

	Risk Event	Implications	Likelihood 1(low) - 5(high)*	Impact 1(low) - 5(high)*	Severity/ Priority	Countermeasures	Owner	Activity / Outcomes
	<b>Protect</b>							
1	The Authority is unable to agree a new Business Plan	The long-term vision, objectives and reputation of the Authority are negatively affected. Lack of strategic planning impacting on the Authority's aims, objectives and work programmes.	1	5	5	At its meeting on 7 March 2022 and whilst the new Business Plan is being prepared, the Authority agreed an interim 2022/23 work programme to reflect the core Authority structures and outcomes expected over the year. The Plan mirrors the strategic themes from the newly approved Partnership Plan. The new Business Plan is being prepared during the period of the Interim Work Programme and will be agreed in April 2023.	Nigel Stone	Adoption of a new Business Plan providing direction to the Authority's key strategic aims and objectives covering the next three years.
2	Failure to achieve annual milestones on taking forward the Authority's conservation priorities set out in the Government's 25 Year Environment Plan. <i>HM Government published the first review of the 25YEP in January 2023 - the Environmental Improvement Plan (EIP).</i>	Perception that the NPA is failing to deliver its key purpose(s) and risk that the special qualities are not maintained. <i>Brief review of Activity / outcomes needed in the light of EIP</i>	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, the Green Halo Partnership and Hampshire Greenprint. Working with National Parks England to ensure all Parks deliver the aims of the 25 YEP. Priorities include responding to the Glover Review, developing a Nature Recovery Network and contributing to the ELM scheme development.
3	Authority is unable to protect and grow Natural Capital across the National Park and its surrounds.	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. <i>Preparation of a natural Capital baseline for the National Park. Baseline prepared</i>
4	Significant habitat or species loss within the New Forest.	Diminished special qualities which define a National Park, with blame on the Authority for failing to protect it.	2	5	10	Working internally and, more significantly, with core partners to identify threats to specific habitats and species; establish appropriate monitoring mechanisms and action/mitigation plans to avoid any such losses.	Paul Walton	Maintain close links with key Forest partners and community groups to identify, categorise and monitor risks. Convene and support the Wildlife Roundtable work.
5	Failure to achieve annual milestones on taking forward the Authority's Net Zero with Nature priorities.	Inability to deliver a net zero national park within our own and the government-set timescales. Authority seen to be ineffective in delivery of a core / primary objective.	2	5	10	<del>We are setting out clearly defined, reasoned plans and timescales, with annual targets which are understood by internal and external stakeholders.</del> <i>Greenhouse gas emissions assessment provides a roadmap to Net Zero identifying the National Park's potential to contribute to nature-based climate solutions.</i>	Olivia McGregor / ELT	<del>Net Zero with Nature plans discussed and agreed with Members in March 2022.</del> <i>Review of work on Net Zero with Nature presented in January 2023.</i> Continue to engage with, and contribute to, the work of other organisations as everyone develops their own action plans.
	<b>Enjoy</b>							
6	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.
	<b>Prosper</b>							

7	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.
8	Failure to deliver sufficient levels of affordable housing to meet local housing needs and support the management of the working National Park landscape.	Less opportunity for local people working in the New Forest to live within the National Park. Commoning becomes unsustainable, which in turn will affect the architecture and uniqueness of the Forest.	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							
9	Core 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 achieve additional external partnership funding.	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.	4	5	20	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. Strong track record in attracting external funding to leverage our core defra grant as far as possible.	ELT / CFO	Adequate resources are in places across the organisation to take forward the Authority's current work programme and priorities. A Fundraising Group has been established by officers to identify and prioritise either areas of work which require funds or funds currently available for bids.
10	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	Multiple risk assessments completed. Representative from Pedall Board included in all meetings of NPA's Health and Safety Forum. 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.	Jim Mitchell	All reasonable care is taken to protect riders, partners, staff and public from possible injury, incidents or accidents
11	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.
12	Return to work at the office results in Covid 19 outbreak amongst staff/members. Blended working (office and home) starts to fail due to strain on ICT support and infrastructure.	Ineffective social distancing and other 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. Move to blended working puts strain on ICT support and 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 staff to return to work at the Town Hall. Many staff continue to work remotely for part of their working time. The ICT team have increased their access to hardware and software and are in a good position to continue support to blended working. The vaccination programme has had a positive impact in reducing the risk of infection.	ELT	Health and Safety of staff is protected and the Authority continues to provide quality services and work jointly with partners and stakeholders.
13	During, and after, 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, first 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, as evidenced by the two proposed PSPOs.

14	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. Clear templates for risk assessments available. 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.	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.
15	Post-Brexit arrangements 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.
16	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.
17	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	4	12	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.
18	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.

19	NPA's reputation damaged through negative public perception and/or judgement of Authority's actions, decisions and behaviour and which reflected badly on the Authority's nature conservation and environmental credentials.	Negative public confidence and faith in the NPA's abilities and its strategies. NPA perceived as setting poor standards of stewardship and leadership. 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, goals 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 resourced to provide timely and regular support.	ELT	Develop close and positive working relationships with partners, stakeholders and communities. Enhanced public and stakeholder engagement, support and input into key projects with clearly defined outcomes and measures of success. NPA perceived as providing exemplary leadership in preserving the conservation and enjoyment of the New Forest.	
<b>Key:</b>									
Below 10 - Green									
below 20 - Amber									
20 and above - Red									
<b>Likelihood*</b>									
1: not likely									
2: unlikely									
3: likely									
4: very likely									
5: virtually certain									
<b>Impact*</b>									
1: None - no impact on time, cost, quality									
2: limited									
3: some									
4: serious									
5: major damage									