

National Park Authority

Corporate Risk Register

Update to the Audit & Risk Committee – September 2023



Ref	Category & Risk Owner	Risk Name & Description	Date Entered	Initial Risk Scores			Response & Mitigations	In Place/Future Activity	Revised Risk Scores			Review Date	Open/Closed
				I	L	T			I	L	T		
001	Financial Operational Reputational Owner: <i>Director of Corporate Services</i> <i>Head of People and Assets</i>	Estates Investment Inability to invest and strategically maintain our assets and visitor facilities caused by budget settlement, lack of strategic planning and contractor availability resulting in sub-standard visitor experience, health and safety risks, higher management costs, sub-optimal income and increased user complaints.	Jun-18	3	3	9	Risk Response: Treat Develop a strategic investment plan for our assets and visitor infrastructure (i.e. Place Programme), including embedding climate change and post-COVID visitor patterns.	In Place	2	3	6	<u>21</u> <u>45</u> <u>08</u> <u>52</u> <u>03</u>	Open
							Where capacity to do so, access external funding opportunities such as the Rural Tourism Investment Fund to supplement Scottish Government Capital Grant in Aid	In Place					
							Develop new plans and procedures to assess and review the condition of our assets to inform investment decisions	In Place					
003	Operational Reputational Environmental Owner: <i>Director of Environment and Visitor Services</i>	Visitor Pressures Significant visitor pressures caused by the popularity of the National Park and a decrease in visitor management resources, resulting in increased traffic congestions, illegal and dangerous parking, visitor safety risks, litter and environmental impacts perceived to be NPA responsibility, but not.	Jun-18	3	4	12	Risk Response: Treat Engage partners in strategic discussions to improve co-ordination of services and resources to be more responsive to demands (litter collection, parking, water safety, enforcement).	In Place	2	3	6	<u>21</u> <u>45</u> <u>08</u> <u>52</u> <u>03</u>	Open
							Communicate with and engage local stakeholders in the issues and the role they can play	In Place					
							Develop and implement plans to deploy full time and seasonal resources to address most acute pressures	In Place					
							Consider medium term sustainability impacts of temporary measures put in place post-COVID, as we move towards BAU.	In Place					
							Risk Response: Treat Ensure recruitment has appropriate considerations in terms of advertising widely, promoting on social media and through networks to ensure good pool of candidates.	In Place					
004	Operational Owner: <i>Director of Corporate Services</i> <i>Head of People and Assets</i>	Staff Retention and Resilience High employee turnover and difficulty recruiting for some roles caused by a strong external labour market, unsustainable workload pressures and low resilience resulting in loss of corporate knowledge and short-term resourcing gaps whilst recruiting	Jun-18	4	5	20	Risk Response: Treat Where there are challenging markets (eg specialised skills), consider recruiting less experienced staff with a view to providing training and support to grow into the role.	In Place	3	4	12	<u>21</u> <u>45</u> <u>08</u> <u>52</u> <u>03</u>	Open
							Develop and implement flexible post-pandemic ways of working that meet the needs of the organisation whilst supporting staff wellbeing and work-life balance.	In Place					
							Invest strategically to develop and upskill existing staff e.g. resilience, leadership and digital skills	In Place					
							<u>Review and develop employee proposition to ensure competitive position in market</u>	Future Activity					
							Risk Response: Treat XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place					
005	Operational Reputational Financial Owner: <i>Director of Corporate Services</i> <i>Head of People and Assets</i>	Business Continuity and Cyber Security Key systems or staff that the NPA is dependent on for business continuity are unavailable caused by a cyber-attack or other external event resulting in inability to function as an organisation, perform statutory duties and achieve deliverables	Jun-19	5	4	20	Risk Response: Treat XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place	4	<u>4</u> <u>3</u>	<u>16</u> <u>2</u>	<u>21</u> <u>45</u> <u>08</u> <u>52</u> <u>03</u>	Open
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place					
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place					
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	Future Activity					
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place					

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				I	L	T			I	L	T		
006	Environmental Political Operational Reputational Owner: <i>Director of Environment and Visitor Services</i>	Climate Change Threats to the Park infrastructure, communities and natural capital caused by failure to adapt and mitigate against climate change resulting in loss of natural capital and reputational damage.	Jun-19	5	5	25	Risk Response: Treat					<u>2115/085/2023</u>	Open
							Develop and implement Mission Zero Route Map	In Place					
							Further embed sustainability and climate emergency considerations in all operational and strategic plans, including new LDP	Future Activity					
							Prioritise financial and staff time investment in these areas including to embed across the organisation	In Place	5	4	20		
							Strengthen relationships with key strategic and delivery partners to achieve positive action and change	In Place					
							Development and implementation of a Climate Adaptation Plan	Future Activity					
007	Operational Reputational Political Owner: <i>Director of Engagement and Innovation</i>	External engagement Diversion of resources caused by significant and sustained media and public interest (including around the draft NPPP) resulting in negative impact on AOP delivery and organisation resilience	Jun-19	4	4	16	Risk Response: Treat					<u>2115/085/2023</u>	Open
							Anticipated issues are carefully planned for and messaging clearly understood (e.g. Major planning applications)	In Place					
							The National Park Authority adopts a robust approach to protecting its interests and reputation	In Place	4	3	12		
008	People/Knowledge Public Legal/Regulatory/ Compliance/ Governance Owner: <i>Director of Corporate Services/Head of People and Assets</i>	Health and Safety Our staff, volunteers, or visitors being exposed to unmitigated health and safety risks caused by inability to maintain policies, procedures, risk assessments and asset management resulting in them becoming unwell, suffering injury, or death.	Jun-20	5	4	20	Risk Response: Treat					<u>2115/085/2023</u>	Open
							Embed health and safety considerations within operations, including with up-to-date policies & procedures, staff training, and responding to dynamic risks	In Place					
							Review and track the condition of our critical assets, targeting investment at those most at risk	In Place	3	3	9		
							XXXXXXXXXXXXXXXXXXXXXXXXXXXX	Future Activity					
009	Environmental Operational Reputational Political Owner: <i>Director of Environment and Visitor Services</i>	Nature crisis Growing threats to nationally important features caused by failure to address the decline in the health of the National Park's biodiversity and its designated habitats resulting in the National Park Authority being seen to be failing in achieving its first statutory aim and growing reputational damage to the organisation	Mar-21	4	5	20	Risk Response: Treat					<u>2115/085/2023</u>	Open
							Develop and implement a Future Nature Route Map	Future Activity					
							Further embed biodiversity enhancement considerations in all operational and strategic plans, including stronger planning policies in the new LDP	Future Activity					
							Prioritise financial and staff time investment in these areas including to embed across the organisation	In Place	4	4	16		
							Strengthen relationships with key strategic and delivery partners to achieve landscape scale projects for biodiversity	In Place					
011	Legal/Regulatory/ Compliance/ Governance Financial Reputational Owner:	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	XXXXXX	3	4	12	Risk Response: Tolerate					<u>2115/085/2023</u>	Open
							XXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place					
							XXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place	3	2	69		

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	Director of Corporate Services/Head of People and Assets /Head of Governance and Performance					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place					
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012	Operational Reputational Owner: Director of Place	Major Planning Applications Staff redeployment caused by submission of a number of major planning applications resulting in impact on operational resources and potential reputational risk when processing, monitoring and enforcing contentious applications that are the subject of real time external debate and speculation	Sep-21	3	4	12	Risk Response: Treat Ensure communications team is up to speed with the latest developments and ready to respond proactively or reactively as required, including to dispel false or misleading information.	In Place	2	3	6	Open
							Monitor how major planning applications are affecting operational capacity to support resource allocation and forward planning.	In Place				
							Ensure proactive approach to handling external enquiries is in place, enabling best use of available resources.	In Place				
015	Financial Operational Political Owner: CEO / Director of Corporate Services/Head of Governance and Performance	Medium-term Budget Significant reduction in GIA from Scottish Government and ongoing discussions around public sector reform caused by budgetary constraints for Scottish Government resulting in inability to deliver priorities, including government aspirations, affecting other partners	May-22	4	4	16	Risk Response: Treat XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place	4	3	12	Open
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place				
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	Future Activity				
							XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	In Place				
017	Political Reputational Owner: CEO	Scottish Government Consultation on National Parks Natural Environment Bill Amendments to the aims, duties, powers, and corporate set-up of National Parks caused by changes to legislation resulting in missed opportunities to do more for nature, climate, people and place. <u>Statutory Targets on Nature being developed.</u>	May-22	4	4	16	Risk Response: Treat Maintain strong strategic relationships with Scottish Government and Ministers to share National Park Authority achievements and aspirations to deliver against government priorities	In Place	3	3	9	Open
							Proactively engage in discussions with the Minister and Sponsor Team to support the consultation process wherever possible, including sharing of experience around setting up a National Park	In Place				
							Work closely with the Cairngorms National Park Authority on positioning and responses to consultation when appropriate	In Place				
							Consider when we need to take an organisational position on proposals and ensure that this is aligned, where possible, with the Cairngorms National Park Authority	In Place				
							Ensure staff have appropriate information to direct questions, if asked, to protect the interests of the National Park Authority	In Place				

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5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5
	Impact				

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