Appendix 2: Corporate Risk Register 2017/18 Q2

		6. Failure to implement the integrated strategic commercial plan7. Failure to design the organisation at all levels so it has the skills and	Failure to create a common understanding for the White Peak, including engaging with the farming community and land managers	 3. Insufficient capacity to deliver Moors for the Future Partnership programme 4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and
ACT	High	capability to deliver 10. Failure to influence the transposing of EU laws and legislation for landscape and the environment into UK law after Article 50		continuing issues with Countryside Stewardship 12. NEW: Lack of engagement from the farming and land management community in landscape scale delivery models, the national agrienvironment schemes and post Brexit policies & new support
IMPACT	Medium		2. Adverse exchange rate movements for Moorlife 2020 European funding 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 11. Failure to deliver against our Performance and Business Plan in a time of change	5. Failure to inspire people to give to the Peak District National Park Authority
	Low		8. Failure to support staff going through a time of change	
		Low	Medium	High

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med Likelihood	High

LIKELIHOOD

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

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High

Likelihood

		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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RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) monitor) periodically) High Low Med Likelihood

Corp.	Risk Description	Existing	Risk rating	Mitigating		rating w		_	_	on	Timeframe	Lead	How	Quarterly update
Strat. Ref.		controls	before mitigation L x I	action	LXI	(Green, Start	Q1	Q2	Q3	Q4	of mitigating actions	officer	monitor/ indicator	
S1 The Place and the Park on	2. Adverse exchange rate movements for Moorlife 2020 European funding	Capping Sterling budget	High x High	Consider hedging transaction	Impact	Medium	Medium	Medium			Continuous assessment	PN (Chief Finance Officer)	Chief Finance Officer	Final accounts work has been the priority in Q1, review was
a Land- scape scale					Likelihood	Medium	Medium	Medium					Budget monitoring Group	not possible in Q2 but expectations of continuing sterling
					Rating	AMBER	AMBER	AMBER						weakness were considered to be a mitigating factor. A review on the current position will take place in Q3.

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) periodically) monitor) High Low Med

Corp. Strat.	Risk Description	Existing controls	Risk rating before	Mitigating action		L x I (Green, Amber or Red)					Ti: of	meframe	Lead officer	How monitor/	Quarterly update
Ref.			mitigation L x I			Start	Q1	Q2	Q3	Q4		itigating tions		indicator	
S1 The Place and the	3. Insufficient capacity to deliver Moors for the Future	Programme and project management processes in	High x High RED	a. Partner analysis b. Advocacy	Impact	High	High	High				Q1 Q2 From Q1	JRS (Director of Conservation and	Quarterly Strategic Management Group and	Discussions with partners on future funding.
Park on a Land- scape scale	Partnership programme	place, including Strategic Management Group and		plan based on partner analysis c.	Likelihood	Low	High	High					Planning)	project board	
		project board		Compliance monitoring of existing controls	Rating	AMBER	RED	RED							

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) monitor) periodically) High Low Med

Likelihood

Corp.	Risk	Existing controls	Risk rating	Mitigating	Risk rating with mitigating action						Timeframe	Lead officer	How	Quarterly
Strat.	Description		before	action	LxI	(Green	, Amb	er or	Red)		of		monitor/	update
Ref.			mitigation			Start	Q1	Q2	Q3	Q4	mitigating		indicator	
			LxI								actions			
S1 The	4. Area of NP	National	High x	a. Increase							On going	JRS (Director	Quarterly	Continued
Place	land	influencing for	High	promotion of	act	ligh	노	зh				of	updates on	involvement
and	safeguarded in	post Brexit agri/		the service	lmp	<u>:</u>	High	High				Conservation	progress	with NPE and
the	agri-	environmental	RED	provided,	_							and		partners on
Park	environment	policies and		working	_							Planning)		future of
on a	schemes	support systems		closely with	lihood	_	_	_						farming.
Land-	reduces			other	ih e	ligh	High	High						
scape	because of	Local		agencies such	ike	-	_ _ _	上						
scale	Brexit	communications		as NFU, CLA,	7									

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High

Med H

uncertainty	across the	NE, EA, FC.								
and continuing	farming & land									
issues with	management	b. Public								
Countryside	industry	payment for								
Stewardship		public goods/								
	NPMP work	benefits	∞		_	_				
			Rating	RED	RED	RED				
		c. Influencing	2		"	<u> </u>				
		role through								
		PDNPA links								
		and NPE's								
		Future of								
		Farming								

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) monitor) periodically) High Low Med Likelihood

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation	Mitigating Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating	Lead officer	How monitor/ indicator	Quarterly update	
			LxI			Start	Q1	Q2	Q3	Q4	actions			
S2 Connecting people to the place	5. Failure to inspire people to give to the Peak District	Commercial Development & Outreach strategic plan	High x Medium AMBER	Implementation of plan	Impact	Medium	Medium	Medium			Continuous assessment as part of BAU	SM (Director of Commercial Development	Reputational health score (including propensity	venture approach to giving with
	National Park Authority	Commercial Development & Outreach Operational			Likelihood	High	High	High			reporting	and Outreach)	Non-trading income levels	BMC's Mend our Mountains campaign.
		plan Authority- approved budget			Rating	AMBER	AMBER	AMBER						Charity working group remit agreed.
					Rat	AMI	AMI	AM						brief created and research agency selected.

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med Likelihood	High

RED **AMBER AMBER** (significant High (closely (manage and focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) periodically) monitor) Low Med High Likelihood

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before	Mitigating action	actio						Timeframe of	Lead officer	How monitor/	Quarterly update
			mitigation		LXI	(Green	i e	1		04	mitigating		indicator	
S4 Grow our income and	6. Failure to implement the integrated strategic	Commercial Development & Outreach strategic plan	Medium x High AMBER	Full suite of HoS to drive delivery in	Impact	Start ugi H	Q1 High	Q2 HgiH	Q3	Q4	actions Continuous assessment as part of BAU	SM (Director of Commercial Development	Reputational health score (including propensity	All HoS now in place and full suite of managers now
supporters	commercial plan	Commercial Development & Outreach Operational		Full suite of managers and Tier 5	Likelihood	Medium	Low	Low			reporting	and Outreach)	to donate) Non-trading income levels &	in place with appointment of Marketing Communications Manager.
		plan Authority- approved budget		resource in place and integrated by Q4	Rating	AMBER	AMBER	AMBER					costs Trading income levels & costs	Tier 5 structure has been agreed.

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER AMBER GREEN** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) periodically) monitor) Low Med High Likelihood

Corp. Strat.	Risk Description	Existing controls	Risk rating	Mitigating action		Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating	Lead officer	How monitor/	Quarterly update
Ref.	·		before mitigation L x I			Start	Q1	Q2	Q3	Q4	actions		indicator	·
C1 Our people	7. Failure to design the organisation at all levels	Corporate Strategy 2016-19 in place	Medium x High AMBER	Experience gained and shared from tier 2 and 3 design	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
	so it has the skills and capability to deliver	Design principles in place		Change process understood by managers and good practice	Likelihood	Low	Low	Low						and is planned to be completed by the end of

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High

ivied **Likelihood**

Job	shared							the financial
description								year
and person	Qualified HR							
specification	team and							
templates	Learning &	₽0	<u> </u>	<u> </u>	2			
	Development	Rating	AMBER	AMBER	AMBER			
Competency	Officer to coach	%	A	€	¥			
framework	and give							
	guidance							
Workforce								
planning								

	_			
	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med Likelihood	High

Corp. Strat.	Risk Description	Existing controls	Risk rating before	Mitigating action		rating v		_	_	tion	Timeframe of	Lead officer	How monitor/	Quarterly update
Ref.			mitigation L x I			Start	Q1	Q2	Q3	Q4	mitigating actions		indicator	
C1 Our people	8. Failure to support staff going through a time of change	OLT working with SLT Clear comms	Medium x Medium AMBER	Resilience training for managers to understand	Impact	Medium	Medium	Medium			Training for managers in Q1/2	DH (Director of Corporate Strategy and Development)	Quarterly review	All staff had the opportunity to have
		on change UNISON & Staff Committee representatives		emotional impact on staff	Likelihood	Medium	Medium	Low			1-2-1 sessions aligned with change			resilience training and a 1-2-1 session with a clinical psychologist.

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med Likelihood	High

	coaching for						programme		Feedback has	
HR team	affected staff								been positive	
	where								on this.	
HR support	required									
package			~	~	_					
	1-2-1	Rating	AMBER	AMBER	GREEN					
6 free	sessions with	3at	∣	Į	3RE					
counselling	clinical	_	4	4						
sessions at	psychologists									
Derwent Rural	where									
Counselling	required									
(DRC)										

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) periodically) monitor) Low Med High Likelihood

Corp. Strat.	Risk Description	Existing controls	Risk rating before	Mitigating action	1	rating v (Green		_	_	tion	Timeframe of	Lead officer	How monitor/	Quarterly update
Ref.			mitigation L x I			Start		Q2	Q3	Q4	mitigating actions		indicator	
C2 Our services	9. Failure to deliver an integrated conservation	Existing advice service delivered by teams	Medium x Medium AMBER	Refreshing the community development	Impact	Medium	Medium	Medium			On-going NPMP review	JRS (Director of Conservation and	Quarterly updates	Progress on extended advice service and
	service for land managers and communities which increases awareness,	Neighbourhood and village planning offer by policy and		offer Development of data to provide	Likelihood	Medium	Medium	Medium			progress	Planning)		community engagement offer.
	understanding and support for the National Park's special qualities and the public goods delivered by the place	communities service Updating of NPMP, including comms for special qualities		information Partnership working, including through NPMP	Rating	AMBER	AMBER	AMBER						

	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
Impact	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med Likelihood	High

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) periodically) monitor) Low Med High Likelihood

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before	Mitigating action		rating v (Green		-	_	tion	Timeframe of	Lead officer	How monitor/	Quarterly update
Nei.		Controls	mitigation	action	LXI	Start	Q1	Q2	Q3	Q4	mitigating actions	Officer	indicator	upuate
C3 Our organisation	10. Failure to influence the transposing of EU laws and	Working with national park	Low x High	NPE Board have agreed 4 priority areas for	Impact	High	High	High			End March 2018	SF (Chief Executive)	Evidence of engagement e.g. emails, letters	Future of Farming paper being discussed with
	legislation for landscape and the environment into UK law after Article 50	family to influence		Government engagement as we leave the EU, including,	Likelihood	Low	Low	Low						Government and key stakeholders nationally and locally.
				delivering a better environment for all and grasping the opportunities for farming and land management	Rating	AMBER	AMBER	AMBER						NPE considering key messages for the English National Parks on future environment policy.

RED **AMBER AMBER** (significant High (closely (manage and focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) periodically) monitor) Low Med High Likelihood

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating	Lead officer	How monitor/ indicator	Quarterly update	
			LxI			Start	Q1	Q2	Q3	Q4	actions				
C4 Our people	11. Failure to deliver against our Performance and Business	OLT in place	Medium x Medium AMBER	Pacing delivery with capacity Prioritising	Impact	Medium	Medium	Medium			End March 2018	SF (Chief Executive)	Quarterly performance monitoring process	cutive) performance monitoring	Reviewed at quarterly performance meetings, focussing on
	Plan in a time of change			Timetable for delivery Clear communications	Likelihood	0 =	Medium	Medium						priority actions and considering risks and mitigating action for each	

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)				
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)				
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)				
		Low	Med	High				

Likelihood

JPAR guidance to have regular meetings with line manager to monitor and prioritise work Wellbeing at work policy & agenda to promote	Rating	AMBER	AMBER	AMBER			priority area of work. Quarterly staff briefing to communicate and feedback on corporate performance.
smarter working practice							

RED **AMBER AMBER** (significant High (manage and (closely focus and monitor) monitor) attention) Impact **AMBER GREEN AMBER** (management Med (accept but (manage and effort monitor) monitor) worthwhile) **GREEN GREEN GREEN** Low (accept/ review (accept but (accept) monitor) periodically) High Low Med Likelihood

Corp. Strat.	Risk Description	Existing controls	Risk rating before mitigation L x I	action	Risk rating with mitigating action L x I (Green, Amber or Red)					tion	Timeframe of	Lead officer	How monitor/	Quarterly update
Ref.						Start	Q1	Q2	Q3	Q4	mitigating actions		indicator	
S1 The Place and the Park on a	12. Lack of engagement from the farming and	Influencing role for future agricultural	НхН	Influencing role for future agricultural	Impact	t Q1	}	HIGH			On-going	JRS (Director of Conservation and	Quarterly monitoring	Continued involvement with NPE and partners on
Land- scape scale	land management community in landscape scale delivery	policy and support payments - Member led Future of		policy and support payments - Member led Future of	Likelihood	New at	HIGH	НВН			Future of Farming paper	Planning)		future of farming.

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)	
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)	
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)	
		Low	Med Likelihood	High	

m	nodels, the	Farming	Farming						agreed by		
na	ational agri-	Group,	Group,						end of Q1		
er	nvironment	England	England								
sc	chemes and	Agriculture &	Agriculture &								
po	ost Brexit	Rural	Rural								
po	olicies & new	Development	Development								
SU	upport	Group,	Group,								
Sy	ystems	External	External								
		Working	Working	Rating		RED	RED				
		Group, Defra	Group, Defra	Rat		R H	₹				
		Technical	Technical								
		group for	group for								
		Countryside	Countryside								
		Stewardship	Stewardship								
		and other	and other								
		Defra	Defra								
		Stakeholder	Stakeholder								
		events.	events.								