Last Update	Risk event	Implications	Likeli-hood	Impact	Severity/ Priority	Countermeasures	Owner	Activity / outcomes
Resources - people and finance								
20-Aug-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 annual work programme.	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.
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. New Business Plan has a shorter (three year) timespan and includes streamlined work programme 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 established. Authority to continue to identify areas for shared services with partners. National Parks Joint Improvement Group continues to look at shared services across NPA's.
20-Aug-15	Funding reduced leading to difficulties in maintaining a balanced budget with adequate reserves.	Business Plan objectives and targets not delivered, pressure on budget and reserves. Organisational change to meet reduced budget leads to inability to manage morale and productivity.	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 identify 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 significant risk due to potential for further Defra grant reductions.
Processes								
20-Aug-15	Authority fails to secure and manage its data and documentation	Data security and quality at risk increasing potential for virus attack. 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. New electronic records management system now operational - significantly reducing risk of virus attack or data breaches.	ELT	Significant improvements in electronic document storage, reduced risk of data breaches and virus attack.
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, a further update is currently underway.	ELT	Effective continuation of the Authority's operations and IT support.
Policy, Performance and Reputation								
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
20-Aug-15	Negative impact on the Authority's reputation arising from decisions taken on sensitive or unpopular issues and projects.	Negative perception of the NPA in communicating with the public and key stakeholders on sensitive matters leading to confidence in the Authority being undermined. Reduced ability to influence key stakeholders or achieve consensus on project delivery. Impact on staff morale and resources.	4	4	16	Visible high-quality project delivery and advice; strong communications and consultation with relevant stakeholders; increased emphasis on joint working. Provison made for early member involvement in proposed externally funded projects to provide direction and input and fully informed decision making.	ELT Members and staff	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 appointed members group for prior consideration and then all members to ensure structured and informed decision making.

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