	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	 Adverse exchange rate movements for Moorlife 2020 European funding 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 Failure to develop nature recovery networks in the Peak District National Park Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP
IMPACT	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	

Risk Rating Legend

	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

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x	Mitigating action	actio	rating on (Greer					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
			1			Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced	1. Adverse exchange rate movements for Moorlife 2020 European funding	Capping Sterling budget	High x High	Consider hedging transaction	Impact	High	High	High	High	High	Periodic assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group	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
Outcome /delivery risk					Likelihood	High	Medium	Medium	Medium	High			Programme and Resources Committee or Authority	 Clarification of the forward profile of expenditure to the project end date within the sterling ceiling set of £11,280,000 The impact of the partner cash contributions (required by contract terms to be declared in
					Rating	RED	AMBER	AMBER	AMBER	RED				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.

Outcome	Risk Description	Existing controls	Risk rating before mitigation L	Mitigating action	actio	(Green	, Aml	ber or	Red)		Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
			хI			Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced	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	National influencing for post Brexit agri/ environmental policies and support systems Local communications	High x High RED	Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC.	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
delivery risk	grassland habitats	across the farming & land management industry NPMP work		Public payment for public goods/ benefits.	Likelihood	High	High	High	High	High				Peak ELMS Phase 1 Test has begun, with two workshops and 1:1 engagement with farmers.
		National pilot of ELMS universal scheme will start in 2021 and run for 3 years. National rollout of ELMS 2024.		Influencing role through PDNPA links and NPE's Future of Farming	Rating	RED	RED	RED	RED	RED				The Head of Landscape and Conservation is now a national lead on the development of ELMS for NPE with DEFRA.

Outcome	Risk Description	Existing controls	Risk rating before mitigation L	Mitigating action	actio	rating von (Green					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
			хI			Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences	3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP (commercial income and donations including from the	Commercial Development & Engagement service delivery plans.	High x Medium AMBER	Marketing & Fundraising plan implementation to include: - Running £70kfor70 campaign (PDNP	Impact	Medium	Medium	Medium	Medium	High	Continuous assessment as part of BAU reporting Foundation	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.
Financial risk, Outcome /delivery risk	Foundation) (Reworded from 'Failure to achieve fundraising targets for the PDNP')	Authority- approved budget. Peak District National Park Foundation.		Foundation) - Reputation enhancement and profile raising activity - Corporate social responsibility	Likelihood	Medium	Medium	High	High	High	report through trustees quarterly			All trading Income stopped immediately due to Covid-19 lockdown (March). Rents largely unaffected to date. Working alongside National
				projects e.g. Tarmac	Rating	AMBER	AMBER	AMBER	AMBER	RED				Park Partnerships to develop net zero for nature business model for corporate investment. Four new conversations with FTSE 100 companies.

Outcome	Risk Description	Existing controls	Risk rating before	Mitigating action	Risk actio	rating on	with I	nitiga	ting		Timeframe of mitigating	Lead officer	How monitor/ indicator	Quarterly update
			mitigation		LxI	(Greer	ı, Am	ber or	r Red)		actions			
			LxI			Start	Q1	Q2	Q3	Q4				
A sustainable	4. Failure to develop	Dark Peak focus on	High x High	White Peak pilot engaging							Ongoing	JRS (Director of	Breeding birds	Birds of Prey report
landscape that	nature recovery	birds of prey		with farmers and land								Conservation	survey	published in Q4. Some
is conserved and	networks in the Peak		RED	managers to address	act	High	High	듄	High	High		and Planning)		positive results but still
enhanced	District National Park	Part of the Birds of		biodiversity loss in the	Impact	<u>:</u>	Ē	High	<u>=</u>	Ë			Birds of Prey	below 1990 target figure.
		Prey initiative		farmed landscape.	_								initiative	
Outcome/	(Reworded from			Promoting the White Peak									meetings and	Moorland Birds Survey:
delivery risk	'Failure to achieve	Breeding birds surveys		Pilot as a test and trial for									conference calls	ongoing discussion with
	wildlife enhancement			ELMS	ठू									consultants to resolve
	in the Peak District	Engagement with			Likelihood	High	High	High	High	High			Ongoing	discrepancies in data
	National Park')	moorland owners		Encouraging creation of	eli	<u>:</u>	Ξ̈́	ੌ	Ϊ	<u>:</u>			monitoring of	processing.
				new native woodlands with	IŠ								SWP and WP	
		Engagement with		species not vulnerable to									projects	Impacts of ash dieback
		Police and Crime		diseases like ash die-back.										now becoming visible
		Commissioner												with removal of
					ı.e	RED	RED	RED	RED	RED				dangerous trees. Officers
		Glorious Grasslands			Rating	22	22	22	22	22				developing strategy to
		project as part of SWP			_									respond.
		Partnership												

Outcome	Risk Description	Existing controls	Risk rating before mitigation L	Mitigating action	actio	rating on (Greer					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
			хI			Start	Q1	Q2	Q3	Q4]			
An agile and efficient organisation	6. The potential consequential impacts of implementing the New Pay Spine with effect from April 2019 (e.g. the	Initial pay modelling on the new pay spine undertaken and Heads of Service	High x High	Further modelling work to be undertaken Options to be developed as part of future	Impact	Medium	Medium	Medium	Medium	Medium	Ongoing	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring	Following Member Workshops in Oct/Nov, Members approved the 2020/21 Revenue Budget, including funding which seeks to address issues associated with
Outcome/ delivery risk	erosion of pay differentials). (Note: Technical guidance issued on 14 th June 2018.)	Successfully introduced the new pay spine on 1 April prior to		workforce planning Committed to reviewing the pay strategy (which will include a salary grade review and associated	Likelihood	High	High	High	ЧВіН	High				Authority staff pay grade structure (i.e. the uneven distribution of increments and overlapping grades). At an appropriate point,
	June 2010.,	the deadline.		benchmarking) during this Corporate Strategy period.	Rating	AMBER	AMBER	AMBER	AMBER	AMBER				consultation process will commence with employee reps. To be removed from risk register after Q4.

Outcome	Risk Description	Existing controls	Risk rating before mitigation L	Mitigating action	actio	rating von (Green					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
			хI			Start		Q2		Q4				
A National Park loved and supported by diverse audiences	7. Failure to increase our audience's diversity both within and outside	Engagement programme definition – pilot areas	Medium x Medium AMBER	Develop an engagement plan aligned with the Glover Review recommendations and building on baseline evidence	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
Outcome/ delivery risk	the National Park	Head of service recruitment		Develop a programme approach with selected partners to increase audience diversity at scale e.g. Accessible Peak	Likelihood	Medium	Medium	Medium	Medium	Medium	THIOUGH BAO		mechanism	scaling up our MOSIAC work. Spring/summer ParkLife continued wide audience
				District, infrastructure development at key touchpoints	Rating	AMBER	AMBER	AMBER	AMBER	AMBER				representation. Social media average 14% increase on Q3. Marketing campaigns in place for groups for cycle hire. Point of sale messaging plan prepped.

Outcome	Risk Description	Existing controls	Risk rating before mitigation L	Mitigating action	actio	rating on (Green					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
			x I			Start	·			Q4				
A National Park loved and supported by diverse audiences	8. Failure of a poorly maintained trails structure e.g. bridge, tunnel	Strategy and inspection contract of the trails structures in place since 2015	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	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
Outcome /delivery risk, Financial risk, Reputation risk		Strategy for high priority remedial works to trails structures as per			Likelihood	Low	Low	Low	Low	MOT	Implementation ongoing			social distancing. Routine monitoring and inspection of works has been set up.
		the report			Rating	AMBER	AMBER	AMBER	AMBER	GREEN				

Outcome	Risk Description	Existing controls	Risk rating before mitigation	Mitigating action	actio	rating von (Greer					Timeframe of mitigating	Lead officer	How monitor/ indicator	Quarterly update
An agile and efficient organisation Outcome/	10. Cyber Security threats (such as hacking, ransomware, phishing, denial of service (DDoS), sabotage and theft)	Client and Server access controls; anti-virus; anti-spam; user access controls; locked down devices; storage encryption; active managed	L x I High x Medium Amber	Network Access Control (NAC); further user training and scenario testing; intra- service firewall reviews; Removable device controls;	Impact	Wedium Wedium	Q1 Wedium	Medium &	Medium &	Q4 Wedium	actions See Service Risk Register	DH (Director of Corporate Strategy and Development)	Regularly reviewed through SLT monitoring and quarterly	Business Continuity Plan (BCP) initiated March 2020; all admin offices and
delivery risk, Reputation risk	causing temporary or permanent loss of systems, loss of access to data, data loss and breach of data protection legislation	firewalls; Mobile device management; email and web filtering and monitoring; user awareness training; comprehensive backup and disaster recovery provisions; penetration testing and vulnerability scanning.		IT 'run books development; investigation of external support for incident management and response; Security assessment reviews; skills training.	Likelihood	Medium	Medium	Medium	Medium	Medium			performance management	operational sites closed and majority of staff set up to work from home. Once the PDNPA offices and
		vullerability scallining.			Rating	AMBER	AMBER	AMBER	AMBER	AMBER				operational sites re-open, the BCP will be checked to determine if it could be improved in any way.

Outcome	Risk Description	Existing controls	Risk rating before	Mitigating action	Risk acti	rating with	mitiga	ating		Timeframe of	Lead officer	How monitor/	Quarterly update
			mitigation L		LxI	(Green, Am	ber o	r Red))	mitigating		indicator	
			хI			Start Q1	Q2	Q3	Q4	actions			
All outcomes	11. Fast changing Government priorities impact our ability to	Working collectively with other English	Medium x High	10 English NPAs have agreed the collective focus for our road map as:	Ħ					Ongoing	SF (Chief	Budget report for	Joint working with NPE in Glover
Outcome /delivery risk, Financial risk,	resource and deliver our Corporate Strategy and react to opportunities, in particular	NPs on progressing the NPE road map in response to the		national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and	Impact			High	High		Exec)	national park grant	roadmap to achieve at scale through collaboration.
Reputation risk	uncertainty over future national park grant and implications of Government focus on investment in the North	Landscapes Review report		being leaders in tackling the climate change emergency. As well as collectively engaging with Defra to secure certainty on future national park grant.	Likelihood	ITRODUCED AT Q3		Medium	Medium			Success of the roadmap in gaining traction with Defra	Budget offers opportunities for green investment which are being developed through
				Working with LEPs and devolved administrations of our constituent authorities to help shape future government investment towards green growth	Rating	2		AMBER	AMBER				our peatland restoration work.

Outcome	Risk Description	Existing controls	Risk rating before mitigation L x	Mitigating action	actio	on (Green	n, Ar	h mitigati mber or F	Red)	Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
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	Likelihood Impact	Medium 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	
					Rating	AMBER							

Outcome	Risk Description	Existing controls	Risk rating before	Mitigating action	Risk rating with mitigating action						Timeframe of mitigating	Lead officer	How monitor/ indicator	Quarterly update
			mitigation L x I		L x I (Green, Amber or Red)						actions			
						Start	Q1	Q2	Q3	Q4				
A National Park loved and supported by diverse audiences	9. Not meeting the necessary timescales to achieve active support by volunteers to support service delivery	Full time Volunteer Co-ordinator being recruited.	Medium x High AMBER	Embedding training of volunteers and rangers Promotion of volunteer activities across other services	Impact	Medium	Medium	75		Ongoing Quarterly monitoring	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism		
Outcome / delivery risk		New volunteer management system in place			Likelihood	Low	Low		REMOVED AT Q2		through BAU			
					Rating	GREEN	GREEN	38						