Strategic Risk Register
2018 - 2021

Appendix 3(b)
Summary Actions List
<table>
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<tr>
<th>Risk</th>
<th>Root Cause</th>
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<td>1. There is a risk that The National Park Authority is unable to adapt to changes adopted by National / Local Government / Partners</td>
<td>Legislative Changes Park Boundary / Powers Extension</td>
<td>• National Park extension and additional work is not appropriately reflected in core grant funding. The Authority is forced to reign in current Business Plan objectives.</td>
<td>• Take account of changes to government legislation and guidance when undergoing next review of Business and Management Plans due to be completed in 2021. • Conduct reviews of ongoing projects to ensure outcomes are in line with any changes in the Business and Management Plans, and to assess how they deliver towards the 25 Year Plan for the Environment and the 8 Point Plan. • Fully Engage with the 2018/19 Julian Glover led review of protected areas to achieve a positive and deliverable outcome for NNPA.</td>
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<td>Land Management and Rural Development sweeping changes to the current land management system and agri-environmental schemes.</td>
<td>• As countryside stewardship evolves after Brexit, land managers will adopt or abandon the new system to take advantage of alternative income streams. • Potential beneficial changes in Agri-Environmental schemes improve stewardship of the land in the National Park. • Increased forest cover causes a decline in the biodiversity of the national park and damage to the landscape, with limited scope for meeting wider national park authority objectives.</td>
<td>• Work with National Parks England to provide robust responses and evidence to Government consultations, clearly articulating likelihood and impact of negative consequences or positive opportunities. • Work with partners including Natural England and Forestry Commission to demonstrate how local and specialist advice adds value to decision making processes on forestry development and restructuring. • Offer to pilot new approaches in Northumberland National Park. • Work with the private sector forestry industry and local landowners to strategically plan the optimum scale and locations for commercial forestry of non-native trees in the national park and surrounding areas.</td>
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<td>Planning The ever changing national policy environment.</td>
<td>• Changes in National Policy Guidance cause delays in the preparation of statutory documents with knock on consequences for updated needs based planning policy.</td>
<td>• Work with National Parks England through Heads of Planning group and National Parks Policy Officers group. • Early incorporation to Local Plan policies.</td>
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<td>Local Government / Partners Reliance on partners to complete objectives.</td>
<td>• Lack of co-ordination between Key Partners due to resource constraints leads to conflicting objectives. Evidence gathering and scientific studies are postponed while the growth agenda is being pursued. Partners begin to undermine each other’s progress.</td>
<td>• Continue efforts to refresh the partnership approach to planning and develop the National Park Management Plan • Staff and Members continue to network across partner organisations to develop a co-ordinated response to legislative changes and take advantage of emerging opportunities. • Work with Defra bodies, local government and wider stakeholders to build a response to the 25 year Plan for the Environment.</td>
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| 2. There is a risk that the Authority is unable to emerge as an organisation fit for the future. | Lack of Resources Costs prevent improvements. Authority is unable to benefit from emerging growth deals and other new initiatives | • Efficiencies which would reduce operational costs are missed and the park is subject to increasing financial pressure and a loss of ambition. | • Produce a 3 year efficiency plan for the Authority by the end of June 2018.  
• Achieve 1% (2018/19), 2% (2019/20) and 3% (2020/21) efficiency of staff and operational costs. |
<p>| Skilled Shortage Availability of skilled labour.                   |                                                                           |                                                                        |                                                                        |
| The National Park fails to compete with remuneration levels from other bodies. |                                                                           |                                                                        |                                                                        |
| Outdated Systems Technological and performance limitations          |                                                                           |                                                                        |                                                                        |
| Over Cautious Leadership and Governance Risk aversion               |                                                                           |                                                                        |                                                                        |</p>
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| 3. There is a risk the Authority will be unable to manage our financial position | Cost inflation                    | - Financial shortfalls mean investment in new areas of work, systems or equipment is postponed or cancelled.                                                                                                                                                  | • Evaluate areas of work across the three-year budget plan to provide efficiencies of 1% to 3% over the medium term to create headroom in the ongoing budget and have a plan in place by June 2018.  
• Closely monitor performance information around key financial risks against 3-year financial plan  
• React in a timely manner to evidence from performance management information to ensure negative financial trends are addressed. |
|                                                                      | Pay and other cost inflation      |                                                                                                                                                                                                         |                                                                                                                                                                                                         |
|                                                                      | Reduction of core funding         |                                                                                                                                                                                                         |                                                                                                                                                                                                         |
|                                                                      | Sill Business Plan                | - The Sill fails to meet Business Plan income targets and therefore requires more support from core funding.  
- Grants provided for the completion of the Sill are clawed back by funders as activity programmes do not meet objectives. | • Regularly monitor and update the Sill Business Plan.  
• Continue to explore the use volunteers to run activities and events.                                                                                               |
|                                                                      | Income diversification unsuccessful |                                                                                                                                                                                                         |                                                                                                                                                                                                         |
|                                                                      | Sill Activity Plan                | - Sill HLF project budget is not balanced leading to call on authority's resources.                                                                                                                                                                       | • Review sustainable income level of income with HLF and adjust accordingly.                                                                                                                                |
|                                                                      | Income target not achievable      |                                                                                                                                                                                                         |                                                                                                                                                                                                         |
|                                                                      | Wider Income and Fundraising      | - Financial shortfalls mean investment in new areas of work, systems or equipment is postponed or cancelled.                                                                                                                                                  | • Review commercial income generation and fundraising plan annually.  
• Ensure strong governance is in place to monitor KPIs and ensure the correct direction of travel.  
• Establish likely shortfalls in funding to scope alternative options for funding projects.                                    |
|                                                                      | Failure to meet targets           |                                                                                                                                                                                                         |                                                                                                                                                                                                         |
|                                                                      | Lack of partner investment        | - Wider investment through the Authority to the national park fails to materialise.                                                                                                                                                                        | • Ensure the visitor offer is clearly communicated and that the quality of the service supports the costs charged.  
• Actively participate in the Rural Growth Network to maintain early momentum at Eastburn, Hexham and Rothbury.                                        |
<p>|                                                                      | Lack of partner investment        |                                                                                                                                                                                                         |                                                                                                                                                                                                         |</p>
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| 4. The National Park Authority lacks the capacity to complete or meet the ambition of major parts of the Business Plan. | Staff Capacity Authority is usually reliant on one member of staff for a number of professional areas | • Unanticipated challenges and opportunities cannot be responded to even when they would deliver the strategic aims of the National Park Management Plan.  
• Staff are unable to take leave / flexi time due to their ongoing commitments. Leave in lieu has implications for the Authority both in financial terms and consequences for the health of staff. | • Make greater use of external providers or shared resources with key partners, the private sector and national park volunteers to complement staff resources.  
• Understand how non-business plan work impacts on staff resources. NB: to implement this will in its-self require a significant amount of scant resources.  
• Develop succession plan for key staff for review by Leadership Team, in the event of unanticipated absence.  
• Provide staff development opportunities and remuneration review where levels of responsibility have changed.  
• Fully understand staff capacity challenges, refocus efforts and job descriptions where appropriate.  
• Consistently use appraisals and wellbeing meetings as part of the work planning process.  
• Organise work streams through an intelligence lead prioritisation process. |
| Volunteer Capacity The use of volunteers to free up staff time is subject to the law of diminishing returns Over reliance on volunteers | • Volunteering targets cannot be met with current resourcing.  
• Volunteers are forced to operate with increasing autonomy with little direction from the Authority. Training schedules are not maintained and safety is compromised.  
• Volunteers leave at short notice due to significant increase in unpaid responsibilities. The Authority is unable to meet Business Plan objectives without skilled voluntary contributions. | • Use cloud based volunteer management and media storage systems to reduce the need for continuous contact with volunteers.  
• Use agreed frameworks for autonomous working with Authority oversight.  
• Continue to host volunteering awards and appreciation events, thank volunteers for their contribution to the wider Authority, to aid with recruitment and retention. |
| Partner Capacity Objectives led by Partner organisations fail to be taken forward adequately. | • Partner actions are not monitored or abandoned completely resulting in significant gaps in the delivery of the Business Plan and Management Plan. | • Streamline reporting requirements for partners to encourage them to contribute to monitoring updates.  
• Work with partners where possible to help contribute to shared management plan objectives. |
| Competing Demands New demands while struggling to maintain focus on current objectives | • Existing achievements put at risk by demands to move on to new / additional work areas.  
• New programmes and projects take longer to progress.  
• Sill satellite sites are earmarked but are not developed. | • Take time to celebrate success to consolidate and learn from existing work.  
• Use one-off reserves to enable opportunities to be realised and challenges addressed including back-filling staff, hiring in specialists and coaches / mentors.  
• Complete service reviews, including a senior management review, and find smarter ways of providing key services. |
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| 5. There is a risk that national parks become less relevant to society leading to a long-term decline in visitors and changes to authority objectives. | Lack of Awareness Failure to communicate the wider appeal of the National Park | • The Authority and the National Park become less visible to future audiences. | • Work with other National Park Authorities to promote greater public awareness and understanding of the UK National Parks.  
• Work with partners to create opportunities for young people to experience national parks. |
|                                                                     | Loss of Special Qualities increasing pace of change brought about by changes to land management | • The National Park is seen as less important as a natural and cultural asset of the nation leading to less emphasis being placed on people’s understanding, appreciation and, more importantly, future political support for the National Park. | • Work through National Parks England to capture the value of National Parks and the economic and environmental contribution of land managers, rural communities and visitor sectors to National Parks.  
• Work with partners to develop a co-ordinated response to changing agri-environmental schemes to ensure they do not inadvertently impact on the landscape of the National Park. |
|                                                                     | Connectivity Infrastructure Desire for information available anytime, anywhere. | • The infrastructure provision in the National Park does not allow for the maintenance of a diversified rural economy or meet the needs of visitors, leading to a drop in economic activity rate. | • At key locations invest to maintain and improve the quality and integration of critical visitor information provision including marketing, the website and wi-fi and broadband provision. |
|                                                                     | Perceived Risk of Visit Risk associated with poor information or infrastructure resulting in fewer visitors. | • Targets for visitor numbers and diversity are negatively impacted. | • Continue to develop and monitor an evolving activity programme to engage many more people with the National Park.  
• Co-ordinate with schools to ensure educational activities meet the needs of the curriculum and are well attended.  
• Engage new audiences and young people by embedding and expanding the existing programmes of education, youth initiatives, volunteering and career pathways.  
• Develop programmes aimed at improving the diversity of visitors to the Park. Approach community centres and engage with urban populations. |
|                                                                     | Community Need Falling working age population, erosion of public services and a drop in all economic activity | • Loss of community facilities lead to less community cohesion and greater isolation in the rural community.  
• Businesses are no longer viable within the park due to the loss of labour and travel required for office support functions.  
• The loss of activities to support tourism within the park contributes to the long term decline in visitors to the National Park and a loss of social and economic support. | • Use the ‘duty to co-operate’ with partner organisations to co-ordinate and promote the retention of community facilities.  
• Work with partner organisations to assess local housing need and continue the development of the new Local Plan for Northumberland National Park.  
• Continue to work with Partners to encourage more visitors to National Parks with initiatives such as Hadrian’s Wall Bus.  
• Work with external agencies, including Northumberland Tourism, to increase visitor numbers and enhance the visitor experience in Northumberland and the National Park. |
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| 6. There is a risk that climate change, including extreme weather events and wildfires, damage the environment and reduce the resilience of rural communities and businesses in the national park | Severe Weather Events  
Annual weather is becoming more unpredictable as the climate warms | - Waterlogged ground and flash floods can impact adversely on natural habitats and human infrastructure causing erosion of peatlands and rivers, landslips and the destruction of roads and bridges.  
- Inability to get to work and financial implications to the Authority from closed centres.  
- The physical damage left after severe floods can have a secondary effect of curtailing the rural tourism economy for several months.  
- In severely dry conditions internationally important heathland habitats are at risk from wildfire.  
- Flooding washes away economically important upland inbye farmland and puts at risk communities downstream.  
- Landowners who rely on these areas for farming or game management are likely to close open access land to visitors which then impacts negatively on the tourism industry. | - Use the Authority’s published Climate Adaptation Plan submitted to Defra and to the Defra Adaptation Plan to guide future work on climate change.  
- Work with partners in the Northumbria Local Resilience Forum, Met Office, Environment Agency and Regional Universities to access the most up to date data and modelling on climate change.  
- Build on successful partnerships such as the Northumbria Community Flooding Partnership and Northumberland Wildfire Group to develop techniques to counter extreme weather.  
- Provide advice through the Local Resilience Forum to communities and businesses on Business Continuity Planning and preparedness.  
- Develop Farm Resilience Plans and encourage Defra to include these top of the valley investments to be prioritised in future agri-environmental schemes.  
- Ensure the National Park Authority’s Business Continuity Plan is reviewed and tested regularly.  
- Utilise the Authority’s website and social media to better inform and update businesses and communities in the park and visitors on the impacts of climate and extreme weather, both for preparedness and during weather events.  
- Embrace technological advances to work collaboratively across partner organisations and to enable live monitoring of emergencies.  
- Deal with climate change as part of our programmes and develop actions in line with the Business Plan that responds to this challenge.  
- Climate proof Authority developments and visitor facilities. |