

Line	Ref No	Description of Risk	Description of Impact	Mitigation	Contingency	Likelihood	Impact	Owner	Severity	Review Date	Review Date
A	2	Inadequate build up of staff capacity/ slippage on timetable for recruitment	Inability to deliver SDNPA functions (Reputational) (Legal) (Financial) Unable to complete transition work before April 2011	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 recruitment team increased	Divert resources to recruitment. Divert people to key transition tasks. Recruit consultants/interims for key priorities	Possible	Major	JB	Significant		
B	5	Effective corporate systems not in place (IT, finance, correspondence, FoI, data protection, legal, website, HR, H&S, premises)	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		Likely	Moderate	JB	Significant		
C	32	Budget and Business Plan not agreed by 31st March due to uncertainty around funding and lack of clarity on priorities and aspirations	Budget holders uncertain about budget allocation, objectives and tasks to be undertaken in 2011/12	Budget framework agreed Detailed work on budget and business plan underway		Possible	Major	JB	Significant		
D	28	Risk to establishment of the organisation's culture and effectiveness adversely affected by loss of continuity in corporate culture and knowledge.	Shortfall in capacity to complete tasks required of interim structure. Non delivery of functions Delays to progress Poor staff morale Stress within organisation and on Members Poor reputation	Ensure adequate hand over (prepare checklist) Cultural change role will provide on going training; need to ensure good communications throughout. Good handling of 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 Transition plan with SDJC agreed Provide staff with training and clear guidance on SDNPA culture Phased recruitment of Directors and CEO	Morale building work for new organisation Good performance management of staff	Likely	Moderate	JB	Significant		
E	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.	Review approach in the context of available resources		Possible	Moderate	JR	Significant		
F	10	Budget not balanced in 2010-11 or failure to deliver value for money	(Reputational) (Financial)	Good budget planning and control Monthly SMT review Anticipate any underspends and consider options e.g. virement/reserves Appropriate procedures in place and staff training Recruitment plan to ensure expected recruitment within shadow year	Identify areas for short term investment	Possible	Moderate	All budget holders	Significant		
G	22	Issues arise which affect the smooth transfer of SDJC staff and assets to the SDNPA in accordance with Transfer principles and /or the relationships between the SDNPA, SDJC and employing authorities	Effective joint working between the SDNPA and employing local authorities is made more difficult in the current and future years. The reputation of SDNPA as an organisation working well with partners is weakened. The transition from SDJC to SDNPA is made more difficult. (Reputational)	Develop and maintain communications and working relationships with employing authorities. SDJC to SDNPA transition plan has been jointly developed Seek to negotiate constructively over the transfer arrangements (staff, assets, etc.) to reach a mutually satisfactory outcome if possible. Agreed secondment arrangements Some transfer appeals to be resolved		Possible	Moderate	JB	Significant		

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H	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. Some outcomes dependent on funding from NE	Lack of influence over SDW ,RoW and access delivery (Reputational) (Financial)	High level political discussions with highways authorities Regular discussions at officer level Ensure accords in place by 1 April 2011 Recruited RoW officer Prepare to communicate changes to the wider public Use influence to seek effective way forward for these functions through partners		Possible	Moderate	JB	Significant		
I	7	Inability to provide delegated planning function because LAs do not sign up to legal agreement fully	May create instability in the planning system and would require rapid recruitment programme for the NPA	High level discussions Reduce risk (esp. financial) for LAs Recruited Planning admin manager Ensure all 101 agreements signed by April 1st 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	Seek informal commitment at political level	Possible	Moderate	JR	Significant		
J	3	Delay in the development of the National Park Management Plan.	Delay in establishing priorities and action programmes for the National Park. Possible loss of stakeholder support owing to lack of engagement or action.	Recruited required strategy leads Learn from New Forest National Park experience Integrating stakeholder engagement into National Park process Agreed governance arrangements Ensure Forum in place by 31 March 2011		Possible	Moderate	LB	Significant		
K	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)	Clear allocation of responsibilities on managing the contract and the supplier Clear specification of requirement prior to procurement Work to realistic timescale Resources & Performance Committee approved purchase of system		Unlikely	Major	JR	Significant		
L	26	Inability to agree a satisfactory interim solution for delivery of Planning service from 1 April 2011 because of failure to implement an SDNPA IT system.	Increase likelihood of -planning service not being delivered	Interim solution agreed with Planning Working Group Ensure all LPAs fully understand the interim solution via 1:1 s Include Interim arrangement requirements in 101 agreement		Unlikely	Major	JR	Significant		
M	33	Implementation of Estates Strategy is delayed or cannot be fully implemented	Possible disruption of staff and Members. Impact on business continuity	Ongoing negotiation on contracts for area offices, interim headquarters and the acquisition of Capron house, Midhurst. Flexible accommodation plans with contingency provisions.		Possible	Major	JB	Significant		
N	19	Unable to meet public's aspirations	Reputational damage	Good involvement of partners and stakeholders in development of the National Park Management Plan. Good communication.		Possible	Minor	LB	Moderate		