

# National Park Authority

Sensitive + Confidential

## Corporate Risk Register 2017-18

Approved: NPA Board: March 2017

Progress Update: May 2017



	Category	Risk and Impact	Original Rating			Action(s) to transfer, tolerate, treat and/or terminate the risk	Risk Owner	Residual Risk			Progress Update
			Impact score	Likelihood score	Total Risk Score			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"> <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 and effectively manage the operational and</li> </ul>	Executive	3	4	12	<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement                      ↑ increased risk                      ↓ decreased risk</p> <p>Current Status: ↔                      Impact – 4, Likelihood – 5 = 20</p> <ul style="list-style-type: none"> <li>Whilst the Executive Team and Managers are clear on priorities there remains no slack to respond to unexpected demands without it impacting on achievement of other priorities.</li> <li>The new Visitor Operations Manager starts mid-June. Notwithstanding the excellent feedback on the ground, resolving the</li> </ul>

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					wellbeing effects and impacts of the intensive scrutiny.					<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement                      ↑ increased risk                      ↓ decreased risk</p>	
2	Reputation and Delivery	Your Park: <ul style="list-style-type: none"> <li>NPA is perceived as/or is not matching expectations in the operational delivery of Your Park resulting in damage to</li> </ul>	4	4	<b>16</b>	<ul style="list-style-type: none"> <li>Prioritise staff resources into the deployment and delivery of a successful Your Park project, address unforeseen situations/events and reprioritise other</li> </ul>	Your Park Project Team	3	4	12	<p>Current Status: ↔</p> <p>Impact – 4, Likelihood – 4 = <b>16</b></p> <ul style="list-style-type: none"> <li>Refer to 1. above</li> <li>Feedback from visitors and Rangers on the ground and</li> </ul>

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	<p>reputation.</p> <ul style="list-style-type: none"> <li>• Due to staff and financial capacity challenges the Camping Development Strategy is not delivered resulting in delays to the project delivery and damage to reputation.</li> <li>• Key partners' current high levels of engagement and support in delivering the Your Park project does not continue resulting in damage</li> </ul>				<p>projects, as necessary.</p> <ul style="list-style-type: none"> <li>• Monitor and report on the operational, financial, visitor data, environmental information and overall progress of Your Park throughout the year and take corrective action as necessary.</li> <li>• Continue to ensure that key delivery partners are well briefed on progress and actively engaged in delivery.</li> </ul>				<p>Change in risk status in last <u>quarter</u></p> <p>↔ no movement                      ↑ increased risk                      ↓ decreased risk</p> <p>online is overall very positive. The feedback is also being used effectively to direct corrective action.</p> <ul style="list-style-type: none"> <li>• The monitoring and reporting styles are being refined and enhanced to capture a range of data from a number of teams; Your Park project, Rangers, Land Operations, Facilities and Communications, which is/will be used to influence the on-going development and reporting.</li> <li>• Robust and regular communications continue with key partners,</li> </ul>	

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	to reputation and delay in on-going project delivery.									Change in risk status in last quarter ↔ no movement ↑ increased risk ↓ decreased risk	
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"> <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> <li>Continue monitoring of</li> </ul>	Executive  Project Teams  Executive Sponsors/ Delivery Group	3	2	6	<p>Current Status: ↓ Impact – 4, Likelihood – 3 = 12</p> <ul style="list-style-type: none"> <li>Despite the on-going challenges with the Your Park project all high-profile projects; Gateway Centre, NPPP, Your Park are on track.</li> <li>There is concern that there is insufficient capacity within a number of teams; projects, legal and</li> </ul>

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					High Risk Projects by Executive Team as Project Sponsors and quarterly reporting and monitoring by NPA Delivery Group.					<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement                      ↑ increased risk                      ↓ decreased risk</p>	
4	Reputation and Delivery	NPA does not engage effectively with Key Delivery Partners and Stakeholders to maximise the opportunities of partnership working to achieve delivery of key	4	4	16	<ul style="list-style-type: none"> <li>Continue to build on and engage with key delivery partners.</li> <li>Maximise the opportunities to utilise the connections and relationships Board members have to</li> </ul>	Board/ Executive	3	2	6	<p>Current Status: ↓                      Impact – 3, Likelihood – 3 = <b>9</b></p> <ul style="list-style-type: none"> <li>Good progress is being made to effectively engage with Key Delivery Partners; our Board, A&amp;B, Stirling</li> </ul>

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	outcomes, National Park aims and priorities.				enhance existing or build new effective relationships. <ul style="list-style-type: none"> <li>Continue to participate in and respond to consultations and opportunities to influence stakeholders and; to encourage stakeholder participation and feedback into our consultations/charrettes/forums.</li> </ul>					Change in risk status in last quarter ↔ no movement ↑ increased risk ↓ decreased risk	
5	Delivery and Reputation	The organisation does not achieve all of the Scottish Government policy aspirations and	5	5	25	<ul style="list-style-type: none"> <li>Continue to engage effectively with SG Sponsor Team, SG Ministers to</li> </ul>	Executive Board	3	3	9	Current Status: ↓ Impact – 3, Likelihood – 3 = 9

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	expectations to the very highest standard.				maintain/enhance NPA reputation. <ul style="list-style-type: none"> <li>Continue to deliver on NPPP and Corporate Plans objectives to evidence excellence in delivery of SG priorities and National Outcomes.</li> <li>Prioritise those Scottish Government priorities where the Park Authority has the capacity and expertise to excel.</li> </ul>					Change in risk status in last quarter ↔ no movement ↑ increased risk ↓ decreased risk	
6	Financial and	NPA does not achieve planned resources	5	5	25	<ul style="list-style-type: none"> <li>Ongoing focus on and targeting of efficiency</li> </ul>	Executive	4	4	16	Current Status: ↓ Impact – 5, Likelihood – 4

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Delivery	generated from increased/new sources of income/reduced net cost or transference of overheads to third parties as part of the Asset 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>savings and continued prioritisation of resources to outcomes which deliver the biggest benefit to Scotland.</p> <ul style="list-style-type: none"> <li>Continue to identify/exploit opportunities through the National Parks Partnership LLP; corporate sponsorship, donations.</li> <li>Continue to leverage extra sources of funding through alternative/additional sources of funding and innovative partnership</li> </ul>				<p>= 20</p> <ul style="list-style-type: none"> <li>Sound progress is being made to achieve efficiencies and prioritising resources.</li> <li>The National Parks Partnership LLP uniform sponsorship deal is being finalised and more opportunities are being explored.</li> <li>The Callander Landscape Partnership phase 2 bid for HLF monies is promising.</li> <li>Preliminary works are underway for extending parking charges, reviewing</li> </ul>	



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	The NPA does not manage the historical cashflow deficit.				funding models; HLF/LEADER/ SUSTRANS. <ul style="list-style-type: none"> <li>Review, implement and extend existing charging schemes; parking, toilets, piers/pontoons, boat registration and launching.</li> <li>Explore where there are opportunities to draw on capacity or expertise from RAFF and other public body partners to achieve some outputs/outcomes</li> <li>Resource the development and</li> </ul>				Change in risk status in last quarter ↔ no movement ↑ increased risk ↓ decreased risk	
									charges for piers/pontoons and boat registration. There are enhanced sensitivities due to the scrutiny on Your Park and negative perceptions. <ul style="list-style-type: none"> <li>Following the Review of the Scottish Planning System, major application planning fees will increase. Further increases are expected.</li> <li>Work on the commercial strategy will be presented at the next Board Business session.</li> <li>The end of year outturn (unaudited £121k underspend) will offset</li> </ul>	

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					delivery of the Commercial Strategy. <ul style="list-style-type: none"> <li>Manage year end to offset historical cashflow deficits.</li> </ul>					Change in risk status in last quarter ↔ no movement ↑ increased risk ↓ decreased risk
7	Board and Governance	4	3	12	<ul style="list-style-type: none"> <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> </ul>	Convener, Executive and Governance Manager	3	2	6	Current Status: ↑ Impact – 4, Likelihood – 5 = <b>20</b> <ul style="list-style-type: none"> <li>The May Local Government elections will significantly impact on the turnover on our Board. The nominees are appointed from October 2017.</li> <li>Structure will be led by the Convener at the May Strategy Group and June</li> </ul>

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	Operational Plan.				<ul style="list-style-type: none"> <li>Implement self-evaluation of Board members, the Board and Committees and undertake regular Board Member appraisals.</li> <li>Consider co-option for specific skills</li> </ul>				<p><u>Change in risk status in last quarter</u></p> <p>↔ no movement            ↑ increased risk            ↓ decreased risk</p>		
8	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 relation to achieving National Park priorities.	4	5	20	<ul style="list-style-type: none"> <li>Continue to ensure that NPP and Corporate Plan objectives are regularly reviewed, updated and clearly articulated to SG priorities and outcomes.</li> <li>Undertake the 2018-23 NPPP consultation and consider/reflect the</li> </ul>	Executive Team	4	4	16	<p>Current Status: ↔            Impact – 4, Likelihood – 5 = 20</p> <ul style="list-style-type: none"> <li>The consultation on the NPPP is live.</li> </ul>

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					feedback of key stakeholders in the finalised 2018-23 NPPP for submission to the Minister <ul style="list-style-type: none"> <li>• Prioritise support for the delivery of the Rural Affairs, Food and the Environment (RAFE) Delivery Board.</li> </ul>					

**Note:** The Executive Team considered the addition of 2 new risks; cyber and terrorist attacks.

- Whilst the risk of cyber-attack cannot be removed it was deemed that the recent internal audits (business continuity and ICT health check) and consideration of the reasons for the world-wide cyber-attack, mainly as a result of unsupported software (windows XP), provided adequate reassurance that we would be able to respond effectively to an attack.
- In respect of terrorist attacks, although it would never be possible to remove the risk of attack, the executive deemed that it was less likely that an attack would take place within a rural area.

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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