Date Logged	Last Update	Risk event	Implications	Likeli-hood	Impact	Severity/ Priority	Countermeasures	Owner	Activity / outcomes
		Resources - people and finance							
11-Jul-08	19-Jan-15	Work programmes exceed resources required to deliver them through poor prioritisation or unforseen events	Reduced goodwill of staff; capacity to maintain focus reduced; increasing staff turnover and stress at work	3	4	12	Carry out quarterly monitoring of reserves against delivery. NPA has renewed individual performance management approach. New Business Plan takes account of resources and includes streamlined and focused operational plan actions.	ELT	New Business Plan targets are met. More focus applied to outward looking business requirements and ensuring linkage between objectives and owners. Corporate objectives clearly linked to budget.
14-May-08	19-Jan-15	Not enough staff to meet current demands or provide resilience for normal absence levels. Impact on delivery of service in the event of a pandemic.	Work not delivered or delayed - expectations disappointed; key issues remain unresolved; Authority reputation suffers; budgets not spent; stress levels increase/exacerbate problem; work quality suffers	3	5	15	Re-prioritised workload in terms of on-going corporate planning process. Draft Business Plan has a shorter (three year) timespan and includes streamlined operational plan actions. Continue to investigate further shared services with local and national partners. Management to look at new ways of working which enhance support to staff.	ELT	Shared services has been set up. Authority to continue to identify areas for shared services with partners. JIG working group to continue to look at shared services across NPA's.
28-May-08	19-Jan-15	Funding reduced	Business Plan objectives and targets not delivered, pressure on budget and reserves.	5	4	20	Working with National Parks England to maintain close links with Defra and plan for further reductions in future years. Members Task and Finish Group set up to review services and idenfiy efficiency savings and more cost efficient ways of working.	ELT	Identification of areas where savings can be realised, efficiency increased and VfM enhanced without impacting on the NPA's ability to deliver. Still considered a risk due to DEFRA's economic constraints and further potential reductions.
28-May-08	19-Jan-15	Uninsurable risks such as professional or public liability lead to awards of substantial costs against Authority or significant legal costs	Allocated budgets unable to carry costs	2	4	8	Ensure reserves are adequate for uninsurable risks. Professional and public liability built into the corporate insurance cover.	CEO/CFO/Manager CS	Reserves maintained to cater for unisurable risk
3-Jan-14	Resolved	Difficulties with financial viability of Co-op Bank (the NPA's bank)	Risk to the Authority's funds held by the Bank	0	0	0	NPA has recently set up new banking facility with Lloyds Bank	CEO and CFO	The NPA has been able to benefit from a tendering exercise from a consortium of local authorities (including NFDC) which has negotiated optimum banking facilities with a more secure bank.
		Processes							
11-Jan-08	19-Jan-15	Authority fails to secure and manage its data and documentation	Data security and quality at risk. Data collection and storage not planned or co-ordinated; poor quality evidence for policy/decision making	3	3	9	The NPA's ICT policies have been updated to secure date stored on remote and mobile devices. The records management being revised and streamlined.	ELT	Corporate file plan project underway.
11-Jul-08	19-Jan-15	Significant disruption to National Park Authority operations	Off site arrangements prove to be ineffective in event of major loss of premises and/or failure of ICT systems	5	3	15	Business Continuity Plan updated 2013/14. Full review of ICT policies planned following IT virus disabling NPA's IT systems in December 2014	ELT	Effective continuation of the Authority's operations and IT support.
		Policy, Performance and Reputation							
12-Sep-06	19-Jan-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; effectiveness of NPA reduced	2	4	8	Consultation responses - letters, face-to-face meetings and visits, publicity; collective lobbying nationally through National Parks England	CEO	Working closely with National Parks England, NFDC, HCC etc and through cross-NPA groups to ensure suitable input into consultation response
24-Jul-08	19-Jan-15	Significant increase in external project funding leads to negative public perception of the Authority's ability to influence and achieve consensus	Reduced ability to influence key stakeholders or achieve consensus on project delivery. Anti-bureaucracy criticisms. Impact on staff morale and resources. Reputation - National Park discredited. Considered poor value for money	4	4	16	Visible high-quality project delivery and advice; strong communications; increased emphasis on joint working. Provison made for early member involvement in proposed externally funded projects to provide direction and input.	ELT Members and staff	Project plans set out clear outcomes & measures of success. External communication has noteably improved and positive feedback received from stakeholders and partners.

5-Aug-13	19-Jan-15	Lack of stakeholder sign up and support for the National Park Management Plan	The agreed list of priority actions identified within the National Park Management Plan 2015-2020 are not delivered	2	4	8	The Authority has established a Management Plan Leadership Group made up of senior officers from some of the key stakeholders within the Park. By including key partners in discussion around the Management Plan, the aim is that they have ownership of the key priorities within the Plan.	ELT members and Staff	The Management Plan is endorsed by a range of key partners who recognise it as they strategic Plan for the Park. The Management Plan helps to co-ordinate the work of a wide range of bodies within the New Forest.
5-Aug-13	19-Jan-15	Increasing challenge to the Authority's adopted planning policies following the publication of the Government's National Planning Policy Framework (NPPF).	Planning applications are increasing determined in line with the more pro-development NPPF rather than the Authority's locall adopted Core Strategy policies. This potentially results in more decisions taken that do not accord with the local priorities.	3	4	12	The Authority has prepared a 'self-assessment of compatibility' between the NPPF and the Core Strategy and must continue be prepared to defend its local planning policies where appropriate. In the longer term a review of the Authority's planning policies is being scoped out.	Planning department and members	The Authority's adopted planning policies are well used where consistent with the NPPF. Where there are inconsistencies, work is progressing on the review of local planning policies.

Key:
Below 10 - Green
Below 20 - Amber
20 and above - Red