



# Loch Lomond & The Trossachs National Park Authority

## Internal Audit Report 2025/26

### Stakeholder Management

December 2025

Review Sponsor: Anna MacLean, Director of Engagement and Innovation



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# Executive Summary

## Conclusion

Audit Rating	Minor Improvement Required
<p>Loch Lomond &amp; The Trossachs National Park Authority (LLTNPA) has established strong relationships with stakeholders over years of engagement, supported by both formal and informal approaches. Throughout fieldwork, staff involved in stakeholder engagement demonstrated a clear awareness of their roles and responsibilities in this area, providing examples of when and how they engage with stakeholders.</p> <p>We have identified examples where LLTNPA is actively seeking to engage with businesses, public and third sector bodies, for example through the use of National Park Mobility Forum, Visitor Management Groups, and the Business Destination Group alongside specific engagement during high-profile projects.</p> <p>However, we identified opportunities to strengthen the framework which surrounds the current stakeholder management processes and improve feedback mechanisms to better inform future engagement:</p> <ul style="list-style-type: none"><li>• At present, LLTNPA does not have an overarching stakeholder engagement plan. The absence of a documented approach or clear expectations means that engagement standards are not formalised, and new staff have limited guidance on how engagement should be planned and delivered.</li><li>• Consistent feedback mechanisms also require enhancement to ensure stakeholder insight is consistently captured and used to assess the appropriateness and effectiveness of engagement activities. This would support clear communication methods and enable feedback to be shared with relevant governance forums to inform future engagement planning.</li></ul>	

## Background and scope

Effective stakeholder engagement is essential for the success of Loch Lomond & The Trossachs National Park Authority's (LLTNPA) statutory functions, strategic objectives and place-based initiatives. As a National Park Authority, LLTNPA works with a diverse range of stakeholders including local communities, landowners, public bodies, businesses, third sector organisations and visitors. Engagement is critical to building trust, ensuring inclusive decision-making and delivering sustainable outcomes aligned with the National Park Partnership Plan. It is also important to reflect on and assess the effectiveness of communication and engagement strategies with key stakeholders. This includes evaluating the alignment of engagement activities with organisational goals and how stakeholder engagement and reporting is informing outcomes. A key support mechanism for doing so should be reflecting on the National Standards for Community Engagement.

In accordance with the 2025/26 Internal Audit Plan, we have reviewed LLTNPA's engagement with its stakeholders, with this review focussing on engagement with businesses and public and third sector bodies (including third sector businesses involved in the community). This has considered how the Authority identifies its key stakeholders, strategies for effective engagement and communication.

## Key Contacts and Audit Team

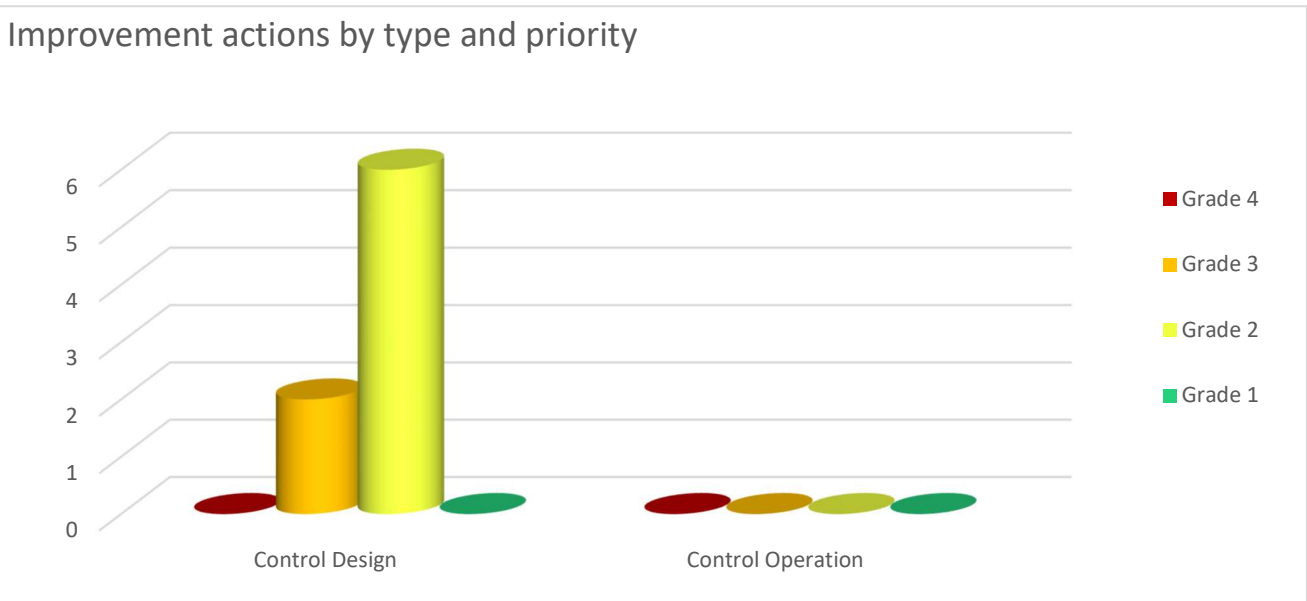
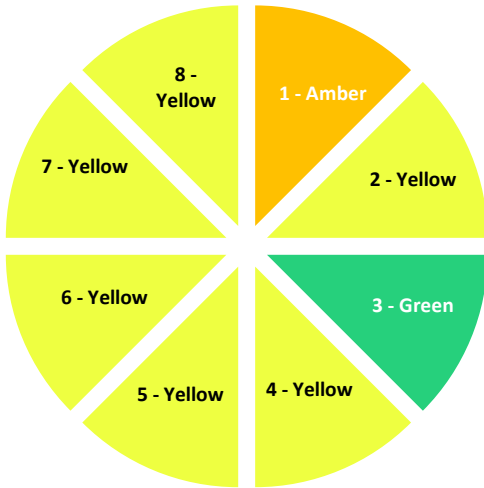
Key Contacts	Audit Team
<i>Nik Turner, Strategic Engagement Manager</i>	<i>Stephanie Hume, Director</i>
<i>Lianne Campbell, Strategic Communications Manager</i>	<i>Sophie Quinn, Assistant Manager</i>
<i>Douglas Smith, Corporate Performance Manager</i>	<i>Jodi McLean, Internal Auditor</i>
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<i>Harriet Donald, Land use Programme Manager</i>	
<i>Emily Davie, Mobility Partnership Programme Manager</i>	
<i>Matt Buckland, Visitor Operations Manager</i>	
<i>Susan Brooks, Communities and Place Planning Manager</i>	
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## Acknowledgement

We would like to take this opportunity to thank all members of management and staff for the help, courtesy and co-operation extended to us during the year.

# Control assessment

- 1. There is a stakeholder engagement strategy, aligned to LLTNPA’s statutory duties and strategic priorities.
- 2. Stakeholder mapping is carried out to identify and define key stakeholders and engagement approaches.
- 3. Roles, responsibilities and oversight over stakeholder engagement are clearly defined and executed.
- 4. Engagement activities are planned, resourced and delivered in a consistent, inclusive and proportionate manner.
- 5. LLTNPA use a balanced set of communication methods that are accessible, appropriate and effective.
- 6. There are formal and informal mechanisms for requesting and gathering feedback, with views and comments from stakeholders reviewed regularly.
- 7. Stakeholders are informed of how their input has influenced decisions, to close the feedback loop (“you said, we did”).
- 8. Mechanisms are in place to monitor the effectiveness of engagement activities to ensure it meets the needs of the relevant audience and lessons learned are captured and used to improve future engagement activities.



Eight improvement actions have been identified from this review, all of which relate to the design of the controls in place. See Appendix A for definitions of colour coding.

# Key findings

## Good practice

- Roles and responsibilities surrounding stakeholder engagement are clearly articulated to staff, with examples being provided by management of this being included within job descriptions and annual objectives. This was also evident in discussions with staff throughout the audit.
- For large scale projects we confirmed that the Project Initiation Documents (PIDs) require key stakeholders to be listed.
- Stakeholder forums have been established across the National Park to represent diverse interests, including businesses and communities. Examples include the National Park Mobility Forum, Visitor Management Groups, and the Business Destination Group. Those we spoke to felt that these forums are helping to create an environment where the diverse needs of stakeholders across the National Park are heard and considered in decision-making.
- We identified that management did undertake stakeholder mapping as part of the development of the National Park Partnership Plan (NPPP).
- There is a culture in place which aims to ensure that engagement is delivered to stakeholders in a bespoke manner, built on the foundations of strong relationship building.

## Areas for improvement

- LLTNPA should implement an overarching stakeholder engagement plan and ensure this is documented and available to staff.
- LLTNPA should ensure stakeholder mapping is undertaken and documented in a consistent manner with formalised guidance provided to staff outlining the minimum requirements.
- LLTNPA should introduce consistent mechanisms for requesting and gathering stakeholder feedback, so this can be utilised to inform future work and engagement.

These are further discussed in the Management Action Plan below.

## Impact on risk register

The LLTNPA corporate risk register (May 2025) included the following risks relevant to this review:

- Risk 005: External Engagement - Diversion of resources caused by significant and/or sustained media and public interest (including around the NPPP and role of National Parks) resulting in negative impact on AOP delivery and organisation resilience (score: 12)

Our review has identified that there is a requirement to strengthen the documented framework which surrounds stakeholder engagement; while engagement activities are clearly being undertaken the approach to and mapping of stakeholders is less clearly defined.

## Cultural Observations

LLTNPA demonstrates a willingness to create a strong culture of stakeholder engagement, underpinned by both formal and informal approaches aimed at building long-standing relationships. There is a clear openness to feedback and collaboration across staff and management, reflecting a positive organisational culture that supports learning and continuous improvement. However, we observed that reliance on historical knowledge - rather than documented processes - limits

consistency and creates challenges in ensuring stakeholder needs and feedback are captured systematically.

# Management Action Plan

**Control Objective 1: There is a stakeholder engagement strategy, aligned to LLTNPA's statutory duties and strategic priorities.**



## 1.1 Stakeholder Engagement Plan

### Observation

Stakeholder engagement is a key component of effective governance and organisational transparency. A formal Stakeholder Engagement Plan provides a structured approach to engagement, defines key stakeholder groups, and sets expectations for how and when engagement should occur. It supports consistency, improves accountability, and ensures that engagement activities are aligned with organisational objectives.

We confirmed that LLTNPA does not have an overarching stakeholder engagement plan in place. While we observed examples of engagement within projects and activities, these do not form part of a consistent or organisational wide approach.

We confirmed that stakeholder mapping was undertaken as part of the development of the National Park Partnership Plan, however delivery of engagement is currently managed on a project-by-project basis. Staff currently use their own knowledge and experience to identify and drive stakeholder engagement. Whilst staff experience supports effective engagement locally, the absence of an organisation wide plan risks inconsistency. Given the nature of the work undertaken by LLTNPA it is recognised that the engagement required with stakeholders may vary depending on the work being undertaken, at present this context is not currently set out within an overarching plan.

We have identified that as a result of a lack of formal framework to classify stakeholders or define engagement methods and frequency, current approaches vary and often rely on personal judgment rather than documented guidance to drive forward engagement with the organisation's activities.

### Risk

The absence of a defined stakeholder engagement plan creates inconsistency and potential gaps in engagement practices. Without a documented approach or minimum standard, engagement may be disproportionate or unclear, and new staff may struggle to understand expectations. This could lead to dissatisfied stakeholders and adverse outcomes.

### Root cause analysis

We performed further analysis to determine the reason a formalised stakeholder engagement plan has not been established and documented, and found that:

1. Elements of a stakeholder engagement plan are often formed on a lower level, on a project basis to ensure engagement is bespoke and catered to the activity at hand.
2. There is a reliance on the expertise and knowledge of current staff within the organisation to appropriately approach engagement with stakeholders.

## Recommendations

Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
1.1A	<p>LLTNPA should develop and document a formal Stakeholder Engagement Plan to establish a clear and consistent approach to engagement.</p> <p>The plan should set out minimum expected standards for engagement, define roles and responsibilities of staff, and outline the key methods of engagement to ensure consistency across the organisation.</p> <p>To ensure the organisation can continue to ensure engagement is bespoke to each project of activity, management may wish to outline the methods of communication which must be considered for each project with an assessment at a project level as to which engagement methods, or whether any additional ones are required.</p> <p>To ensure a scalable approach is taken management may wish to set these requirements in the context of the scale of projects.</p>	3 (Design)	<p>Accept.</p> <p>We will create a stakeholder engagement plan that will act as guidance for staff when planning and carrying out engagement.</p>	<p>Strategic Engagement Manager</p> <p>December 2026</p>
1.1B	<p>LLTNPA should incorporate an organisation wide stakeholder mapping exercise within the Stakeholder Engagement Plan. This should categorise stakeholders based on their level of interest and influence and set out the expected frequency and examples of appropriate methods of engagement to ensure a</p>	3 (Design)	<p>Accept.</p> <p>We will complete a National Park Partnership Plan stakeholder prioritisation exercise utilising the existing stakeholder map which will include an overview of the appropriate forums and frequency of these through which they are engaged. We</p>	<p>Strategic Engagement Manager</p> <p>December 2026</p>

	<p>consistent and structured approach, tailored to the needs of the stakeholder(s) in question.</p> <p>While stakeholders may form different levels of interest and influence for each project, this mapping within the Stakeholder Engagement Plan should be considered against delivery of the corporate outcomes, it is recommended that the plan covers the same timescale as LLTNPA key strategic documents and as such reviewed alongside these, to ensure continued relevance management may wish to undertake a high level review of the maps to ensure continued relevance.</p>		<p>will agree an appropriate review frequency to ensure this is kept up to date.</p>	
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## Control Objective 2: Stakeholder mapping is carried out to identify and define key stakeholders and engagement approaches.

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### 2.1 Approach to Stakeholder Mapping

#### Observation

Management confirmed that stakeholder mapping is currently carried out on an individual project or activity basis, where stakeholder influence and interest are considered in relation to project outcomes.

However, our review confirmed that there is no formalised approach to stakeholder mapping. While management provided two pieces of guidance intended to support mapping, these are optional and not widely adopted, with both tools utilising different categorisation methods:

- Stakeholder Mapping Guidance: Categorises stakeholders into four groups based on their influence and interest manage closely, keep satisfied, keep informed, and monitor. However, this guidance was only applied to the NPPP, outlining key partners involved in delivering a range of objectives within the National Park. When discussed with management, it was confirmed that the guidance could be used across projects, although its accessibility and the level to which it had been shared across the organisation was unclear.
- Stakeholder Analysis Template: Available for use during PID development in high-risk projects, further categorising stakeholders into Key Players, Context Setters, Defenders, and Crowd. We found no evidence of this approach being applied in the PID projects reviewed for the stakeholder groups included within this review.

Two of the three PIDs supplied listed stakeholders without categorisation – we found a lack of consistency in the named categorisations of stakeholders within the documents reviewed

We did note that The Local Development Plan Evidence Report documented an engagement approach built on overarching principles, previous engagement, and a summary of engagement delivered for the plan. This includes who was engaged, how engagement occurred, and the topics discussed but did not utilise either of the above guidance.

No organisation wide stakeholder mapping exists to classify stakeholders by interest or influence and define engagement methods and frequency (linked to MAP 1.1). Mapping is carried out differently across projects, relying on individual staff judgment.

#### Risk

There is a risk of inconsistent practices across the organisation on the approach to identifying and documenting key stakeholders which may result in misalignment and a lack of appropriate engagement with stakeholders.

#### Root cause analysis

We performed further analysis to determine the reason a high-level mapping exercise had not been completed, and found that:

1. There is currently no formal guidance on how stakeholders should be mapped, resulting in inconsistent and sometimes undocumented approaches.

### Recommendations

Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
2.1A	<p>LLTNPA should formalise stakeholder mapping guidance and establish a standard for staff to follow when planning engagement activities. This should include clear categorisation criteria and documentation requirements including outlining how to document stakeholder maps alongside the type of engagement required and frequency to ensure consistency across the organisation.</p> <p>This mapping should form part of a standardised project planning templates.</p>	2 (Design)	<p>Accepted.</p> <p>As part of the overall stakeholder engagement plan, we will ensure there is a toolkit with standardised templates and guidance for planning engagement as part of projects.</p>	<p>Strategic Engagement Manager</p> <p>December 2026</p>

## Control Objective 3: Roles, responsibilities and oversight over stakeholder engagement are clearly defined and executed.



### No reportable weaknesses were identified

Stakeholder engagement is a shared responsibility across all roles within LLTNPA and is not assigned to a dedicated individual or team.

As there is no organisational stakeholder engagement plan, we sought to understand how this responsibility is communicated to staff. Through discussions with staff involved in engagement activities, we identified three key factors contributing to their awareness of this responsibility:

- Staff indicated that stakeholder engagement is referenced within their job descriptions and reinforced through annual objectives, which outline expectations and are reviewed as part of performance discussions.
- For high-priority projects, PIDs set out staff responsibilities, including engagement requirements. From our review of PIDs, we confirmed that project teams are listed alongside their responsibilities and expected time commitments.
- Staff highlighted that engagement is integral to their work and essential to achieving both project-specific objectives and wider organisational goals.

We also sought to understand how engagement is being delivered in practice. Through discussions and review of evidence provided, we confirmed that staff employ a range of engagement methods on an ongoing basis, supporting strong relationships with key stakeholders. Examples include:

- Participation in groups such as the National Park Mobility Forum, Business Destination Group, and Visitor Management Groups, where staff attend meetings to share updates, discuss current engagement arrangements, and agree actions on emerging issues.
- Day-to-day engagement through conversations, emails, and meetings, often on a reactive basis in response to stakeholder queries. For example, during the development of Local Place Plans, formal engagement activities helped build strong relationships, enabling stakeholders to feel comfortable making contact informally to discuss issues and queries.

## Control Objective 4: Engagement activities are planned, resourced and delivered in a consistent, inclusive and proportionate manner.

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### 4.1 Approach to planning, resourcing and delivering engagement

#### Observation

There is no formal guidance in place for planning, resourcing, and delivering engagement activities in a consistent, inclusive, and proportionate manner. Engagement is currently approached on a project or team basis, drawing on the expertise of staff within individual business areas.

#### Formal Engagement

For higher-priority projects, engagement activity is often documented within a PID which identifies key stakeholders. This will, on most occasions, lead to liaison with the Communications Team to develop a communications plan outlining how engagement should occur.

However, our review identified inconsistencies in how stakeholder sections within PIDs and communications plans were documented and, in some cases, it was unclear how engagement approaches had been determined. Examples include:

- West Riverside: A PID was not required as this was a high-profile planning application as opposed to a high-profile project or programme; however it was included in our sample due to the size and media coverage of the work. We confirmed the communications plan outlined the communication objectives, key messages, stakeholders and communication channels; however there was no documented rationale to demonstrate how the approaches outlined were arrived at, considering their appropriateness and effectiveness.
- Conic Hill: We confirmed that the PID listed key stakeholders but did not provide reasons for their inclusion nor undertake mapping of their priority to the project and the type and frequency at which they should be communicated with. The communications plan outlined communication channels to be utilised but this does not clearly and easily link back to the list of stakeholders included in the PID document and does not define the frequency to which all stakeholders will be engaged. Staff were tasked with sharing information with relevant stakeholders, indicating reliance on staff expertise.
- Trossachs Explorer: We confirmed the PID listed key stakeholders and provided reasons for their inclusion as a named partner for the project alongside categorising them into local partner, private operators, national partners, regional partners, key stakeholders and stakeholders. The communications plan adopted a structured approach by categorising stakeholders into two groups - “keep informed” and “empower to support.” Evidence of email correspondence was provided, including the ‘Trossachs Explorer 2025 Campaign Toolkit,’ which contained key information, messaging, and promotional assets for stakeholders to share across their own channels and networks, which aligned to their communications plan objectives.

Where engagement occurs through established groups within the National Park, we confirmed that activities have been planned, resourced, and delivered with regard to stakeholder interests. For example:

- Groups were formed to represent the interests of specific stakeholder communities, providing a forum for updates, queries, and issues such as the National Park Mobility Forum, Visitor Management Groups, and the Business Destination Group.
- Within Visitor Management Groups, place-based groups have been established to reflect the needs of stakeholders across different areas of the National Park, with engagement type and frequency influenced by stakeholder input.

### **Informal Engagement**

To understand how informal engagement is planned and delivered, we held discussions with staff responsible for stakeholder engagement and identified that:

- Informal engagement typically occurs on a responsive basis, through ad hoc conversations, emails, or meetings with stakeholders. These interactions are not formally planned and are addressed individually, drawing on staff knowledge and expertise.
- Formal and informal engagement activities have helped build strong relationships with stakeholders, creating opportunities for informal discussions on a business-as-usual basis. These engagements are tailored to the situation at hand.

While informal engagement is not a formalised approach, staff confirmed that it represents a significant proportion of overall engagement activity. Discussions indicated that these interactions are delivered in line with stakeholder interests; however, as noted in previous findings, documented guidance on stakeholder engagement would enhance staff expertise in engaging with stakeholders that their role brings them into contact with.

### **Risk**

There is a risk that without a consistent approach to planning engagement activities, key stakeholders or engagement opportunities will be missed, and engagement will not occur on an appropriate, inclusive and proportionate basis.

### **Root cause analysis**

We performed further analysis to determine the reason there are differing and inconsistent approaches to planning engagement with stakeholders, and found that:

1. As there is no stakeholder engagement plan there is no outlined basic requirements and expectations around approaching engagement.
2. As there is an approach to create bespoke, personalised engagement, it is assumed that planning, resourcing and delivering engagement should be done on an individual activity or project basis.
3. There is no dedicated stakeholder engagement resource within the organisation.

## Recommendations

Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
4.1A	LLTNPA should develop a framework for utilising the stakeholder mapping output (MAP 2.1A) to plan formal engagement activities to ensure a consistent approach across the organisation. This should ensure there is clear documentation of the specific engagement being undertaken against each stakeholder group, alongside the timing and resources required to deliver the activity. This should be flexible to pragmatically suit the requirements of the work being undertaken, and enhance the experience and expertise that staff bring to engaging with the stakeholders they interact with most often	2 (Design)	Accept.  As part of our strategic stakeholder engagement approach to progress our National Park Partnership Plan, we will outline a clear plan for using the stakeholder map to inform our strategic engagement activities.	Strategic Engagement Manager  December 2026

## Control Objective 5: LLTNPA use a balanced set of communication methods that are accessible, appropriate and effective.

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### 5.1 Balanced Set of Engagement Methods

#### Observation

We have confirmed that while LLTNPA is utilising a range of communication methods when engaging with stakeholders there was limited documentation within the project planning documents provided outlining why the methods used were selected as being the most appropriate for example considering accessibility and effectiveness .

While the choice of communication method(s) is tailored according to the audience that is being engaged, decisions on accessibility, appropriateness, and effectiveness rely on staff expertise and are not supported by a standardised methodology.

Our review identified examples where communication methods were considered and adapted to stakeholder needs; For instance:

- NPPP: Stakeholders were mapped by influence and interest to ensure communication was tailored to different groups.
- Tarbet Project: Focused email correspondence was issued to stakeholders identified as being impacted by the works.
- Conic Hill: Communication was developed based on stakeholder importance, with updates provided to businesses and communities affected by path works.
- Trossachs Explorer: Stakeholders were categorised into groups such as “keep informed” and “empower to support,” with campaign information toolkits provided to stakeholders supporting project delivery.

While these examples demonstrate efforts to maintain communication which is accessible, effective and appropriate, this is not supported by a documented process within engagement planning as to how to ensure this is achieved and informed by prior lessons learned. As a result, it is currently difficult to evidence how accessibility, appropriateness and effectiveness are assessed at an organisational level.

Informal engagement continues to take place on a day-to-day basis, responding to stakeholder queries and issues as they arise. While this approach is practical for addressing immediate concerns, it remains reliant on staff expertise rather than a formal framework.

#### Risk

Without a standardised approach to ensure communication is accessible, appropriate and effective for formal types of engagement, there is a risk communications across the organisation will be inconsistent creating business continuity issues.

## Root cause analysis

We performed further analysis to determine the reason there is no standardised approach to ensuring communication methods are balanced, providing accessibility, appropriateness, and effectiveness based on stakeholder or activity interest, and found that:

1. As most engagement with stakeholders comes from business as usual correspondence, situations and their approaches differ resulting in different methods being used.
2. There is a reliance on knowledge and expertise of staff currently involved within engagement activities.

Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
5.1A	<p>As part of the creation of the Stakeholder Engagement Plan (MAP 1.1A) management should outline the key communication and engagement methods and channels to be considered for use across the organisation.</p> <p>Management should ensure that during the planning processes for engagements guidance from the organisation's stakeholder engagement plan and training is followed so that the particular channel(s) for engagement for each stakeholder group has been considered and is accessible, appropriate and effective.</p>	2 (Design)	<p>Accept.</p> <p>This will be done alongside the creation of the Stakeholder Engagement Plan.</p>	<p>Strategic Engagement Manager</p> <p>December 2026</p>

## Control Objective 6: There are formal and informal mechanisms for requesting and gathering feedback, with views and comments from stakeholders reviewed regularly.

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### 6.1 Formalised Mechanisms for Requesting and Reviewing Feedback

#### Observation

Staff involved in engagement activities indicated that - as a result of previous formal engagements and long-standing relationships - an informal mechanism exists where stakeholders feel comfortable providing feedback, both positive and negative on an ongoing basis. This feedback is typically addressed as part of day-to-day operations and managed according to the specific issue.

We identified a number of examples where feedback is being gathered from stakeholders which include:

- Feedback Mailbox: Introduced during the pandemic to allow businesses and communities to raise issues across the National Park. The mailbox remains active, with Visitor Management assessing and responding to submissions. Issues raised are logged on a tracker that records the sender, date, nature of the issue, responsible staff member, and updates based on responses.
- Engagement Groups: Formal groups such as the National Park Mobility Forum and Business Destination Group provide stakeholders with opportunities to share feedback informally during meetings. We also noted examples of formal feedback requests through questionnaires and meeting discussions to inform group operations and engagement.
- NPPP: Consultations were held during development to gather stakeholder feedback, which informed the design and delivery of the plan. A Report of Consultation was included within the Board papers that were drafted post-consultation/to ask for approval of the final version of the Plan. This is available on the National Park website.
- Balloch Pierhead: Strategic engagement for this project included consultations with stakeholders to understand local issues. Feedback was reviewed and used to shape project decisions.

However, there is no formal process that defines when and how feedback should be formally sought from stakeholders, as well as how it should be reviewed to ensure concerns are addressed or positive feedback considered for the future.

#### Risk

Without formalised mechanisms for appropriately gathering and reviewing stakeholder feedback, there is a risk that LLTNPA could operate without the opinions of stakeholder being used to inform decision making that has a direct effect on them. This could lead to dissatisfied and disengaged stakeholders.

#### Root cause analysis

We performed further analysis to determine the reason there is no organisational guidance and formalised mechanisms in place for gathering and reviewing stakeholder feedback, and found that:

1. There is a reliance on staff expertise and existing relationships to gather feedback.

### Recommendations

Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
6.1A	LLTNPA should introduce consistent mechanisms and defined processes for gathering and reviewing stakeholder feedback. This should include clear steps for requesting input, documenting responses, and monitoring actions to ensure engagement activities are informed by stakeholder views and concerns are addressed consistently.	2 (Design)	Accept.  We will include guidance in our stakeholder engagement plan that outlines how and when we would expect feedback to be sought from stakeholders.	Strategic Engagement Manager  December 2026

## Control Objective 7: Stakeholders are informed of how their input has influenced decisions, to close the feedback loop (“you said, we did”)

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### 7.1 Consistent Feedback Loop

#### Observation

At present the process of ensuring that stakeholders are informed of how their feedback has influenced decisions or activities is managed on a project or activity basis. We identified examples such as:

- National Park Mobility Forum: During the inaugural meeting in August, feedback was sought from stakeholders on how the group should operate, including engagement type and frequency. This feedback was used to shape the functionality of the group, and stakeholders were informed that their input influenced its operation.
- Balloch Pierhead: Stakeholder feedback was gathered through engagement activities during project development. Feedback was analysed to identify key themes and issues, which informed next steps and actions. Stakeholders were updated, and their input was reflected throughout the project’s design and delivery.
- Local Development Plan: The evidence report included a “we said, you did” section within report papers, outlining stakeholder input alongside responses and actions taken, such as adapting the report and maintaining further communication.

However, a formal process does not currently exist to ensure that a ‘you said, we did’ approach is undertaken as part of formal stakeholder engagement activities or set a minimum standard for ensuring the feedback loop is closed.

#### Risk

There is a risk that, without a standardised approach to informing stakeholders how their input has influenced decision-making, stakeholders may feel their contributions are not valued. This perception could damage relationships and result in decisions that fail to reflect stakeholder views.

#### Root cause analysis

We performed further analysis to determine why there is inconsistent approaches for informing stakeholders about how their input has been used to shape decision making, and found that:

1. There is not an established process for receiving feedback and communicating the feedback results.

## Recommendations

Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
7.1A	<p>Following the development of a consistent feedback process under MAP 6.1A management should outline a required approach for communicating back to stakeholder the actions being taken as a result of the feedback provided.</p> <p>As a minimum management should require that the approach is considered and documented as part of the planning documents for any projects being undertaken where stakeholder feedback will be sought.</p>	2 (Design)	<p>Accepted.</p> <p>As part of the above process to gather feedback we will also suggest ways to feedback to stakeholders as part of project delivery.</p>	<p>Strategic Engagement Manager</p> <p>December 2026</p>

**Control Objective 8: Mechanisms are in place to monitor the effectiveness of engagement activities to ensure it meets the needs of the relevant audience and lessons learned are captured and used to improve future engagement activities.**

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## 8.1 Lessons Learned and Effectiveness of Engagement

### Observation

We confirmed that while formal lessons learned exercises are completed for large projects, they are not explicitly used to capture lessons learned from stakeholder engagement, and as such while stakeholder engagement may be reflected upon it is not a requirement of the process.

We reviewed lessons learned documentation completed on the projects included within our testing and noted that these reviews focus on overall project successes and challenges, with the aim of informing future delivery. While there are minor references to stakeholder engagement and opportunities for staff to raise related issues, the current approach does not provide a structured forum to reflect on how engagement was delivered, its effectiveness or how feedback could be used to improve future engagement

Discussions with staff indicated that lessons learned relating to engagement are often captured informally and on an ad hoc basis. Staff explained that feedback is, in some cases, considered at the start of an activity to inform engagement throughout, but this is not consistently documented. Examples of how LLTNPA has considered lessons learned regarding engagement, despite the absence of a formalised approach, include:

- Balloch Pierhead Project: Roundtables, consultations, and surveys with stakeholders were used in the initial stages to gather feedback that informed the project vision.
- Local Development Plan: Previous engagement was referenced and used to build strong relationships with stakeholders, supporting future engagement activities.
- NPPP: Consultation with stakeholders during development helped shape the content and direction of the plan.

While these examples demonstrate that lessons learned are considered informally there is no formal process to review engagement outcomes and capture feedback systematically and share the lessons learned across the organisation to ensure that other projects benefit from any lessons identified by management.

### Risk

There is a risk that if lessons learned are not formally captured to improve stakeholder engagement that insufficient engagement activities will be repeated, which could lead ineffective engagement and dissatisfied stakeholders.

### Root cause analysis

We performed further analysis to determine why there are not established approach for capturing lessons learned to improve future engagements and found that:

- There is not a formalised approach for capturing feedback and lessons learned in relation to stakeholder engagement.

## Recommendations

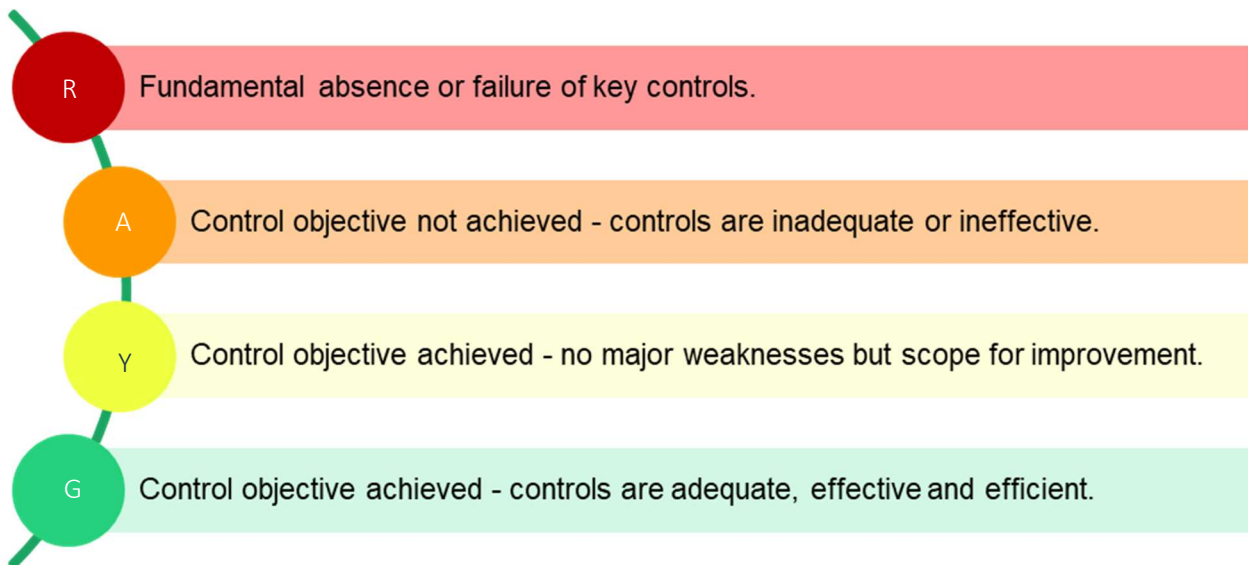
Ref	Recommendation	Grade	Management Response	Action Owner and Due Date
8.1A	<p>Management should ensure that consideration of stakeholder engagement is included in any lessons learned activities undertaken on projects.</p> <p>These should be formally documented and shared where relevant across LLTNPA to ensure that other projects may benefit from the lessons identified.</p> <p>Lessons learned should be centrally recorded and a process established to ensure these are reviewed and considered as part of future engagement planning.</p>	2 (Design)	<p>Accepted.</p> <p>We will update our lessons learned documentation to specifically ask for reflections on stakeholder engagement.</p>	<p>Strategic Engagement Manager</p> <p>December 2026</p>

# Appendix A – Definitions

## Audit Ratings

<b>Immediate major improvement required</b>
•Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.
<b>Substantial improvement required</b>
•Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.
<b>Minor improvement required</b>
•A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate and effective to provide reasonable assurance that risks are being managed and objectives should be met.
<b>Effective</b>
•Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.

## Control assessments



## Management action grades

4	•Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation.
3	•High risk exposure - absence / failure of key controls that create significant risks within the organisation.
2	•Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risks within the organisation.
1	•Limited risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues.

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