

	Risk Event	Implications	Likelihood 1(low) - 5(high)*	Impact 1(low) - 5(high)*	Severity/ Priority	Countermeasures	Owner	Activity / Outcomes
Protect								
1	Failure to enhance landscapes and habitats	Failure to deliver on a core purpose of the NPA. Damage to NPA reputation	1	5	5	The NPA is a partner in the New Forest Higher Level Stewardship Scheme, designed to restore and enhance the internationally-important habitats in the New Forest. The HLF Landscape Partnership Scheme, Our Past Our Future, will help to restore sites across the Forest, including waterways, ancient woodland, meadows and historic buildings. Continued support for the New Forest Land Advice Service.	Paul Walton	The NPA is a partner in the New Forest HLS and lead partner in the Our Past Our Future scheme. Condition of nationally and locally important nature conservation sites improved.
2	Failure to conserve the historic environment and the local way of life	Reduced support for commoning.	2	3	6	Review CDS and policies relating to back-up grazing through the local plan review.	Steve Avery	Commoning activities continue to be supported through the planning policies that apply in the National Park.
Enjoy								
3	Poor experiences and enjoyment of the National Park	NPA is considered to be underperforming or ineffective resulting in growing lack of public and partner support for National Park status	2	3	6	Strong ethos of partnership working that ensures efficient use of resources between organisations.	Nigel Matthews	The NPA continues to be regarded as effective and efficient; people continue to have positive experiences
4	Failure to improve understanding of the National Park	Growing number of people in influential positions who do not appreciate the special qualities of the National Park and the importance of conserving and enhancing them	2	2	4	Work with stakeholder organisations at senior level to raise-awareness and educate about what makes the National Park special are embedded in a wide range of initiatives. This is usually accompanied by 'messages' about how we can enjoy the New Forest without harming it, often as part of themed educational campaigns coordinated between local partner organisations. Target audiences include people who do not currently understand or value the special qualities and those who have yet to consider them including children and young people, and new visitors to the Forest. Engagement methods are varied for maximum effect, ranging from face-to-face (e.g. schools work, events and individual conversation), through to printed literature and social media.	Nigel Matthews	Future generations value the New Forest for its unique special qualities ensuring ongoing public support for the National Park
5	It becomes widely perceived either that recreation is causing significant damage to the National Park as a result of NPA actions or inaction, or that changes in recreation management fails to benefit the recreational experience	The NPA is blamed for failing in either its first or its second purpose	3	3	9	Through the Recreation Management Strategy Steering Group we are working with the key organisations responsible for recreation management in the most sensitive parts of the National Park. Any changes in recreation management would only be implemented after careful consultation and due legal process.	Nigel Matthews	Changes in recreation management will only be implemented if we are sure that they will both protect the special qualities and enhance the recreational experience. Economic benefits (fulfilling the NPA's Duty) will ideally also be achieved.
Prosper								
6	Failure to support the local economy	A failing local economy would see demand for unsuitable land uses increase, with the potential to harm the New Forest landscape. A failure in the duty to foster the economic and social well being of the communities in the Park would damage the reputation of the NPA	2	4	8	NPA has good links with the New Forest Business Partnership and the Enterprise M3 Local Enterprise Partnership. The New Forest LEADER programme provides practical support for businesses. Considerable in kind and financial support to the New Forest Marque	Paul Walton	The NPA has many links with businesses at the local and regional level. Officers and Members play an active role on the NFBP, New Forest Local Action Group and New Forest Produce Limited (Marque). Opportunities taken to promote the New Forest economy and seek funding support for local businesses.

7	Reduction in sustainable transport in the area due to lack of government funding and poor public take-up	Increase in use of private vehicles cause greater impacts on local people and the environment and the NPA's good track-record is harmed.	3	2	6	NPA sustainable transport projects largely embedded in the work of other organisations and businesses; flagship New Forest Tour largely self-sufficient. Strong ethos of partnership working that ensures efficient use of resources between organisations	Nigel Matthews	Provision of sustainable transport continues to be an important element of the measures to reduce impacts of traffic on the New Forest, and the NPA's role in this is appreciated by partner organisations.
8	Failure to deliver sufficient levels of affordable housing to meet local housing needs	Less opportunity for local people working in the New Forest to live within the National Park	3	4	12	Local Plan review underway. Retain ability to levy contributions in lieu of on site provision of affordable housing. Adopt a more proactive approach to delivering affordable housing, e.g. the scheme at Bransgore.	Steve Avery	Affordable housing continues to be delivered through a combination of on site provision and the pooling of developer contributions to fund 'off site' schemes.
Resources								
9	Loss of key internal staff, i.e. through resignation or retirement adversely impacts on internal and external service delivery.	Reduces the Authority's pool of expertise and knowledge impacting on internal corporate support and/or Authority work and project delivery. Potential cost implications if the Authority is required to appoint consultants or other public body to undertake the work. Lag time whilst NPA rebuilds internal resource.	3	4	12	Succession planning and the mitigation of risk from the loss of key posts will be looked at as part of the Organisational Development strand of the strategic planning initiative.	ELT	The Organisational Development strategy will set up a structured process to identify existing skills and knowledge gaps within the Authority and set in place a development and training programme to address these gaps and provide a framework for succession planning.
10	Reduced Government funding for neighbouring local councils and/or moves towards unitary authorities leads to significant re-organisation and/or reduction in resources of the authorities concerned.	Re-organisation and/or reduced funding affects delivery of existing joint projects and partnership work with possible new joint working arrangements needing to be agreed and established with the local authorities concerned.	3	4	12	Keep abreast of re-organisation proposals and develop timely joint working arrangements with new teams once established. Engage with devolution discussions and continue to work closely with all partners in promoting the work of the NPA.	ELT	Continued involvement of the NPA in taking forward its purposes and duty through development and promotion of on-going and future work. Closer working with partners and stakeholders.
11	Lack of medium term strategic plans focussing on key themes of the Authority's work specifically around promoting the special qualities of the New Forest.	Reduced opportunities to develop these areas diminishing the NPA's ability to promote and develop the special qualities and the Authority's 2 purposes and duty.	2	3	6	Protection of NPAs from funding cuts up to financial year 2019/20 has enabled the Authority to potentially refocus resources towards developing and promoting its strategic areas of work in the medium term. Actions supporting these themes have been built into the 2017/18 work programme and this will continue with subsequent work programmes. The strategic themes will also be developed, enhanced and supported through the new Business Plan which is in the course of preparation and involves engagement with staff, members and partners.	ELT	Increased resources for developing medium term plans around strategic priorities which promote the special qualities of the New Forest. Increased working with partners around these themes. Identification of external factors which might impact on taking these forward (such as future of EU funding following Brexit) and enablers which would assist and support the NPA in delivering its strategic objectives, i.e. actions supporting the objectives of the strategic themes are included in the Authority's annual work programme.
12	Work programme priorities exceeds resources required to deliver them through poor prioritisation or unforeseen events	Reduced capacity to deliver Authority objectives affecting relations with partners and stakeholders. Impact on budget and increasing staff stress.	2	5	10	Business Plan sets out key priorities for the NPA. Streamlined and focused work programme setting out annual actions and activities. Prioritisation of activities for inclusion in the annual work programme takes place with quarterly monitoring during the year. Sound project planning ensures adequate resources are available to carry out the work within the anticipated timeframes. NPA undertakes individual staff development planning as part of its performance management framework.	ELT	Business Plan objectives are met through delivery of the annual work programme with linkages between priorities, owners and budgets ensuring resources are effectively managed and monitored.
13	Negative impact on staff morale as a result of staff not being engaged and motivated.	Reduced performance - work not delivered or is delayed; expectations disappointed; key issues remain unresolved; Authority reputation suffers; budgets not spent; stress levels increase; work quality suffers. Inability to deliver Business Plan objectives or to maintain services at agreed / accepted levels.	2	4	8	Very positive results from staff survey. Continue to communicate and engage effectively with all staff and encourage them to contribute ideas/suggestions and provide training and development where needed. Individual staff development plans facilitate engagement and input into the Authority's work.	ELT	Retain a positive and motivated workforce. Maintenance of high levels of performance and effective and efficient delivery of the NPA's work.

Processes								
14	Significant disruption to National Park Authority operations	Major loss of premises and/or failure of ICT systems leads to inability of Authority to operate.	2	5	10	Business Continuity Plan sets out procedures for recovery from a major incident. The Plan and in particular the IT recovery component is currently being updated and reviewed and will be audited in the autumn.	Corp. Services Manager/IT Manager	Effective continuation of the Authority's operations and IT support in the event of a major disruption of the Authority's operations.
15	Breach of IT systems and servers (virus attack)	Data collection, storage and decision making affected impacting on performance and effectiveness of the Authority's work. Time and cost of data retrieval and systems recovery.	3	5	15	Review/update of the NPA's ICT policies and procedures now approved and implemented including security of data stored on remote and mobile devices. Anti virus software installed as soon as new security updates become available through Microsoft. New PCs currently being rolled out to staff with latest technology and software. Increase staff awareness and training and better password protection. Scheduled internal audit of the Authority's IT controls and cyber security in October.	Corp. Services Manager/IT Manager	Significant improvements in electronic document storage and reduced risk of data breaches and virus attack.
16	Breach of the Data Protection Act, the Freedom of Information Act and/or the Environmental Information Regulations. Insufficient preparation for the new EU General Data Protection Regulation or similar legislation introduced by the UK.	Unauthorised disclosure of personal and sensitive data through an IT breach or human error, resulting in fines being imposed, loss of reputation or failure to meet statutory obligations. Uncertainty around which laws remains in place at the end of the Brexit timescale/compliance period.	2	5	10	Continue to promote awareness and training of responsibilities under DP/FOI/EIR and the requirements of the GDPR. Staff to make use of internal advice and expertise. Continually review and update existing processes, internal communications and policies and security measures. Compliance with Transparency Code. Remain vigilant on guidance from the ICO on future implications.	Corporate Services Manager	Compliance with DP/FOI/EIR/GDPR requirements and reduce possibility of a data breach, negative reputational impact and possible fine.
Policy, Performance and Reputation								
17	Decisions taken on sensitive or unpopular issues and projects leads to negative impact on the Authority's reputation, especially when picked up and rapidly spread via social media.	NPA's reputation damaged. Failure to deliver key projects. Reduced effectiveness of NPA in taking forward project work. Harms relationships with partners, stakeholders and local communities. Possible judicial review of Authority decisions.	3	5	15	Maintain engagement and joint working with key partners and stakeholders and build on communication with local communities through publicity and consultation and promote involvement through quarterly quadrant meetings and local forums such as the NF Consultative Panel. Visible high-quality project delivery and advice; strong communications and consultation with relevant stakeholders; increased emphasis on joint working. Sound project planning and early member involvement in proposed externally funded projects to provide direction and input and fully informed decision making - regular member updates on developments and progress. Close engagement with and understanding of local expectations and concerns. Ensure that the Authority's communication strategy is well equipped to respond to any negative publicity from social media.	ELT Members and Staff	Enhanced focus on purposes and duty as well as objectives set out in the Partnership Plan and Business Plan. Close and positive working relationships with partners, stakeholders and communities. Project plans set out clear outcomes & measures of success. Measures taken to ensure improved communication and consultation of relevant stakeholders. Externally funded projects reported to appointed members group for prior consideration and then all members to ensure structured and informed decision making.
18	Brexit leads to changes in environmental legislation, funding for conservation, recreation and research funding and designation of protected sites in the New Forest	Britain's exit from the EU leads to changes to environmental and agricultural policy, current environmental legislation and level of resources for on-going conservation and recreation projects in the New Forest.	3	5	15	Work individually and jointly with local partners, businesses and communities to ensure the best outcome for the New Forest from changes to policy post Brexit. Separately, and with other NPAs and NPE engage with the Brexit Minister, Defra, MPs and central and regional government in highlighting the profile and importance of maintaining current protection and funding to NF and new initiatives which would have benefitted from EU funding.	ELT	Continued protection for the New Forest by ensuring that policy changes and changes to government funding continue to support the purposes of the National Park. Enhanced working with government and regional bodies as well as local businesses and communities.

19	Increase in emotive problems over which the NPA has involvement but little control (e.g. topics for which we have educational campaigns and a facilitating role)	Perception that the NPA is ineffective at addressing key local issues	3	4		Ensure the NPA's role and our explanation of it is in keeping with our purposes, agreed with partner organisations, within our capacity to deliver, evidence-based where possible but also sensitive to public opinion.	Nigel Matthews	Even if the problems do not lessen, the NPA can demonstrate that it is playing a full and positive part in addressing the issues, in partnership with other organisations
20	Failure to influence policy makers and decision takers at sub-regional, regional and national levels, i.e. significant developments on the boundary of the National Park such as the plans for development on the waterside.	Section 62 responsibilities of relevant authorities to have regard to National Park purposes not observed; national park purposes not delivered and special qualities undermined.	3	4	12	Engagement and consultation (letters, face-to-face meetings and visits), publicity. Collective lobbying nationally through National Parks UK. Maintain and strengthen strong relationships with Defra, other key government departments and regional and local authorities and partner organisations. Strategic direction provided by Partnership Plan and Business Plan.	CEO/ELT	Close working with neighbouring authorities, Defra and jointly with National Parks UK, NFDC, HCC, FC, etc to ensure appropriate input into consultation responses and other issues affecting National Parks. Greater understanding of the NPA's purposes and objectives.
21	Large intake of new members (comprising one third of the overall Authority membership), are not sufficiently engaged in actively taking forward key areas of the Authority's work or volunteer for committee membership or representation on outside bodies.	Member input is reduced impacting on effective decision making, risk of meetings being inquorate, delays in project delivery. Authority reputation and public expectations suffer. Insufficient member representation on outside bodies	2	4	8	Ensure that sufficient resources are committed to carrying out a member induction soon after appointment so that new members are briefed on current and future work of the Authority and topical issues through meeting with CE and Chairman, tour of offices to meet ELT, managers and staff. Attendance by new members at the NPUK Members' Induction Course to facilitate engagement with the wider National Parks family. Provide early opportunities for new members to become fully involved in the work of the Authority via committee membership, external representation, briefings, members days and tours.	CEO/ELT/Chairman	Effective decision making and project delivery through full membership involvement and input at meetings and other Authority activities including committee membership and Authority representation on external bodies.
Key:								
Below 10 - Green								
below 20 - Amber								
20 and above - Red								