

	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	At its meeting on 29 April 2021, the Authority agreed that a formal public consultation on the emerging new Partnership Plan be undertaken in June 2021 and that the Authority work with the statutory partner organisations to establish a Partnership Board to oversee the implementation of the new Partnership Plan. A further report providing feedback on the 10 week public consultation and outlining the next steps was reported to the Authority meeting on 21 October 2021.	Steve Avery	Adoption of the Plan by all the partner organisations in 2022.
2	Insufficient progress on taking forward the Authority's conservation priorities set out in the Government's 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. Priorities include responding to the Glover Review, developing a Nature Recovery Network contributing to the ELM scheme development.
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. Convene the Green Halo Partnership - realising the benefits of natural capital. Preparation of a natural Capital baseline for the National Park.
4	Failure to source sufficient levels of external funding now that the Our Past Our Future Heritage Lottery Fund scheme has come 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	4	12	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. Funds recently sourced through the Government's Green Recovery Challenge Fund.	ELT	Opportunities created 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.
	Enjoy							
5	Failure to maintain wide support for the strategic actions in the Recreation Management Strategy or failure to deliver key NPA actions in the Strategy.	The Authority is criticised for failing to deliver on its first and second purposes.	2	4	8	Through the Recreation Management Advisory and Strategy Steering Groups and through regular contact 'on the ground' we are working proactively with the key organisations responsible for recreation management across the National Park, especially in the more sensitive areas and where there are particular recreational impacts. This includes public consultation and awareness raising about the issues so that there is public support for any changes in recreation management.	Steve Avery	The agreed RMS actions are incorporated into the new Partnership Plan and reflected in the individual work programmes of partner organisations.
	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	3	9	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 underwrite unprofitable public transport but will continue to look for opportunities to make a difference where it can. We are currently working with HCC and Sustrans on a Local Cycling and Walking Infrastructure Plan for the New Forest which should help attract new funding for agreed improvements.	Jim Mitchell	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.	2	5	10	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 Burley.	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.

Achieving Excellence								
8	Budget insufficient or budget becomes insufficient due to reduction in Defra grant or in-year requirement for savings - exacerbated by the strain on government finances due to the Coronavirus outbreak.	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	Quarterly budget monitoring undertaken by RAPC. Effective work prioritisation process through work programme. Outcomes from the report on the review of designated landscapes (the 'Glover Review') recommends more resources for national parks. We are expecting a multi-year grant settlement from Defra following the Autumn Budget in late October 2021.	ELT / CFO	Adequate resources across the organisation to take forward the Authority's work programme and priorities.
9	Risks arising from operation of PedAll inclusive cycling programme.	Risk of injury to riders, staff, partners and public and damage to equipment and/or Authority/Pedall reputation if an incident or accident should occur.	2	4	8	Risk assessment completed. Representative from Pedall Board included in all future meetings of NPA's Health and Safety Forum from 24 August 2020. Representative to conduct regular checks of equipment and activities and report to Pedall Management any potential risk areas for their immediate attention and resolution. Health and Safety representative involved in all discussions on rides and notes made of all risks/countermeasures before these commence.	ELT	All reasonable care is taken to protect riders, partners, staff and public from possible injury, incidents or accidents.
10	Gradual return to work results in Covid 19 outbreak amongst staff/members. Continued remote working starts to fail due to strain on ICT support and infrastructure.	Ineffective social distancing measures results in spread of the virus amongst staff returning to work - endangers health and life of infected staff, quarantine and possible hospitalisation. Impact on staff concerned and their families as well as morale of staff in general. Continued remote working and strain on ICT support results in some staff not being able to access NPA systems and work remotely - leads to fall in quality and width of services provided by the Authority.	2	3	6	NPA has put in place comprehensive risk assessments that have allowed some staff to work at the Town Hall. Many staff continue to work remotely whilst a number of meetings and events are held outdoors. The ICT team have increased their access to hardware and software and are in a good position to continue support to remote working. The vaccination programme has had a positive impact in reducing the risk of infection. Regular updates are provided to the RAPC. H&S Forums are now held every six weeks.	ELT	Health and Safety of staff is protected and the Authority continues to provide quality services and work jointly with partners and stakeholders.
11	During the Covid-19 pandemic people drive to the New Forest for recreation in unmanageable numbers.	Forest car parks overflow onto protected verges causing damage to habitats and grazing, and commoning becomes more difficult. A range of other negative issues become more prevalent (e.g. litter, traffic congestion, dogs out of control, cycling off permitted routes, potential for wild fires from disposable BBQs, visitor dissatisfaction etc.).	2	4	8	The 'Care for the Forest, Care for Each Other' Action Plan agreed in March 2021 includes a number of new joint initiatives with partner organisations to address the increased recreational pressures associated with the pandemic.	Steve Avery	Greater media coverage/campaigns, such as the ban on BBQs, and a much more visible presence on the ground, including new signage. Partner organisations are seen to be working together with effective co-ordination.
12	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 H & S advisors. New template for risk assessments agreed. Audit of our H&S procedures and policies has been completed - recommendations being followed up by senior management and has been reported to Health and Safety Forum. Measures put in place to address mental health and welfare of staff particularly those working from home.	Steve Avery/Corp. Services Manager	Regular reporting events; accidents and near misses reported to H&S Forum meetings which includes member representation. Annual H&S report to RAPC. H&S activity including sickness stats reported to Executive Board.

13	Brexit starts to impact on funding for conservation, recreation, commoning and research funding and designation of protected sites in the New Forest.	Changes to environmental and agricultural policy, current environmental legislation and level of resources for on-going conservation and recreation projects in the New Forest.	2	4	8	Working with partners on a farm support system through the Forest 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 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	New Agriculture Bill for England in place. Working with NPE and FFG to ensure 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.	
14	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.	2	4	8	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. Planning framework provided by the Local Plan. Proposed revisions to NPPF to give greater consideration to setting of National Parks for development outside but close to the National Park.	CEO/ELT	Authority's views fed into the Landscapes Review. Close working with neighbouring authorities, Defra and jointly with National Parks UK, NFDC, HCC, FE, etc following the outcomes of the Landscape Review, 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.	
15	Breach of the Data Protection Act, the Freedom of Information Act and/or the Environmental Information Regulations. Non-compliance with the General Data Protection Regulations.	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.	Solicitor and Monitoring Officer	Compliance with DP/FOI/EIR/GDPR requirements and reduce possibility of a data breach, negative reputational impact and possible fine.	
16	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 variety of major incidents. New review/update of all the NPA's ICT policies and procedures planned, including security of data stored on remote and mobile devices. Anti-virus software is installed as soon as new security updates become available through Microsoft. New PCs/laptops have been rolled out to staff with latest technology and software. We have run programmes to increase staff security awareness and training, alongside better password protection. We look to continually build up strength and resilience in the Authority's ICT resources.	Head of Resources / IT Manager	Effective continuation of the Authority's operations and IT support in the event of a major disruption of the Authority's operations.	
17	NPA's reputation damaged in respect of the Authority not meeting its key strategic objectives such as its Net Zero with Nature programme.	Reduced confidence and faith in the NPA and its strategies. NPA perceived as setting unrealistic or unachievable objectives. Harms expectations and relationships with partners, stakeholders, local and regional communities.	3	4	12	Maintain engagement and joint working with key partners and stakeholders in respect of clearly defined targets and milestones. 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 leadership, strong communications and consultation with relevant stakeholders; increased emphasis on joint working. Sound project planning and early member involvement in projects and initiatives 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 provide timely and regular support.	ELT	Enhanced focus on the Authority's key projects such as the net zero with nature programme and meeting of targets with clear outcomes and measures of success. Develop a close and positive working relationships with partners, stakeholders and communities in meeting set objectives.	
Key:									
Below 10 - Green									
below 20 - Amber									
20 and above - Red									
Likelihood*									
1: not likely									
2: unlikely									
3: likely									
4: very likely									

	5: virtually certain							
	Impact*							
	1: None - no impact on time, cost, quality							
	2: limited							
	3: some							
	4: serious							
	5: major damage							