


Appendix 2: Corporate Risk Register 2017/18 Q2

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|---------------|---------------|---|--|---|
| IMPACT | High | <p>6. Failure to implement the integrated strategic commercial plan</p> <p>7. Failure to design the organisation at all levels so it has the skills and capability to deliver</p> <p>10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50</p> | <p>1. Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers</p> | <p>3. Insufficient capacity to deliver Moors for the Future Partnership programme</p> <p>4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship</p> <p>12. NEW: Lack of engagement from the farming and land management community in landscape scale delivery models, the national agri-environment schemes and post Brexit policies & new support systems</p> |
| | Medium | | <p>2. Adverse exchange rate movements for Moorlife 2020 European funding</p> <p>9. Failure to deliver an integrated conservation service for land managers and communities which increases awareness, understanding and support for the National Parks special qualities and the public goods delivered by the place</p> <p>11. Failure to deliver against our Performance and Business Plan in a time of change</p> | <p>5. Failure to inspire people to give to the Peak District National Park Authority</p> |
| | Low | | <p>8. Failure to support staff going through a time of change </p> | |
| | | Low | Medium | High |

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| | Low | GREEN (accept) | GREEN (accept/ review periodically) | GREEN (accept but monitor) |
| | | Low | Med | High |
| Likelihood | | | | |

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| LIKELIHOOD |
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| Corp. Strat. Ref. | Risk Description | Existing controls | Risk rating before mitigation L x I | Mitigating action | Risk rating with mitigating action L x I (Green, Amber or Red) | | | | | | Timeframe of mitigating actions | Lead officer | How monitor/ indicator | Quarterly update |
|--|---|--------------------------------|-------------------------------------|--|---|--------|--------|--------|----|--|---|---|------------------------|---|
| | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | | |
| S1 The Place and the Park on a Landscape scale | 1. Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers | Follow a clear quality process | High x High RED | Ensure clear strategic vision for what we want to achieve Log of who to involve | Impact | High | High | High | | | Refresh strategic vision & log of who is involved by end of Q1 Explore brief for | JRS (Director of Conservation and Planning) | Quarterly updates | Discussions with key stakeholders (DWT, NE, EA), progress on terms of reference, governance and task and finish |
| | | | | | Likelihood | Medium | Medium | Medium | | | | | | |

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| | | | | Explore using the White Peak as a Brexit case study – SLF with National Trust & Natural England | Rating | AMBER | AMBER | AMBER | | | Brexit case study by end of Q1 | | | groups. |
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|--|---|-------------------------|-------------------------------------|------------------------------|---|--------|--------|--------|----|--|---------------------------------|----------------------------|---|--|
| | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | | |
| S1 The Place and the Park on a Landscape scale | 2. Adverse exchange rate movements for Moorlife 2020 European funding | Capping Sterling budget | High x High RED | Consider hedging transaction | Impact | Medium | Medium | Medium | | | Continuous assessment | PN (Chief Finance Officer) | Chief Finance Officer Budget monitoring Group ARP | Final accounts work has been the priority in Q1, review was not possible in Q2 but expectations of continuing sterling weakness were considered to be a mitigating factor. A review on the current position will take place in Q3. |
| | | | | | Likelihood | Medium | Medium | Medium | | | | | | |
| | | | | | Rating | AMBER | AMBER | AMBER | | | | | | |

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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| S1 The Place and the Park on a Landscape scale | 3. Insufficient capacity to deliver Moors for the Future Partnership programme | Programme and project management processes in place, including Strategic Management Group and project board | High x High RED | a. Partner analysis b. Advocacy plan based on partner analysis c. Compliance monitoring of existing controls | Impact | High | High | High | | | a. Q1 b. Q2 c. From Q1 | JRS (Director of Conservation and Planning) | Quarterly Strategic Management Group and project board | Discussions with partners on future funding. |
| | | | | | Likelihood | Low | High | High | | | | | | |
| | | | | | Rating | AMBER | RED | RED | | | | | | |

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| | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | | |
| S1 The Place and the Park on a Landscape scale | 4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit | National influencing for post Brexit agri/ environmental policies and support systems Local communications | High x High RED | a. Increase promotion of the service provided, working closely with other agencies such as NFU, CLA, | Impact | High | High | High | | | On going | JRS (Director of Conservation and Planning) | Quarterly updates on progress | Continued involvement with NPE and partners on future of farming. |
| | | | | | Likelihood | High | High | High | | | | | | |

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| | uncertainty and continuing issues with Countryside Stewardship | across the farming & land management industry NPMP work | | NE, EA, FC. b. Public payment for public goods/ benefits c. Influencing role through PDNPA links and NPE's Future of Farming | Rating | RED | RED | RED | | | | | | | | | |
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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| S2 Connecting people to the place | 5. Failure to inspire people to give to the Peak District National Park Authority | Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational plan Authority-approved budget | High x Medium AMBER | Implementation of plan | Impact | Medium | Medium | Medium | | | Continuous assessment as part of BAU reporting | SM (Director of Commercial Development and Outreach) | Reputational health score (including propensity to donate) Non-trading income levels | Testing joint venture approach to giving with BMC's Mend our Mountains campaign. Charity working group remit agreed. Research brief created and research agency selected. |
| | | | | | Likelihood | High | High | High | | | | | | |
| | | | | | Rating | AMBER | AMBER | AMBER | | | | | | |

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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| S4 Grow our income and supporters | 6. Failure to implement the integrated strategic commercial plan | Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational plan Authority-approved budget | Medium x High AMBER | Full suite of HoS to drive delivery in place by Q2 Full suite of managers and Tier 5 resource in place and integrated by Q4 | Impact | High | High | High | | | Continuous assessment as part of BAU reporting | SM (Director of Commercial Development and Outreach) | Reputational health score (including propensity to donate) Non-trading income levels & costs Trading income levels & costs | All HoS now in place and full suite of managers now in place with appointment of Marketing Communications Manager. Tier 5 structure has been agreed. |
| | | | | | Likelihood | Medium | Low | Low | | | | | | |
| | | | | | Rating | AMBER | AMBER | AMBER | | | | | | |

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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| C1 Our people | 7. Failure to design the organisation at all levels so it has the skills and capability to deliver | Corporate Strategy 2016-19 in place Design principles in place | Medium x High AMBER | Experience gained and shared from tier 2 and 3 design Change process understood by managers and good practice | Impact | High | High | High | | | Change implementation programme timescales | DH (Director of Corporate Strategy and Development) | Regular updates to SLT and OLT | Workforce planning exercise is underway and is planned to be completed by the end of |
| | | | | | Likelihood | Low | Low | Low | | | | | | |

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| C1 Our people | 8. Failure to support staff going through a time of change | OLT working with SLT Clear comms on change UNISON & Staff Committee representatives | Medium x Medium AMBER | Resilience training for managers to understand emotional impact on staff 1-2-1 | Impact | Medium | Medium | Medium | | | Training for managers in Q1/2 1-2-1 sessions aligned with change | DH (Director of Corporate Strategy and Development) | Quarterly review | All staff had the opportunity to have resilience training and a 1-2-1 session with a clinical psychologist. |
| | | | | | Likelihood | Medium | Medium | Low | | | | | | |

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| | | HR team HR support package 6 free counselling sessions at Derwent Rural Counselling (DRC) | | coaching for affected staff where required 1-2-1 sessions with clinical psychologists where required | Rating | AMBER | AMBER | GREEN | | | programme | | | Feedback has been positive on this. |
|--|--|---|--|---|---------------|--------------|--------------|--------------|--|--|-----------|--|--|-------------------------------------|

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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| C2 Our services | 9. Failure to deliver an integrated conservation service for land managers and communities which increases awareness, understanding and support for the National Park's special qualities and the public goods delivered by the place | Existing advice service delivered by teams Neighbourhood and village planning offer by policy and communities service Updating of NPMP, including comms for special qualities | Medium x Medium AMBER | Refreshing the community development offer Development of data to provide information Partnership working, including through NPMP | Impact | Medium | Medium | Medium | | | On-going NPMP review progress | JRS (Director of Conservation and Planning) | Quarterly updates | Progress on extended advice service and community engagement offer. |
| | | | | | Likelihood | Medium | Medium | Medium | | | | | | |
| | | | | | Rating | AMBER | AMBER | AMBER | | | | | | |

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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| C3 Our organisation | 10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50 | Working with national park family to influence | Low x High AMBER | NPE Board have agreed 4 priority areas for Government engagement as we leave the EU, including, delivering a better environment for all and grasping the opportunities for farming and land management | Impact | High | High | High | | | End March 2018 | SF (Chief Executive) | Evidence of engagement e.g. emails, letters | Future of Farming paper being discussed with Government and key stakeholders nationally and locally. NPE considering key messages for the English National Parks on future environment policy. |
| | | | | | Likelihood | Low | Low | Low | | | | | | |
| | | | | | Rating | AMBER | AMBER | AMBER | | | | | | |

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| | | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | |
| C4 Our people | 11. Failure to deliver against our Performance and Business Plan in a time of change | OLT in place | Medium x Medium AMBER | Pacing delivery with capacity Prioritising Timetable for delivery Clear communications | Impact | Medium | Medium | Medium | | | End March 2018 | SF (Chief Executive) | Quarterly performance monitoring process | Reviewed at quarterly performance meetings, focussing on priority actions and considering risks and mitigating action for each |
| | | | | Likelihood | Medium | Medium | Medium | | | | | | | |

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| Likelihood | | | | |

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| | | | | <p>JPAR guidance to have regular meetings with line manager to monitor and prioritise work</p> <p>Wellbeing at work policy & agenda to promote smarter working practice</p> | Rating | AMBER | AMBER | AMBER | | | | | | | <p>priority area of work.</p> <p>Quarterly staff briefing to communicate and feedback on corporate performance.</p> |
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| | | | | | Start | Q1 | Q2 | Q3 | Q4 | | | | | |
| S1 The Place and the Park on a Land-scape scale | 12. Lack of engagement from the farming and land management community in landscape scale delivery | Influencing role for future agricultural policy and support payments - Member led Future of | HxH | Influencing role for future agricultural policy and support payments - Member led Future of | Impact | New at Q1 | HIGH | HIGH | | | On-going Future of Farming paper | JRS (Director of Conservation and Planning) | Quarterly monitoring | Continued involvement with NPE and partners on future of farming. |
| | | | | | Likelihood | | HIGH | HIGH | | | | | | |

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| | models, the national agri-environment schemes and post Brexit policies & new support systems | Farming Group, England Agriculture & Rural Development Group, External Working Group, Defra Technical group for Countryside Stewardship and other Defra Stakeholder events. | | Farming Group, England Agriculture & Rural Development Group, External Working Group, Defra Technical group for Countryside Stewardship and other Defra Stakeholder events. | Rating | | | | | | agreed by end of Q1 | | | | |
| | | | | | | | RED | RED | | | | | | | |