APPENDIX 1: Proposed 2019/20 Corporate Risk Register

The following 2019/20 Corporate Risk Register has been developed through an assessment of:
- 2018/19 corporate risks remaining at amber or red at the 2018/19 year end
- Risks that might prevent the achievement of year one of our 2019-24 corporate strategy
- Any risks to be escalated from service risk registers
- The external environment that we operate in.

In developing our risk register we have used a 9 grid tool based on likelihood and impact of the risk which not only gives a Green, Amber, Red classification but helps us prioritise action to mitigate that risk depending on where the risk sits on the grid. This is shown at Table 2. The risk register is a 'live' tool that is changed if new risks arise or existing risks are elevated or managed down over the year.

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Table 1: 2019/20 Corporate Risk Register – risk starting point following existing mitigating action

		Low	Medium	High
IMPACT	**High**	*closely monitor* 8. Injury due to poorly maintained Authority property	*manage and monitor*	*significant focus and attention* 1. Adverse exchange rate movements for Moorlife 2020 European funding 2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats 5. Failure to achieve wildlife enhancement in the Peak District National Park
	Medium	*accept but monitor* 9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	*management effort worthwhile* 3. Failure to achieve fundraising targets for the PDNP 4. Lack of capacity in the Property Support Team to ensure our assets are developed, maintained and comply with health and safety legislation 7. Failure to increase our audience's diversity both within and outside the National Park 10. Cyber Security threats (such as hacking, ransomware, phishing, denial of service (DDoS), sabotage and theft) causing temporary or permanent loss of systems, loss of access to data, data loss and breach of data protection legislation	*manage and monitor* 6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019
	Low	*accept risks*	*accept but review periodically*	*accept but monitor*
		Low	**Medium**	**High**
			LIKELIHOOD	

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Outcome	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				
Landscape Financial risk, Outcome /delivery risk	1. Adverse exchange rate movements for Moorlife 2020 European funding	Capping Sterling budget	High x High RED	Consider hedging transaction	**Impact**	High						Periodic assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group ARP	
					Likelihood	High									
					Rating	RED									

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						Start	Q1	Q2	Q3	Q4				
Landscape Outcome/ delivery risk	2. Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and Countryside Stewardship issues leading to the potential loss of a range of grassland habitats	National influencing for post Brexit agri/ environmental policies and support systems Local communications across the farming & land management industry NPMP work	High x High RED	Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC. Public payment for public goods/ benefits. Influencing role through PDNPA links and NPE's Future of Farming	**Impact** High; **Likelihood** High; **Rating** RED						On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	

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						Start	Q1	Q2	Q3	Q4				
Audience Financial risk, Outcome /delivery risk	3. Failure to achieve fundraising targets for the PDNP	Commercial Development & Engagement service delivery plans. Authority-approved budget. Peak District National Park Foundation.	High x Medium AMBER	Marketing & Fundraising plan implementation to include: - Running £70kfor70 campaign (PDNP Foundation) - Reputation enhancement and profile raising activity - Corporate social responsibility projects e.g. Tarmac	Impact — Medium; Likelihood — Medium; Rating — AMBER						Continuous assessment as part of BAU reporting Foundation report through trustees quarterly	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	

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							Start	Q1	Q2	Q3	Q4				
Agile and efficient

Outcome/ delivery risk, Reputation risk | 4. Lack of capacity in the Property Support Team to ensure our assets are developed, maintained and comply with health and safety legislation | Finding alternative ways of resourcing

Identified priorities | High x High

RED | Complete the redesign of the Property Support Team

Continue to find alternative ways of resourcing development work | **Impact** | Medium | | | | | | Complete the redesign by end of Q2

Alternative funding is continuous for development work | DH (Director of Corporate Strategy and Development) | Regularly reviewed through SLT monitoring | |
| | | | | | **Likelihood** | Medium | | | | | | | | | |
| | | | | | **Rating** | AMBER | | | | | | | | | |

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						Start	Q1	Q2	Q3	Q4				
Landscape Outcome/ delivery risk	5. Failure to achieve wildlife enhancement in the Peak District National Park	Dark Peak focus on birds of prey Part of the Birds of Prey initiative Breeding birds surveys	High x High RED	White Peak pilot engaging with farmers and land mangers to address biodiversity loss in the farmed landscape.	**Impact** / **Likelihood**	High High					Ongoing	JRS (Director of Conservation and Planning)	Breeding birds survey Birds of Prey initiative meetings and conference calls	

		Engagement with moorland owners Engagement with Policy and Crime Commissioner		Promoting the White Peak Pilot as a test and trial for ELMS Glorious Grasslands project as part of SWP Partnership Encouraging creation of new native woodlands with species not vulnerable to diseases like ash die-back	Rating	RED							Ongoing monitoring of SWP and WP projects	

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Agile and efficient

Outcome/ delivery risk | 6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019 (e.g. the erosion of pay differentials). | Initial pay modelling on the new pay spine undertaken and Heads of Service informed. | High x High

RED | Further modelling work to be undertaken

Options to be developed as part of future workforce planning | **Impact** | Medium | | | | | | Ongoing | DH (Director of Corporate Strategy and Development) | Regularly reviewed through SLT monitoring | |
| | | | | | **Likelihood** | High | | | | | | | | | |
| | | | | | **Rating** | **AMBER** | | | | | | | | | |

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						Start	Q1	Q2	Q3	Q4					
Audience Outcome/ delivery risk	7. Failure to increase our audience's diversity both within and outside the National Park	Engagement programme definition – pilot areas Head of service recruitment	Medium x Medium AMBER	None yet	**Impact**	Medium						Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	
					Likelihood	Medium									
					Rating	**AMBER**									

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						Start	Q1	Q2	Q3	Q4				
Audience Outcome /delivery risk, Financial risk, Reputation risk	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel	Strategy and inspection contract of the trails structures in place since 2015 Strategy for high priority remedial works to trails structures as per the report	Medium x High AMBER	Implement strategy for all ongoing maintenance of the trails	**Impact**	High					Let a contract for the high and medium priority remedial works in Q1 Implementation ongoing	AB (Director, Commercial Development and Engagement)	Active management of implementation	
					Likelihood	Low								
					Rating	AMBER								

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Audience Outcome / delivery risk	9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	Full time Volunteer Co-ordinator being recruited. New volunteer management system in place	Medium x High AMBER	Embedding training of volunteers and rangers Promotion of volunteer activities across other services	Impact	Medium						Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	
					Likelihood	Low									
					Rating	GREEN									

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Agile and efficient Outcome/ delivery risk, Reputation risk	10. Cyber Security threats (such as hacking, ransomware, phishing, denial of service (DDoS), sabotage and theft) causing temporary or permanent loss of systems, loss of access to data, data loss and breach of data protection legislation	Client and Server access controls; anti-virus; anti-spam; user access controls; locked down devices; storage encryption; active managed firewalls; Mobile device management; email and web filtering and monitoring; user awareness training; comprehensive backup and disaster recovery provisions; penetration testing and vulnerability scanning.	High x Medium Amber	Network Access Control (NAC); further user training and scenario testing; intra-service firewall reviews; Removable device controls; IT 'run books development; investigation of external support for incident management and response; Security assessment reviews; skills training.	**Impact**	Medium						See Service Risk Register	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring and quarterly performance management	
					Likelihood	Medium									
					Rating	Amber									