

| | Risk Event | Implications | Likelihood 1(low) - 5(high)* | Impact 1(low) - 5(high)* | Severity/ Priority | Countermeasures | Owner | Activity / Outcomes |
|---|--|--|------------------------------------|--------------------------------|-----------------------|---|----------------|---|
| | Protect | | | | | | | |
| 1 | The Authority and its partners are unable to agree a new Partnership Plan. | The long-term vision and objectives as well as the work of partners with responsibilities in the National Park are negatively affected. Lack of strategic co-ordination among Forest organisations to the detriment of the long term management of the Forest, risk of duplication and/or pursuit of competing work programmes, inefficient use of public and private resources. | 1 | 5 | 5 | Work has begun to progress the next iteration of the Partnership Plan before the current Plan expires in 2020. The review will be guided by a revised vision and agreed set of objectives which will be discussed and refined by partners. Close engagement is maintained with partners through the Leadership and Partnership Groups. Ensure timing of the Plan review is aligned with partners' business planning. | Steve Avery | Adoption of the Plan by the Partners in 2020 |
| 2 | Insufficient progress on taking forward the Authority's conservation priorities set out in the Governments 25 Year Environment Plan. | Perception that the NPA is failing to deliver its key purposes and risk that the special qualities are not maintained | 2 | 3 | 6 | Work with partners at local and national level to highlight the contribution the NPA is making to the delivery of the 25 Year Environment Plan | ELT | Working with local authority leaders to promote the 25YEP - promoting Net Environmental Gain and the Green Halo Partnership. Working with National Parks England to ensure Parks deliver the aims of the 25 YEP. Developing programmes such as the 2019 Year of Green Action |
| 3 | Authority is unable to protect and grow Natural Capital across the National Park and its surrounds through the Green Halo partnership | Diminished levels of natural capital and functioning ecosystem services reduces the quality of the environment within and around the National Park, adversely impacting on the special qualities for which the National Park was designated | 3 | 3 | 9 | Provide leadership regarding the significance of natural capital to the economic performance of the National Park and the wider area. Establish a shared approach to natural capital accounting that can inform economic decisions for the National Park and its surrounds, working with and through the Green Halo Partnership. Work with partners to develop a programme of natural capital investment opportunities that can be supported by economic funding programmes. | Paul Walton | Protecting and growing the Natural Capital across the National Park. Green Halo partnership - realising the benefits of natural capital. |
| 4 | Failure to source sufficient levels of external funding once Our Past Our Future Heritage Lottery Fund scheme and Open Forest Higher Level Stewardship Scheme comes to an end. | The ability of the National Park Authority to guide and deliver the environmental management required to maintain the special qualities of the National Park will be reduced through lack of resources | 3 | 3 | 9 | Work with partners to identify projects and prepare bids for external funding. In response to the new Environmental Land Management Scheme proposed in the Agriculture Bill prepare the business case for the investment of public money in to the public goods provided by the National Park | ELT | The partners in the Our Past Our Future project are examining opportunities for future partnership projects that will secure the legacy of the OPOF programme. The NPA is coordinating the Forest Farming Group in developing a case for future funding post the HLS Scheme and actively seeking the extension of the existing HLS programme beyond 2020. |
| | Enjoy | | | | | | | |
| 5 | Failure to gain wide support for the Recreation Management Strategy action plan / or failure to deliver key NPA actions in the action plan. | The Authority is criticised for failing to deliver on its first and second purposes. | 3 | 4 | 12 | 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 | Well-drafted actions will be widely supported, and lead organisations for each will be committed to delivery (including the NPA where appropriate). |
| | Prosper | | | | | | | |
| 6 | Reduction in sustainable transport in the New Forest due to lack of government funding and poor public take-up. | Perceived or actual resultant increase in use of private vehicles 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. |
| 7 | Failure to deliver sufficient levels of affordable housing to meet local housing needs and support the management of the National Park landscape. | Less opportunity for local people working in the New Forest to live within the National Park. | 3 | 4 | 12 | New policies set out in 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. The NPA is taking forward a new NPA led affordable housing scheme on a site in Burley. |

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| | Achieving Excellence | | | | | | | |
| 8 | Budget insufficient or budget becomes insufficient due to reduction in Defra grant or in-year requirement for savings. | Failure to match resources and workloads across the organisation. Work programme suffers and Authority lacks capacity to support other work. Resources not available to deliver on all priorities. | 3 | 4 | 12 | Monthly budget monitoring undertaken by RAPC. Effective work prioritisation process through work programme. Some clarity on grant funding for national parks expected from the 2019/20 Comprehensive Spending Review. Outcomes from the report on the review of designated landscape protections (the 'Glover Review') recommends more resources for national parks. | ELT | Adequate resources across the organisation to take forward the Authority's work programme and priorities. |
| 9 | Accident or incident involving staff, volunteers, visitors, members or the public resulting in serious injury or death | Breach of statutory duties, possible litigation and cost against the Authority | 2 | 4 | 8 | Strategic Health and Safety (H&S) advice provided by NFDC through HR SLA. H&S included in induction programme for new staff and volunteers. H&S policy recently updated and approved. New template for risk assessments agreed. | Steve Avery/Corp. Services Manager | Regular reporting events; accidents and near misses reported to H&S quarterly meeting and Forum meetings. Annual H&S report to RAPC. H&S activity including sickness stats reported to Executive Board. |
| 10 | Brexit leads to changes in environmental legislation, funding for conservation, recreation, commoning 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 | Working with partners on a farm support system post brexit through a Future Farming Group which will also aim to ensure continued support for land practices that help deliver environmental enhancement and sustain the practice and culture of commoning. Work individually and jointly with local partners, businesses and communities to demonstrate that public investment in the New Forest delivers a high level of benefit to build on good practice in the Crown Lands and beyond. 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. |
| 11 | 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 and the Government's independent review of England's National Parks and Areas of Outstanding Natural Beauty (AONB). | 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 and engagement. 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 | Authority's views fed into the Landscapes Review. 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. |
| 12 | Lack of sound, up to date and reliable data and evidence. | Consequential impact on the way the Authority makes decisions and shapes its strategy; greater risk of perception bias and emotive responses to decision making. | 2 | 3 | 6 | Data and evidence working group established; collating existing data and evidence into a single database, identifying gaps and commissioning new evidence and analysis. Broad consensus achieved on major changes/trends affecting the Forest. State of the Park report considered at the Authority meeting on 10 October 2019 and endorsed for publication. | Steve Avery | Publication of an up to date 'State of the Park Report'. |
| 13 | 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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| 14 | Significant disruption to National Park Authority operations, i.e. breach of IT systems and servers (virus attack), loss of key IT staff | Major loss of premises and/or failure of ICT systems impacts on the NPA's operational ability. 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 and/or in replacing loss of IT expertise. | 3 | 5 | 15 | Business Continuity Plan sets out procedures for recovery from a major incident. The Plan was updated, reviewed and audited in 2018. Review/update of the NPA's ICT policies and procedures now completed, 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. Building up strength and resilience in the Authority's resources. | 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. |
| | Key: | | | | | | | |
| | Below 10 - Green | | | | | | | |
| | below 20 - Amber | | | | | | | |
| | 20 and above - Red | | | | | | | |

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