

Line	Ref No	Description of Risk	Description of Impact	Mitigation	Contingency	Likelihood	Impact	Owner	Severity	Date reviewed
A	19	Failure to meet high expectations for National Park from stakeholders and communities	Impact on development of productive partnerships and relationships with communities (Reputational)	Development of a realistic management action plan Close working with people, communities and partners in the Park Establish an SDNPA forum Must spend SDF supporting the community Emerging priorities for Management Plan will identify projects within the community that require funding SDNPA must be seen to be proactively supporting the NP community		Likely	Major	RS	High	01/03/2011
B	2	Inadequate build up of staff capacity/ slippage on timetable for recruitment	Inability to deliver SDNPA functions Pressure on staff affects organisational performance and the quality of decision making (Reputational) (Legal) (Financial)	Agreed core staff structures, JDs, gradings and reward policies Clear transfer process & timeline agreed Clear phased and prioritised recruitment strategy in place with effective project management Capacity of interim recruitment team increased Extended interim HR team until July 2011 Recruiting interim staff to fill vacant permanent posts as necessary during the year	Divert resources to recruitment. Divert people to key transition tasks. Recruit consultants/interims for key priorities	Likely	Moderate	JB	Significant	01/03/2011
C	31	Changes in SDJC functions not transferring to SDNPA have impact on the public's perception of the NP. Lack of agreement with highways authorities re RoW, SDW and access.	Lack of influence over RoW, SDW and access delivery (Reputational) (Financial)	Use influence to seek effective way forward for these functions through partners Ensure accords in place by 1 June 2011 Recruited RoW officer Arrangements in place re funding of SDW officer posts Prepare to communicate changes to the wider public		Likely	Moderate	AL	Significant	01/03/2011
D	41	Increase in numbers of Planning Applications	Increased cost of delegation would result in use of Planning Delivery reserve	Effective monitoring of numbers and costs Benchmarking to assist in reducing costs		Possible	Moderate	JR	Significant	10/03/2011
E	5	Organistaion ownership and resilience of corporate systems (IT, finance, correspondence, FoI, data protection, legal, website, HR, H&S, premises)	The processes and systems introduced are not sufficiently understood/operated leading to inability to deliver SDNPA functions (Reputational) (Legal) (Financial)	Ensure effective procurement of support services and effective contract monitoring. Putting in place appropriate policies by 31 March 2011 Staff induction covers policies and procedures Manager workshop 23 March to help managers understand their new responsibilities		Possible	Moderate	JB	Significant	01/03/2011
F	7	Inability to provide delegated planning function because LAs do not sign up to legal agreement fully/Local Authorities choose not to continue with section 101 agreements from 2012/13	May create instability in the planning system and would require rapid recruitment programme for the NPA May result in use of Planning Delivery reserve (Operational) (Reputational)	High level discussions Reduce risk (esp. financial) for LAs Recruited Planning Admin Manager Ensure all section 101 agreements signed by 1 April 2011 Fallback on agreement to agree which has been signed by all Local Planning Authorities (LPAs) Recruitment of other planning staff underway Monthly project monitoring process to enable enough lead time for developing contingency Section 101 agreements require 1 year's notice for termination allowing sufficient time to plan for new arrangements	Seek informal commitment at political level	Possible	Moderate	JR	Significant	01/03/2011
G	25	Inability to provide satisfactory delegated planning function in long term because IT solution is not implemented	Planning function will continue to be delivered on 15 different IT systems (reputational) Money spent on IT and implementation wasted (Reputational) (Operational)	Clear allocation of responsibilities on managing the contract and the supplier Clear specification of requirement prepared prior to procurement Work to realistic timescale Resources & Performance Committee/SDNPA approved purchase of system Ensure adequate programme management during pre contract and implementation stages		Possible	Moderate	JR	Significant	01/03/2011
H	28	Organisation's effectiveness adversely affected by loss of continuity in corporate culture and knowledge. (Particularly in 2011/12 due to new staff and new/changing partners and handover from current temporary/contracted staff to permanent employees)	Delivery of vision and objectives affected Wasted resources Stakeholder and employee satisfaction reduced Poor staff morale. Stress within organisation and on Members Operations temporarily affected, additional resources (time) Loss of continuity in corporate culture and knowledge (Reputational) (Organisational)	Ensure adequate hand over - checklist prepared Cultural change role will provide on going training; need to ensure good communications throughout. Good handling of agreed transfer process Policy and management of non transferring people Develop and apply staff induction and training- Induction slides developed, regular staff newsletters Appraisal and performance management policies to be developed Provide staff with training and clear guidance on SDNPA culture Phased transition/ recruitment; Phased recruitment of Directors and CEO	Morale building work for new organisation Good performance management of staff	Possible	Moderate	JB	Significant	01/03/2011

I	30	Local Government settlement has created unexpected pressure on the local authority budgets due to a change of funding for the NPA planning functions	Potential impact on the quality of the planning service in the National Park. (Financial) (Operational)	Review approach in the context of available resources		Possible	Moderate	JR	Significant	01/03/2011
J	33	Implementation of Estates Strategy is delayed or cannot be fully implemented	Possible disruption of staff and Members. Impact on business continuity (Organisational)	Ongoing negotiation on contracts for area offices, interim headquarters and the acquisition of Capron house, Midhurst. Interim offices in Midhurst available from 7 March 2011 Flexible accommodation plans with contingency provisions.		Possible	Moderate	JB	Significant	01/03/2011
K	40	Public perception that SDNPA are not managing public funds effectively and efficiently in the tight economic climate	Delay in establishing priorities and action programmes for the National Park. Possible loss of stakeholder support owing to lack of engagement or action. (Operational) (Reputational)	Director S&P appointed - starts full time 1 April 2011. Learn from New Forest National Park experience Involve stakeholders in National Park process Agreed governance arrangements Ensure Forum established by 31 March 2011 and first meeting planned for Summer 2011 Development of Forum and Strategic Partnership will ensure good involvement of partners and stakeholders in development of the National Park Management Plan. Ensure good communications to ensure SDNPA takes on board public's aspirations		Likely	Minor	AL	Significant	01/03/2011
L	3	Absence of S&P director results in delay in the development of the National Park Management Plan.	(Reputational)	Clear communications and transparency on SDNPA management of public funds, including publishing spending data and annual accounts Effective and comprehensive governance and accountability arrangements in place Effective business and and programme management in place		Likely	Minor	JB	Significant	01/03/2011