

New Forest National Park Authority - Corporate Risk Log  
October 2018

	Risk Event	Implications	Likelihood 1(low) - 5(high)*	Impact 1(low) - 5(high)*	Severity/ Priority	Countermeasures	Owner	Activity / Outcomes
	<b>Protect</b>							
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, helps 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. Focus in 2018 to ensure continuation of funding post 2020 when both schemes are due to end. 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	Commoners Dwelling Scheme policy updated as part of Local Plan Review, greater emphasis on delivering more commoners' homes for rent.	Steve Avery	Commoning activities continue to be supported through the planning policies that apply in the National Park.
	<b>Enjoy</b>							
3	Poor experiences and enjoyment of the National Park by local people and visitors	NPA is considered to be underperforming or ineffective resulting in growing lack of public and partner support for National Park status.	3	4	12	Strong ethos of partnership working that ensures efficient use of resources between organisations, coupled with information about which organisations are responsible for what, and the degree to which they (including the NPA) have control over things that affect people's enjoyment	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 by local people and visitors	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.	3	4	12	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	Lack of engagement with, and recruitment of, potential volunteers from under-represented groups	Potential volunteers from under-represented groups miss opportunities to enjoy the special qualities of the NF and become involved in our work. Authority's volunteer resource is reduced.	4	3	12	Increasing volunteering opportunities for people from under-represented groups by working with the Mosaic partnership (and successor programmes) to promote the volunteering ethos; offering advice and support to enable people with disabilities to engage as volunteers; work with appropriate project partners to promote volunteering opportunities for under-represented groups.	Nigel Matthews	Provide volunteering opportunities for people from all backgrounds to enjoy and make a difference to the National Park. Increase the Authority volunteer resource.
6	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 fail to benefit the recreational experience	The NPA is blamed for failing in either its first or its second purpose	4	4	16	Through the Recreation Management Strategy Steering Group we are working proactively with the key organisations responsible for recreation management in the most sensitive parts of the National Park. This includes public consultation and awareness raising about the issues so that there is public support for changes in recreation management.	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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Prosper								
7	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 wellbeing 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. The Green Halo Partnership is providing a focus for understanding how the economy of the area is dependent upon a flourishing natural environment.	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.
8	Reduction in sustainable transport in the area due to lack of government funding and poor public take-up	Perceived or actual resultant increase in use of private vehicles causes greater impacts on local people and the environment and the NPA is considered to be responsible.	3	2	6	In recent years the NPA has worked with partner organisations (especially HCC) to bid for and invest significant Department for Transport funding in supporting and promoting a range of sustainable transport options including the use of buses (especially New Forest Tour) and trains, walking and cycling. On the ground improvements (e.g. new and improved cycle routes and junctions) are still in situ, the Tour is ongoing and many businesses now routinely promote public transport for traveling both to and around the New Forest. The NPA does not have the remit or resources to prop up unprofitable public transport but will continue to look for opportunities to make a difference where it can.	Nigel Matthews	The NPA's positive contributions and willingness to continue to work in partnership with other organisations to reduce impacts of traffic on the New Forest are appreciated.
9	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	New policies set out in draft Local Plan to secure more affordable housing, additional focus on delivering smaller homes. 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. A planning application for a new NPA led affordable housing scheme on a site in Burley was approved in September 2018.
Resources								
10	Loss of key internal staff, i.e. through resignation, sickness 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. Insufficient succession planning or sharp increase in sickness absence places burden on remaining staff leading to stress and/or declining moral. Potential cost implications for the Authority. Lag time whilst NPA rebuilds internal resource.	4	4	16	Succession planning and the mitigation of risk from the loss of key posts will be looked at as part of the People Plan. Regular monitoring and analysis of sickness stats by ELT and EB to identify and address root causes of sickness absence such as stress.	ELT	The People Plan 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. Improved sickness absence figures and staff morale.
11	Reduced Government funding for neighbouring local councils 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 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.

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13	Service Level Agreements are discontinued by neighbouring local authorities.	Reduced funding impacts on NPA budget and impact on staff concerned. Diminished service delivery and shared working opportunities with our partners and stakeholders.	5	3	15	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. SLAs regularly monitored to ensure that NPA work is not adversely affected by external service provision.	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. Regular monitoring of SLAs ensures NPA priorities and objectives are not adversely impacted by external service provision.
14	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 last staff survey and significant staff involved in the People Plan. 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.
<b>Processes</b>								
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 sets out procedures for recovery from a major incident. The Plan has been updated, reviewed and audited (Jan 2018).	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.
16	Breach of IT systems and servers (virus attack)	Loss or partial loss of IT service. 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 have been rolled out to staff with latest technology and software. Increase staff awareness and training and better password protection.	Corp. Services Manager/IT Manager	Significant improvements in electronic document storage and reduced risk of data breaches and virus attack.
17	Failure to prevent or detect acts of significant fraud or corruption	Risk of fraud not assessed / lack of organisational resilience to fraud and consequent financial and/or reputational damage to the Authority.	2	5	10	Ensure that anti-fraud and money laundering procedures are in place. Carry out risk assessments in areas or at events where there is a risk of fraud and that risk areas are regularly audited and monitored by internal audit. Instil a positive anti-fraud culture, raised awareness of fraud risk and an increased vigilance by officers.	CFO	Measures are in place to prevent or detect acts of fraud or corruption. The Authority's financial and organisational structures are more robust and resilient to fraud with reduced risk of reputational and/or financial damage.
18	Breach of the Data Protection Act, the Freedom of Information Act and/or the Environmental Information Regulations. Non-compliance with new EU General Data Protection Regulation.	Unauthorised disclosure of personal and sensitive data, i.e. through an IT breach, website or human error, resulting in failure to meet statutory obligations, fines being imposed, loss of reputation.	3	5	15	Continue to promote awareness of responsibilities under DP/FOI/EIR and the requirements of the GDPR. Carry out relevant training through compulsory e-learning course on GDPR. Staff to make use of internal advice and expertise. Continually review, update and monitor existing processes, website security, internal communications policies and security measures. Compliance with Transparency Code. Remain vigilant on guidance from the ICO on future implications. Review and upgrade of records management system under Office 365 is in progress.	Corporate Services Manager/ DPO	Compliance with DP/FOI/EIR/GDPR requirements and reduce possibility of a data breach, negative reputational impact and possible fine.

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	Policy, Performance and Reputation							
19	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 members for prior consideration and then all members to ensure structured and informed decision making.
20	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.
21	Increase in emotive problems over which the NPA has involvement but little control (e.g. topics under educational campaigns for which we have a facilitating role).	Perception that the NPA is ineffective at addressing key local issues.	3	4	12	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 and 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
22	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 with both reflecting the ambitions of the 25 Year Environment Plan and Defra's 8 Point Plan for NPs	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, delivery of the 25 Year Environment Plan, 8 Point Plan and other issues affecting National Parks. Greater understanding of the NPA's purposes and objectives.
23	Lack of member involvement and engagement in actively taking forward key areas of the Authority's work and/or volunteering 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 new members have completed their inductions and have been briefed on current and future work of the Authority and topical issues. Consult and involve all members in key areas of Authority work, through briefings, member days and tours. Monitor member attendance ensure that all members have opportunities for appointment to committees and external bodies.	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.
<b>Key:</b>								
Below 10 - Green								
below 20 - Amber								
20 and above - Red								