

Q3 Corporate Risk Register 2017/18

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>13. NEW: Failure to gain sufficient buy in from partners for the updated National Park Management Plan (NPMP), particularly the delivery plan element.</p>	<p>3. AMENDED WORDING: Failure to maintain core Moors for the Future Partnership income, leading to failure to deliver contractual commitments.</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. 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>11. Failure to deliver against our Performance and Business Plan in a time of change</p>	<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 Park's special qualities and the public goods delivered by the place</p>	<p>5. Failure to inspire people to give to the Peak District National Park Authority</p> <p>14. NEW: Being a "poorly performing" Authority based on DCLG measures – specifically major applications appeal performance</p>
	Low		<p>8. Failure to support staff going through a time of change</p>	
		Low	Medium	High
		LIKELIHOOD		

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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				

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 Explore using the White Peak as a Brexit case study – SLF with National Trust & Natural England	Impact	High	High	High	High		Refresh strategic vision & log of who is involved by end of Q1 Explore brief for Brexit case study by end of Q1	JRS (Director of Conservation and Planning)	Quarterly updates	Vision working group have collectively produced a vision and summary. White Peak Partnership workshop took place on 3 rd November – well attended by range of stakeholders.
					Likelihood	Medium	Medium	Medium	Medium					
					Rating	AMBER	AMBER	AMBER	AMBER					

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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	Medium	Medium	Continuous assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group ARP	No hedging currently anticipated while Sterling remains weak or at current rate
					Likelihood	Medium	Medium	Medium	Medium	Medium				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

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S1 The Place and the Park on a Land-scape scale	3. Failure to maintain core Moors for the Future Partnership income, leading to failure to deliver contractual commitments.	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	High		a. Q1 b. Q2 c. From Q1	JRS (Director of Conservation and Planning)	Quarterly Strategic Management Group and project board	Currently talking to partners, in particular the Environment Agency, about future funding. Until this is resolved, this risk remains red.
					Likelihood	Low	High	High	High					
					Rating	AMBER	RED	RED	RED					

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S1 The Place and the Park on a Land-scape scale	4. Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside	National influencing for post Brexit agri/ environmental policies and support systems Local communications across the farming & land management industry	High x High RED	a. Increase promotion of the service provided, working closely with other agencies such as NFU, CLA, NE, EA, FC.	Impact	High	High	High	High		On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	Still working to influence the development of agri-environment schemes. No certainty as yet as to what the outcome will be as this is a long-term issue. The Land Managers Forum
Likelihood	High	High	High	High										
Rating	RED	RED	RED	RED										

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Likelihood				

	Stewardship	NPMP work		<p>b. Public payment for public goods/ benefits</p> <p>c. Influencing role through PDNPA links and NPE's Future of Farming</p>														is looking at a future agri-environment scheme that will deliver the full range of public benefits for the Peak District. The Forum met in December and a sub-group is being set up to consider a future Peak District Ask for support schemes.
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S2	5. Failure to inspire people to give to the Peak District National Park Authority	Commercial Development & Outreach strategic plan Commercial Development & Outreach Operational	High x Medium AMBER	Implementation of Marketing & Fundraising Service plan to include: Continued reputation protection activity	Impact	Medium	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	Donations remain stable at a low level, but making a step-change in quantity and value requires a new approach. The charity
				Likelihood	High	High	High	High						

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Likelihood				

		plan Authority-approved budget		Brand activation on the ground to engage supporters including supporter videos CRM solution purchased - implementation in Q4	Rating	AMBER	AMBER	AMBER	AMBER							working group met. A CRM solution has been purchased to engage future supporters Audience insight research underway. BMC Mend our Mountains joint venture started.
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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	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	Full suite of managers now in place. Tier 5 structure for visitor engagement and outreach is agreed and being implemented / recruited for. Work to create tier 5 marketing and fundraising team is underway with target completion of end Q4.
					Likelihood	Medium	Low	Low	Low					
					Rating	AMBER	AMBER	AMBER	AMBER					

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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	Impact	High	High	High	High		Change implementation programme timescales	DH (Director of Corporate Strategy and Development)	Regular updates to SLT and OLT	Interview and selection process completed for jobs within Visitor Engagement and Outreach. Managers encouraged to think about current and future work force
Likelihood	Low	Low	Low	Low										

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		<p>Job description and person specification templates</p> <p>Competency framework</p> <p>Workforce planning</p>		<p>by managers and good practice shared</p> <p>Qualified HR team and Learning & Development Officer to coach and give guidance</p>	Rating	AMBER	AMBER	AMBER	AMBER					<p>planning through service plans and JPARs. This will feed into a work force plan for the Authority to enable us to recruit, retain and develop the right people.</p>
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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	Medium	Training for managers in Q1/2 1-2-1 sessions aligned with change	DH (Director of Corporate Strategy and Development)	Quarterly review	Regularly reviewing the People Matter action plan, with a review on 29 th November of actions taken to date.
					Likelihood	Medium	Medium	Low	Low				

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Likelihood				

		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	GREEN		programme			Managers at all levels encouraged to complete the ILM team health audit questionnaire and use the results in JPARs.
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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	Medium	Medium	On-going NPMP review progress	JRS (Director of Conservation and Planning)	Quarterly updates	Charging for some cultural heritage advice has been implemented. Further progress has been delayed due to vacancies and staff turnover, however key posts have been filled so progress is expected next quarter.
					Likelihood	Medium	Medium	Medium	Medium	Medium				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

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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	High		End March 2018	SF (Chief Executive)	Evidence of engagement e.g. emails, letters	NPE are continuing to monitor progress of the bill and highlight opportunities and risks
					Likelihood	Low	Low	Low	Low					
					Rating	AMBER	AMBER	AMBER	AMBER					

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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. JPAR guidance to have regular meetings with line manager to monitor and prioritise work. Wellbeing at work policy & agenda to promote smarter working practice.	Impact	Medium	Medium	Medium	Medium		End March 2018	SF (Chief Executive)	Quarterly performance monitoring process	Established a regular rhythm of performance reporting flowing from Heads of Service and Directors into ARP. Regular communication of performance to staff. Have assessed progress to date and determined 2018/19 actions with OLT and Members, setting a performance lead from each. Most significant structural changes are now near to completion
					Likelihood	Medium	Medium	Medium	Low					
					Rating	AMBER	AMBER	AMBER	GREEN					

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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 models, the national agri-environment schemes and	Influencing role for future agricultural policy and support payments - Member led Future of Farming Group, England Agriculture &	HxH	Influencing role for future agricultural policy and support payments - Member led Future of Farming Group, England Agriculture &	Impact	New at Q1	HIGH	HIGH	Removed at Q3		On-going Future of Farming paper agreed by end of Q1	JRS (Director of Conservation and Planning)	Quarterly monitoring	Removed at Q3, as this is an action under risk 4 rather than a separate risk
					Likelihood		HIGH	HIGH						
					Rating		RED	RED						

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C2 Our Organisation	13. NEW: Failure to gain sufficient buy in from partners for the updated National Park Management Plan (NPMP), particularly the delivery plan element.	Advisory Group in place NPMP Project Board	H x H	Chief Executive met with Councillors of key local authorities Written to all key partners with a draft copy of the plan for comment and them to agree actions Public consultation on the final draft plan	Impact							May 2018	SF (Chief Executive)	Advisory Group meetings	New at Q3
					Likelihood				HIGH						
					Rating			New at Q3	MEDIUM						
									AMBER						

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C3 Our Services	14. NEW: Being a “poorly performing” Authority based on DCLG measures – specifically major applications appeal performance	Member training Standing Order 1.48	HxH	Director to write to CLG Further training of Members Training of officers	Impact				MEDIUM		By end Jan 2018 Ongoing Ongoing	JRS (Director of Conservation and Planning)	CLG statistical returns	New at Q3
					Likelihood				HIGH					
					Rating				AMBER					