Our 2019/20 Corporate Risk Register has been developed through an assessment of the risks to achieving Year 1 of our 2019-2024 Corporate Strategy. This included reviewing:

- 2018/19 corporate risks remaining at amber or red at the 2018/19 year end
- Risks to be escalated from service risk registers
- Our external environment.

In developing our Corporate 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. It is a 'live' tool that is changed if new risks arise or risks are elevated or managed down over the year. It is re-assessed quarterly.

IMPACT	High	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel		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	9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	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. Failure to adequately protect and prepare for Cyber Security threats	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019
	Low			
		Low	**Medium**	**High**
		LIKELIHOOD		

Risk Rating Legend

		Low	Med	High
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

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								

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 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	

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				
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.	

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				
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 | | | | | | | | |

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 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 managers to address biodiversity loss in the farmed landscape.	**Impact**	High					Ongoing	JRS (Director of Conservation and Planning)	Breeding birds survey Birds of Prey initiative meetings and conference calls	
					Likelihood	High								

		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	

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				
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).

(Note: Technical guidance issued on 14th June 2018.) | 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 **Likelihood** — Low **Rating** — **AMBER**						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	

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						Start	Q1	Q2	Q3	Q4					
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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						Start	Q1	Q2	Q3	Q4				
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 **Likelihood** Medium **Rating** Amber | | | | | | See Information Management Service Risk Register | DH (Director of Corporate Strategy and Development) | Regularly reviewed through SLT monitoring and quarterly performance management | |