

APPENDIX 2: Corporate Risk Register 2020/21 – Q2 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</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	6. Failure of a poorly maintained trails structure e.g. bridge, tunnel	<p>5. Failure to deliver the audience engagement plan targets and outcomes</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	High			Periodic assessment	JW (Chief Finance Officer)	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	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: 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						
					Rating	RED	AMBER	AMBER						

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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			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 under way. Head of Landscape and Conservation is now a national lead on the development of ELMS for NPE with DEFRA.
					Likelihood	High	High	High						
					Rating	RED	RED	RED						

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						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 (£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	Revamped online shop and new products. Resumption of Covid suspended trading activities at earliest opportunity. Development and promotion of Foundation fundraising plan and project pipeline. Bakewell and Derwent Visitor Centre refit and upgrades.	Impact	High	High	High			Q1 – spend per head increase however lower footfall due to Covid restrictions Q2 and Q3 – support by additional part time officer to secure more Peak Partners Q3 – enhance trading offer and visitor engagement	AB (Director, Commercial Development & Engagement)	Non-trading income levels.	Online shop excellent launch showing early strong sales All commercial trading activity resumed Foundation Fundraising workshop with SLT / HoS and trustees Net zero with nature prospectus developed with National Park Partnerships
					Likelihood	High	High	High						
					Rating	RED	RED	RED						

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						Start	Q1	Q2	Q3	Q4				
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	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 2019 but withdrawn due data analysis concerns; discussions continuing with consultants to rectify this. The 2019/20 Birds of Prey Initiative (BoPI) report noted some positive results but still below 1990 target figure. 2020 has been a relatively good year, having stopped the general decline in BoP numbers and carrying on a positive trend, particularly in breeding success rate. Regular engagement taking place with moorland owners and managers and with Natural England on moorland issues. A virtual meeting of the annual “Chatsworth” moorland management event will take place in November

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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	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	Medium			Ongoing Delivery plan to P&R Committee December 2020	AB (Director, Commercial Development & Engagement)	Through corporate strategy KPI reporting mechanism	Strategic audience plan and principles approved by P&R in July 2020 PDNP snapshot visitor survey Partnering with Cambridge university for resident survey
					Likelihood	High	Medium	Medium						
					Rating	RED	AMBER	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	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. Procurement documentation prepared for retender of inspection contract
					Likelihood	Low	Low	Low						
					Rating	GREEN	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	Medium			See Service Risk Register	DH (Director of Corporate Strategy and Dev)	Regularly reviewed through SLT monitoring and quarterly performance management	A large percentage of successful breaches to private computer networks and systems come through email. During the lockdown period, the number of cyber-attacks targeting home workers in particular has increased. In addition to maintaining up to date security software, the Authority seeks to remind computer users on a regular basis of the risks associated with opening attachments in unsolicited emails.
					Likelihood	Medium	Medium	Medium						
					Rating	Amber	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	High			Ongoing	SF (Chief Exec)	Budget report for national park grant Success of the roadmap in gaining traction with Defra	NPE developing delivery plans for its 4 priorities areas, following on from the completed one on the Wildlife Delivery Plan Discussion with Defra on our National Park Grant and impact of reasonable worst case scenario planning. Medium term financial plan developed and sets out savings required, actions initiated on function saving and change to form to have a balanced budget for 2021/22. Corporate Strategy being reviewed ready for Members workshop on 16 October 2020. Involvement at Chair and CEO level in Derbyshire Green Recovery strategy - shaping objectives and outcomes.
					Likelihood	Medium	Medium	High						
					Rating	AMBER	AMBER	RED						

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All outcomes Outcome /delivery risk, Financial risk, Reputation risk	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	Government legislation and guidance Working with partners via Local resilience forums Monitoring impact on our people Monitoring impact on our finances	High x High	Seeking to reduce costs	Impact	High	High	High			Recovery plan developed and implemented in Q1	Chief Exec	SLT, RMM, quarterly performance monitoring NP CEOs Financial information (monthly) Chairs and vice chairs meeting Monitoring of impact on 2020/21	Immediate financial position has been supported by use of reserves and use of government standard support packages. Proposals to tackle long to medium term financial position identified and work in train on these. Staff wellbeing measured through snap surveys and supporting action taken. Investors in People (IiP) survey also undertaken this quarter to inform our future IiP delivery plan. Continued good and positive working with partners to promote #PeakDistrictProud.
				Use of the Governments support schemes (such as the Job Retention Scheme)							Monthly financial monitoring of income shortfalls in 2020-21			
				Outturn – support from reserves from 19/20 resources	Likelihood	High	High	High			Mid-year review			
				Good recovery planning in line with government guidance							As yet unknown government claim timescales			
				Working closely with local partners and nationally	Rating	RED	RED	RED						