

APPENDIX 3: Corporate Risk Register 2019/20 – Q4 position showing movement from Q3

IMPACT	High	11. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	11. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	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 develop nature recovery networks in the Peak District National Park 3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP
	Medium	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel	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				

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Risk Rating Legend

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					
A sustainable landscape that is conserved and enhanced 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	High	High	High	High	Periodic assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	Contingency sum of £500,000 set aside and required for the duration of the project until final audit completion in 2022, as there are four principal uncertainties in the project to be mitigated:- 1) Continuing exchange rate fluctuations 2) Clarification of the forward profile of expenditure to the project end date within the sterling ceiling set of £11,280,000 3) The impact of the partner cash contributions (required by contract terms to be declared in claim documentation) on the final European grant amount 4) The hard approach of European grant funding bodies to technical adjustments in claims leading to expenditure which is valid, being declared ineligible.
					Likelihood	High	Medium	Medium	Medium	High				
					Rating	RED	AMBER	AMBER	AMBER	RED				

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					Start	Q1	Q2	Q3	Q4					
A sustainable landscape that is conserved and enhanced 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 National pilot of ELMS universal scheme will start in 2021 and run for 3 years. National rollout of ELMS 2024.	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	High	High	High	High	On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	Area of land in schemes has dropped by 20% since 2015. Defra contract for delivery of the White Peak ELMS Phase 1 Test has begun, with two workshops and 1:1 engagement with farmers. The Head of Landscape and Conservation is now a national lead on the development of ELMS for NPE with DEFRA.
					Likelihood	High	High	High	High	High				
					Rating	RED	RED	RED	RED	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					
A National Park loved and supported by diverse audiences Financial risk, Outcome /delivery risk	3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP (commercial income and donations including from the Foundation) (Reworded from '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	Medium	Medium	Medium	High	Continuous assessment as part of BAU reporting Foundation report through trustees quarterly	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	Good progress against the £70k PDNP Foundation target. Now Trustees need to decide on reserves position based on future operating model and legal advice. All trading Income stopped immediately due to Covid-19 lockdown (March). Rents largely unaffected to date. Working alongside National Park Partnerships to develop net zero for nature business model for corporate investment. Four new conversations with FTSE 100 companies.
					Likelihood	Medium	Medium	High	High	High				
					Rating	AMBER	AMBER	AMBER	AMBER	RED				

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A National Park loved and supported by diverse audiences 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	Develop an engagement plan aligned with the Glover Review recommendations and building on baseline evidence Develop a programme approach with selected partners to increase audience diversity at scale e.g. Accessible Peak District, infrastructure development at key touchpoints	Impact	Medium	Medium	Medium	Medium	Medium	Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	Work on audience engagement plan almost complete. Ready to share in Q1. Hosted Defra exploring ways of scaling up our MOSIAC work. Spring/summer ParkLife continued wide audience representation. Social media average 14% increase on Q3. Marketing campaigns in place for groups for cycle hire. Point of sale messaging plan prepped.
					Likelihood	Medium	Medium	Medium	Medium	Medium				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

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A National Park loved and supported by diverse audiences 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	High	High	High	Medium	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	High priority remedial works have progressed. Contract variation in place to comply with government guidance on social distancing. Routine monitoring and inspection of works has been set up.
					Likelihood	Low	Low	Low	Low	Low				
					Rating	AMBER	AMBER	AMBER	AMBER	GREEN				

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					Start	Q1	Q2	Q3	Q4					
An agile and efficient organisation 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	Medium	Medium	Medium	Medium	See Service Risk Register	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring and quarterly performance management	Business Continuity Plan (BCP) initiated March 2020; all admin offices and operational sites closed and majority of staff set up to work from home. Once the PDNPA offices and operational sites re-open, the BCP will be checked to determine if it could be improved in any way.
					Likelihood	Medium	Medium	Medium	Medium	Medium				
					Rating	AMBER	AMBER	AMBER	AMBER	AMBER				

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					Start	Q1	Q2	Q3	Q4									
All outcomes Outcome /delivery risk, Financial risk, Reputation risk	11. Fast changing Government priorities impact our ability to resource and deliver our Corporate Strategy and react to opportunities, in particular uncertainty over future national park grant and implications of Government focus on investment in the North	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	10 English NPAs have agreed the collective focus for our road map as: national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency. As well as collectively engaging with Defra to secure certainty on future national park grant. Working with LEPs and devolved administrations of our constituent authorities to help shape future government investment towards green growth	Impact	INTRODUCED AT Q3					High	High	Ongoing	SF (Chief Exec)	Budget report for national park grant Success of the roadmap in gaining traction with Defra	Joint working with NPE in Glover roadmap to achieve at scale through collaboration. Budget offers opportunities for green investment which are being developed through our peatland restoration work.		
					Likelihood												Medium	Medium
					Rating												AMBER	AMBER

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An agile and efficient organisation 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	REMOVED AT Q1				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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A National Park loved and supported by diverse audiences 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	Medium	REMOVED AT Q2				Ongoing Quarterly monitoring through BAU	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	
					Likelihood	Low	Low								
					Rating	GREEN	GREEN								