

APPENDIX 2: Corporate Risk Register 2020/21 – Q1 position, showing movement since the start of the year

IMPACT	High	<p>1. Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible <i>[REWORDED]</i></p> <p>8. 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</p>	<p>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</p> <p>3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP</p> <p>4. Failure to develop nature recovery networks in the Peak District National Park</p> <p>9. Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it</p>	
	Medium	<p>6. Failure of a poorly maintained trails structure e.g. bridge, tunnel</p>	<p>5. Failure to deliver the audience engagement plan targets and outcomes <i>[REWORDED]</i></p> <p>7. Failure to adequately protect and prepare for Cyber Security threats</p>	
	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. Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible	Capping Sterling budget	High x High RED	Consider hedging transaction	Impact	High	High				Periodic assessment	PN (Chief Finance Officer)	Chief Finance Officer Budget monitoring group	Contingency sum of £500,000 set aside and will be 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:-
					Likelihood	High	Medium							

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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				On going	JRS (Director of Conservation and Planning)	Quarterly updates on progress	Area of land in schemes dropped by 20% since 2015; likely to remain low due to continuing uncertainty over ELMS design. Defra contract for delivery of the White Peak ELMS Phase 1 Test has begun. Head of Landscape and Conservation is now a national lead on the development of ELMS for NPE with DEFRA.
					Likelihood	High	High							
					Rating	RED	RED							

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A National Park loved and supported by diverse audiences Financial risk, Outcome /delivery risk	3. Failure to achieve sustainable gross revenue income targets (£260k) for the PDNP (commercial income and donations including from the Foundation)	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 Resumption of suspended trading activities at earliest possible opportunity as restrictions are lifted	Impact	High	High				Continuous assessment as part of BAU reporting Foundation report through trustees quarterly Car parks, cycle sales/repairs and concessions (takeaway) reopened in Q1 Visitor Centres, cafes, campsite and cycle hire to be reopened on limited basis in Q2	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	Fundraising plan in place and £70k gross income target exceeded before deadline of April 2021. Visitor Experience provision resumed but on a limited capacity in some cases (in line with proposed timescales). Overwhelmingly positive reception from visitors.
					Likelihood	High	High							
					Rating	RED	RED							

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A sustainable landscape that is conserved and enhanced Outcome/ delivery risk	4. Failure to develop nature recovery networks in the Peak District National Park	Dark Peak focus on birds of prey Part of the Birds of Prey initiative Breeding birds surveys Engagement with moorland owners Engagement with Police and Crime Commissioner Glorious Grasslands project as part of SWP Partnership	High x High RED	White Peak pilot engaging with farmers and land managers to address biodiversity loss in the farmed landscape. Promoting the White Peak Pilot as a test and trial for ELMS Encouraging creation of new native woodlands with species not vulnerable to diseases like ash die-back.	Impact	High	High				Ongoing	JRS (Director of Conservation and Planning)	Breeding birds survey Birds of Prey initiative meetings and conference calls Ongoing monitoring of SWP and WP projects	Moorland Breeding Bird Survey published in October but withdrawn due data analysis concerns; discussions with consultants taking place to rectify this. The 2019-20 BoPI report noted some positive results but still below 1990 target figure. 2020 appears to be slightly better. Regular engagement taking place with moorland owners and managers, and with Natural England on moorland issues.
					Likelihood	Medium	Medium							
					Rating	AMBER	AMBER							

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A National Park loved and supported by diverse audiences Outcome/ delivery risk	5. Failure to deliver the audience engagement plan targets and outcomes [Reworded from: Failure to increase our audience's diversity both within and outside the National Park]	Audience Engagement plan (strategic direction approved by P&R July 2020) 6 monthly NFP Synergy survey (November and March) to monitor and track progress	Medium x Medium AMBER	Develop a funded engagement delivery plan aligned with the Glover Review recommendations and building on baseline evidence. Share and influence with partners to build collaboration and joint funding opportunities. Amplify contact with supporters, audiences and clients via digital channels	Impact	High	Medium				Ongoing Delivery plan to P&R Committee December 2020	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	Corporate risk reworded to more accurately reflect the existing position. Strategic audience plan and principles approved by P&R – July 2020. PDNP snapshot visitor survey Partnering with Cambridge university for resident survey
					Likelihood	High	Medium							
					Rating	RED	AMBER							

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A National Park loved and supported by diverse audiences Outcome /delivery risk, Financial risk, Reputation risk	6. Failure of a poorly maintained trails structure e.g. bridge, tunnel	Strategy and inspection contract of the trails structures in place since 2015. Requires renewal in 2020 Strategy for high and medium priority remedial works to trails structures as per the report	Medium x Low AMBER	Complete work as per the strategy	Impact	Low	Low				Work to be completed throughout the year Implementation ongoing Retender for inspection contract in Q2	AB (Director, Commercial Development and Engagement)	Active management of implementation	Works underway to structures on all three trails and progressing to plan
					Likelihood	Low	Low							
					Rating	GREEN	GREEN							

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An agile and efficient organisation Outcome/ delivery risk, Reputation risk	7. Failure to adequately protect and prepare for Cyber Security threats	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				See Service Risk Register	DH (Director of Corporate Strategy and Dev)	Regularly reviewed through SLT monitoring and quarterly performance management The risk area is assessed by the Authority's Internal Auditors when developing the annual programme of audit work to be undertaken.	A large percentage of successful breaches to private computer networks and systems come through email. A new warning message feature has recently been added to the Authority's email system to alert users if an email originated from outside the organisation. The message also reminds users not to open attachments or click on any links contained in the email if they have any concerns or doubts about the content. The use of these types of warning features is becoming increasingly common practice.
					Likelihood	Medium	Medium							
					Rating	Amber	Amber							

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All outcomes Outcome /delivery risk, Financial risk, Reputation risk	8. 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	High	High				Ongoing	SF (Chief Exec)	Budget report for national park grant Success of the roadmap in gaining traction with Defra NPE Green Recovery offer sent to Defra. NPE Wildlife Delivery Plan finalised setting out the 'what and how' on nature's recovery in National Parks. Now in tri-partite discussion with Natural England and NAAONBs. Early discussion with Defra on our National Park Grant and currently working across NPAs to secure a collective approach. Involvement at Chair and CEO level in Derbyshire Green Recovery strategy - shaping objectives and outcomes.
					Likelihood	Medium	Medium						
					Rating	AMBER	AMBER						

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<p>All outcomes</p> <p>Outcome /delivery risk, Financial risk, Reputation risk</p>	<p>9. Impact of the coronavirus pandemic on delivery of planned Corporate Strategy outcomes, the Authority's financial position, staff wellbeing and how we maintain the #PeakDistrictProud message of 'care, respect and enjoy' for all audiences within and outside the National Park both during lockdown and as we come out of it</p>	<p>Government legislation and guidance</p> <p>Working with partners via Local resilience forums</p> <p>Monitoring impact on our people</p> <p>Monitoring impact on our finances</p>	High x High	<p>Seeking to reduce costs</p> <p>Use of the Governments support schemes (such as the Job Retention Scheme)</p> <p>Outturn – support from reserves from 19/20 resources</p> <p>Good recovery planning in line with government guidance</p> <p>Working closely with local partners and nationally</p>	Impact	High	High				<p>Recovery plan developed and implemented in Q1</p> <p>Monthly financial monitoring of income shortfalls in 2020-21</p> <p>Mid-year review</p> <p>As yet unknown government claim timescales</p>	Chief Exec	<p>SLT, RMM, quarterly performance monitoring</p> <p>NP CEOs</p> <p>Financial information (monthly)</p> <p>Chairs and vice chairs meeting</p> <p>Monitoring of impact on 2020/21</p>	<p>SLT bi-weekly strategic co-ordination meetings in place since Covid-19 pandemic began, working to two principles (we will follow government guidance and work with partners) and 5 strategic objectives:</p> <ul style="list-style-type: none"> • To support government message. • To support our staff as the majority continue to work at home, and plan for a phased return for those unable to work at home. • To return to BAU as much as possible with staff working from home, recognising the pressure on some services are impacting some BAU activity. • To understand and manage down business costs and losses • To start to implement our plan for recovery and the future <p>Ensuring our operations continued by shifting to working from home almost overnight and ensuring continued good governance with use of emergency delegation while we moved to virtual member meetings. Working with partners on collective messages and co-ordinating action on the ground. Starting with "If you don't live in, or work on essential services please stay away", then moving to "Please don't rush back", and now "We are a safe welcome and home and so we're good to go" and "Know before you go".</p> <p>Regular staff and member communications and supporting line managers to be in regular contact with staff. A number of staff surveys undertaken with a very high response rate (80% - 98%) to help inform our decision.</p>
					Likelihood	High	High							
					Rating	RED	RED							