



Corporate Risk Register

KEY:

[] =Inherent Risk (Risk before any action is taken)

X =Residual Risk (Risk after mitigations put in place)

01. Health and safety

Owner:

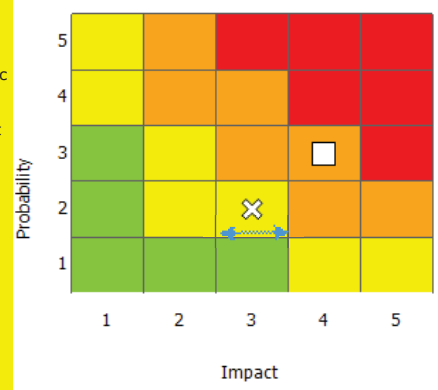
Vicky Paterson

Description of Impact of Risk:

Accident or incident involving staff, volunteers, visitors, members or the public resulting in serious injury or death at an SDNPA facility or event. Breach of statutory duties, litigation and cost against the authority.
1. Services of external Health and Safety consultant retained. 2. H&S strategy and responsibilities agreed 3. Health and Safety elements included in induction programme for staff and volunteers 4. H&S committee operating and receiving regular accident reporting 5. Health and Safety policy in place 6.All area offices regularly audited 7. Annual report to P&R Committee with recommendations 8. Members and SMT trained and briefed on H&S responsibilities 9 . All risk assessments reviewed and updated.10 additional health and safety related training provided via e-learning - fire safety and health and safety delivered as mandatory courses; 11 IOSH training completed by all H&S reps 12 Lone working policy agreed by OMT
A H&S audit has been undertaken in early 2018 to inform future provision of H&S contract and advice, the outcomes of this will be reported to OMT & SMT. IOSH training completed by reps and Mandatory H&S training delivered via ELMS

Mitigations:

Updates:



02. Finance and budgets

Owner:

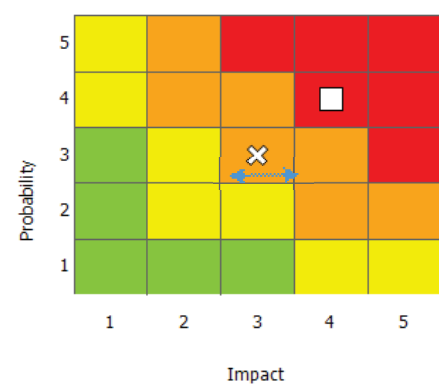
Trevor Beattie

Description of Impact of Risk:

Budgets insufficient or budgets become insufficient due to reduction in Defra grant or in year requirement for savings; failure to match resources and workloads across the organisation; Mgt Plan suffers and SDNPA lacks capacity to support other work. Resources not available to deliver on all priorities
1. Monthly budget monitoring undertaken by managers and OMT, enables identification of areas of potential overspend and compensating savings 2.Effective work prioritisation process 3. Rebalancing resources and priorities monitored through the corporate plan 4. Income Generation activity underway 5.Effective planning and approach to the Budget setting process . 7. Budget announcements and four year settlement from Defra. 8 . 2019/20 budget setting process to consider scenarios including potential removal of four year settlement 9. value based budget exercise in 2019/20 planned.
Mitigations: activity underway 5.Effective planning and approach to the Budget setting process . 7. Budget announcements and four year settlement from Defra. 8 . 2019/20 budget setting process to consider scenarios including potential removal of four year settlement 9. value based budget exercise in 2019/20 planned.
Updates: Mitigations updated in light of ongoing activity. No impact on scoring

Mitigations:

Updates:



21. Delivery and reputation

Owner:

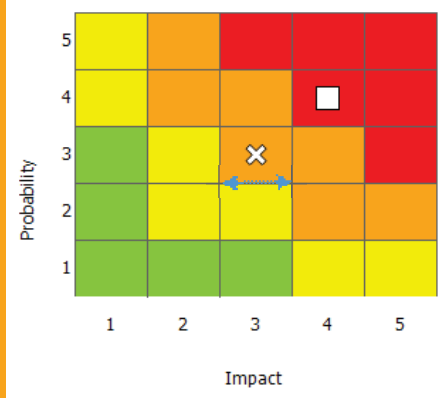
Andrew Lee

Description of Impact of Risk:

failure to deliver key projects or NPMP outcomes and objectives due lack of resources, unrealistic expectations or alignment with partner business plans results in SDNPA reputation and influence with decision makers, partners and other stakeholders being negatively impacted.
1 Close engagement and strong continuous dialogue with partners on ongoing basis, including meetings with the SDP to build support for NPMP
2.Income generation activity
3. Public affairs strategy and proactive comms managing public expectations to ,
4. Clarity around our legal obligations and requirements,
5. Member task and finish group established to lead NPMP review, includes partners and wider engagement
6. Robust project processes in place including enhanced project resources.
7. Review of project governance underway. Project evaluation and lessons learnt reported to committee
8. Potential Brexit transition implications identified as specific risk and task and finish group established to monitor potential impacts on the SDNPA esp future of farming
9. Increased project fund due to Defra 4 year settlement
10.Engagement with Lawton Group to encourage closer working between national NGO's operating within the NP
11. Work underway to encourage private investment into the National Park e.g.: Payment for Eco System Services and carbon trading
12. Advance preparations to address risks arising from Brexit including Future of farming work and liaison with partners and central government. See also mitigations for the Brexit risk
13 Natural England to align its South Downs work programme with the PMP
Mitigations: specific risk and task and finish group established to monitor potential impacts on the SDNPA esp future of farming
Updates: Risk 13 merged into risk 21

Mitigations:

Updates:



06. Local Plan

Owner:

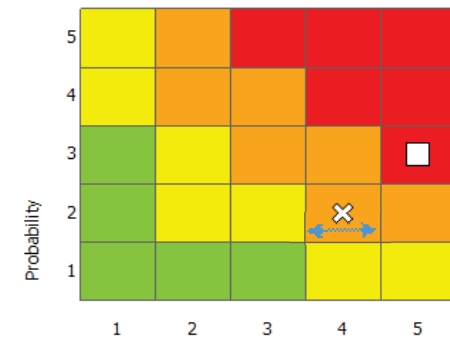
Tim Slaney

Description of Impact of Risk:

1. Inspector finds plan is not sound or legally compliant . This would result in the process to develop the plan needing to be restarted, new evidence collected.2. Inspector makes major modifications to the plan which are unacceptable to Members, and members not adopting the plan 3. Plan is subject to a successful judicial review that results in the partial or total quashing of the plan.
Statements of common ground with objectors being developed. Meetings with Wealden DC and other affected Authorities to progress issues in relation to Ashdown forest. Advice procured and QC instructed to speak at examination. Positive and constructive engagement with PINS to manage the process.
Mitigations: relation to Ashdown forest. Advice procured and QC instructed to speak at examination. Positive and constructive engagement with PINS to manage the process.
Updates: Risk updated in May 2018 following submission of Local Plan .

Mitigations:

Updates:



[] Inherent
X Residual
Impact

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07. Development Management

Owner:

Tim Slaney

Description of Impact of Risk:

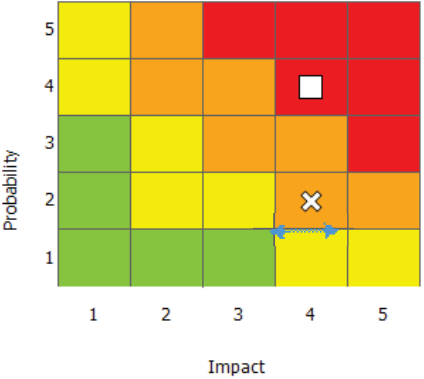
Lack of capacity to manage development management function effectively results in unwanted developments not enforced against , lack of consistency , delayed decision making or an increase in planning appeals/inquiries. Significant additional costs to the Authority incurred and reputational damage and loss of confidence in the planning functions of the authority.

Mitigations:

DM team now at nearly full strength only 0.6 post in Minerals and Waste remaining vacant

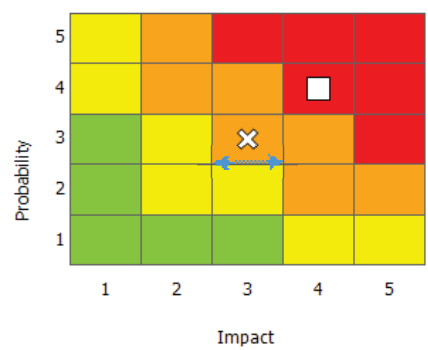
Updates:

Risks 7 & 11 have been merged. Score updated to reflect views of committee and reassessment of risk

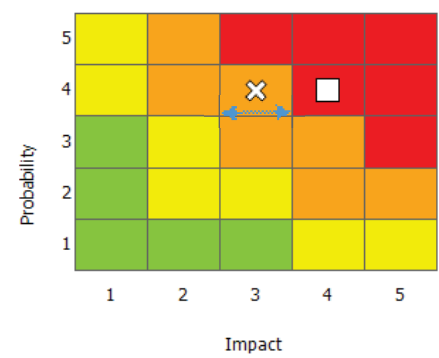


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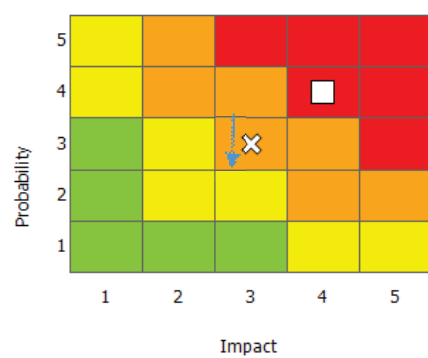
16. Staffing
Owner: Trevor Beattie
Description of Impact of Risk: Inability to attract/retain key staff impacts upon the organisation's service delivery. High staff turnover results in inefficiency across the organisation
Mitigations: New pay structure and terms and conditions post restructure, Training and development programme, Staff survey action plan, PDR policy, Resilience and capacity review by OMT, Internal policies and procedures in place e.g. (family friendly, flexible working)
Updates: Staff Survey undertaken 2018



17. Brexit Transition
Owner: Andrew Lee
Description of Impact of Risk: Defra funding for SDNPA and National Park family under pressure as department takes on multiple priorities to develop post-CAP support package and repatriate complex basket of EU environment legislation. Level of protection for sites within NP weakened. Land managers suffer loss of income from CAP Pillar 1 leading to undesirable changes in landscape management and increased pressure on our planning function due to rush to diversify income.
Mitigations: Creation of Members' Group on European Exit and officer led group on Future of Farming, each mirroring NPE structures. Fund allocated in SDNPA budget enable any necessary work. Close liaison between NPE and Defra Ministers and officials, Natural England etc and NPE position statement lodged with Defra. Strong joint working between SDNPA and agencies, landowners, environmental NGOs, NFU and CLA in area.
Updates: NPE meeting Defra Officials and Secretary of State for further discussions .



18. Projects
Owner: Andrew Lee
Description of Impact of Risk: Project resources not optimised and opportunities to undertake projects are missed. Insufficient skills and capacity in the organisation to effectively develop, manage and deliver high quality projects. Opportunities to develop and deliver projects are missed, project resources are not used as effectively as possible, projects bought forward are of insufficient quality to deliver outcomes for the National Park.
Mitigations: Performance and Projects team in place. Prioritisation and approval process in place and audited. Guidance published on intranet, direct professional and expert support during project development and evaluation lessons learnt and performance reporting to committee. Thematic Boards operating. OMT role in decision making. Role of Strat leads, Rangers and other staff to identify opportunities and support is available to turn these into projects where appropriate. Project Manager is now in post and is undertaking a review of process and guidance and will recommend improvements where needed.
Updates: mitigations updated to reflect additional resource in place



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19. Pensions Fund

Owner: Alan Brough

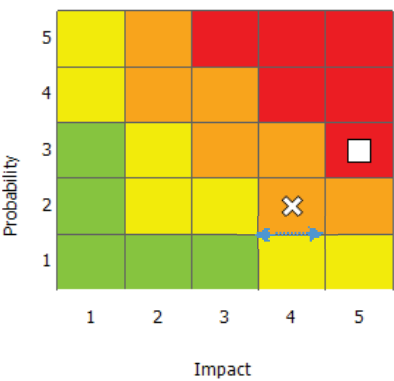
The Pension fund deficit increases to an extent that significant additional contributions from the revenue budget are required. This diverts spending away from delivery of NP purposes and corporate priorities and has the potential to destabilise the financial position of the authority. Staff structure is negatively impacted as the cost of employment increases, resulting in fewer staff to deliver outcomes.

3 year actuarial assessments are undertaken and reported through fund managers (WSCC). Relatively early warning of predicted growing or unsustainable pension deficits would therefore be available and would provide time for effective financial planning and risk management at both local and national levels depending on causes, severity and national prevalence. The Pensions scheme is managed regulated nationally through LGPS with ability to unilaterally amend contributions and benefits paid through the scheme through legislation. Locally, the West Sussex scheme is merging with other schemes to reduce administrative costs and improve resilience to market fluctuations. Gov't ability to legislate to close or replace the scheme in extreme circumstances but this would be likely to invite legal and/or other challenge. Annual reporting to P&R committee. Also see mitigations related to other financial risks included in the register

Description of Impact of Risk:

Mitigations:

Updates:



20. Business Continuity Planning and Organisational Resilience

Owner: Trevor Beattie

Lack of organisational business continuity planning and organisational resilience may prevent delivery of key services in the event of a major incident, or as a result of the loss of key staff.

BCP in place. Business Critical functions identified and planned for. BCP reviewed and tested annually. IT Disaster Recovery plans in place and tested annually. Key staff roles identified in BCP and communicated. 6 monthly review and annual testing of the plan in place Potential single points of failure in organisation identified and mitigations in place including documenting of key processes Specific implications of IT provision addressed through day to day IT support functions being provided via outsourced contracts meaning that user support would not be immediately impacted by the departure or absence of the IT Strategy Manager. IT network and key systems delivered externally via contracts. Network Resilience and continuity issues have also been addressed via the IT contracts. Linked to mitigations of risk 16 related to staffing.

Description of Impact of Risk:

Mitigations:

Updates:

