SG priorities and National Outcomes. Ongoing focus on and targeting of 	Executive

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		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.				<p>efficiency savings and continued prioritisation of resources to outcomes which deliver the biggest benefit to Scotland.</p> <ul style="list-style-type: none"> • 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 RAFF and other public body partners to achieve some outputs/outcomes • Prioritise those Scottish Government 	

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		The NPA does not manage the historical cashflow deficit.				<p>priorities where the Park Authority has the capacity and expertise to excel.</p> <ul style="list-style-type: none"> Resource the development and delivery of the Commercial Strategy. Manage year end to offset historical cashflow deficits. 	
5.	Board and 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 style="list-style-type: none"> Engage with Board members to provide necessary, relevant and valuable induction, training and development, appropriate to the role as Board/Committee members/chair. Provide refresher training on the OnBoard guidance as it relates to NDPB Board members. Implement self-evaluation of Board members, the Board and Committees and carry out annual Board Member appraisals. 	Convener, Executive and Governance 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	<ul style="list-style-type: none"> 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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		relation to achieving National Park priorities.				<ul style="list-style-type: none"> 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 Prioritise support for the delivery of the Rural Affairs, Food and the Environment (RAFE) Delivery Board. 	

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Impact	5	10	15	20	25	<table border="1"> <tr><td>High</td></tr> <tr><td>Medium</td></tr> <tr><td>Low</td></tr> </table>	High	Medium	Low
	High								
	Medium								
	Low								
	4	8	12	16	20				
3	6	9	12	15					
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
- NPPP – National Park Partnership Plan
- RAFE - Rural Affairs, Food and the Environment
- SG – Scottish Government