

Last Update	Risk Event	Implications	Likelihood	Impact	Severity/ Priority	Countermeasures	Owner	Activity / Outcomes
	<b>Protect</b>							
7-Mar-16	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.
7-Mar-16	Lack of building design resource following retirement of Building Design Officer	Reduced ability to influence and negotiate design improvements to submitted schemes, resulting in development that is less sympathetic and out of keeping with its surroundings	2	4	8	Building Design and Conservation SLA already in place. Review need for additional resource within team to increase capacity of Senior Conservation and Building Design Officer. Design training for DC officers. Promoting excellent design through the annual Building Design Awards.	Steve Avery	Senior Conservation and Building Design Officer has more time to dedicate to increased NPA caseload. DC officers retain design skills. NPA continues to achieve high standards of design through the planning process and conserve local distinctiveness.
7-Mar-16	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.
	<b>Enjoy</b>							
7-Mar-16	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
7-Mar-16	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 printed literature to social media.	Nigel Matthews	Future generations value the New Forest for its unique special qualities ensuring ongoing public support for the National Park
7-Mar-16	Recreation is perceived to significantly damage the National Park, or changes in recreation management fail to benefit the recreational experience	The NPA is blamed for failing in either its first or its second purpose	3	3	9	Recreation Management Strategy Steering Group comprises experienced and knowledgeable people from the six 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.

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<b>Prosper</b>								
7-Mar-16	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	6	12	NPA has good links with the New Forest Business Partnership and the Enterprise M3 Local Enterprise Partnership. The New Forest LEADER programme will provide practical support for businesses from 2016. 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-Mar-16	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 roll in this is appreciated by partner organisations.
7-Mar-16	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. Awaiting outcome of Planning and Housing Bill. 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 developer contributions to fund 'off site' schemes.
<b>Resources</b>								
7-Mar-16	Funding reduced leading to difficulties in maintaining a balanced budget with adequate reserves in an uncertain financial environment	Business Plan objectives and targets not delivered, pressure on budget and reserves. Organisational change to meet reduced budget leads to inability to manage morale and productivity.	2	4	8	Very positive news received in the Government's Spending Review and Autumn Statement with regard to grant funding for National Parks over the next five years has reduced the financial pressure on NPAs to respond to on-going reductions in grant funding. Continue to work with National Parks England to maintain close links with Defra and look at further opportunities for shared services and efficiencies with other NPAs. Actively pursue opportunities to increase income and corporate sponsorship through the newly established National Parks Partnership and other initiatives.	ELT	Secure grant funding for the next five years has significantly reduced the likelihood of this risk and presents a breathing space for the NPA to develop medium terms strategic plans for key areas of the Authority's work. Increase savings and efficiencies through shared services without impacting on the NPA's ability to deliver. Potential additional income through the National Parks Partnership
15-Aug-16	Reduced Government funding for neighbouring local councils and/or moves towards unitary authorities leads to significant re-organisation of the authorities concerned.	Re-organisation 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.
15-Aug-16	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.	2	3	6	Protection of NPAs from funding cuts over the next five years has enabled the Authority to potentially refocus resources towards developing and promoting its strategic areas of work in the medium term through joint officer and member task and finish groups.	ELT	Increased resources for developing medium term plans around strategic priorities identified at the members workshop promoting the special qualities of the NF. Increased working with partners around these themes. Joint working of key areas of work between officers and members. Identification of external factors 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.
7-Mar-16	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	New Business Plan adopted with streamlined and focused annual work programme setting out key priorities. 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 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.

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30-Oct-15	Negative impact on staff moral 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 earlier in 2016. Continue to communicate and engage effectively with all staff and encourage them to contribute ideas/suggestions and provide training and development where needed.	ELT	Retain a positive and motivated workforce. Maintenance of high levels of performance and effective and efficient delivery of the NPA's work.
<b>Processes</b>								
30-Oct-15	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 implemented (Plan was updated 2013/14, a further update is planned for autumn of 2016).	ELT	Effective continuation of the Authority's operations and IT support in the event of a major disruption of the Authority's operations.
30-Oct-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	The NPA's ICT policies and procedures are being updated including security of data stored on remote and mobile devices. Updated servers and new electronic records management system now operational - significantly reducing risk and spread of a virus attack/data breaches. New anti virus software recently purchased for servers.	Corporate Services Manager	Significant improvements in electronic document storage and reduced risk of data breaches and virus attack.
30-Oct-15	Breach of the Data Protection Act, the Freedom of Information Act and/or the Environmental Information Regulations. Impact of Brexit on the recently introduced EU wide General Data Protection Regulation.	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.	3	5	15	Continue to promote awareness and training of responsibilities under DP/FOI/EIR. 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.

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<b>Policy, Performance and Reputation</b>								
30-Oct-15	Negative impact on the Authority's reputation arising from decisions taken on sensitive or unpopular issues and projects.	Failure to deliver key projects. NPA's reputation damaged. Reduced effectiveness of NPA in taking forward project work. Harms relationships with partners, stakeholders and local communities. Possible judicial review of Authority decisions.	2	4	8	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 unstanding of local expectations and concerns.	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.
15-Aug-16	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 and subsequent 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	4	12	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 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.
30-Oct-15	Failure to influence policy makers and decision takers at National, Regional, Sub-regional levels.	Section 62 responsibilities of relevant authorities to have regard to National Park purposes not observed; national park purposes not delivered and special qualities undermined.	2	4	8	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 new Partnership Plan and Business Plan.	CEO/ELT	Close working with 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.
<b>Key:</b>								
Below 10 - Green								
below 20 - Amber								
20 and above - Red								