

APPENDIX 3: Corporate Risk Register 2020/21 – Q4 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 since start of the year]</i></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>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>	
	Medium	<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> <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>3. Failure to achieve sustainable gross revenue income targets (£140k) for the PDNP</p>	
	Low	<p>6. Failure of a poorly maintained trails structure e.g. bridge, tunnel</p>		
		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			High	Periodic assessment	JW (Chief Finance Officer)	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	A comprehensive position statement, which includes details of individual projects currently being delivered and those that are in development, has been produced in Q4. This statement seeks to place a financial value on a variety of risk factors that have been identified, which will inform the adequacy of the specific reserve that has been created. It is envisaged that this statement will prove useful in monitoring project and programme risks and supporting future decision making.
					Likelihood	High	Medium	Medium			Medium				
					Rating	RED	AMBER	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 in 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	On going	SLF (Head of Landscape)	Quarterly updates on progress	Agriculture Act 2020 was passed in November 2020 and introduces the concept of environmental land management schemes. However, the detail of how it will work has yet to be established and will require further regulation. Until ELMS is up and running, there will be no change to the risk rating. There is a continuing risk about accessing the data required in time for our Quarter 4 report.
					Likelihood	High	High	High		High				
					Rating	RED	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 fundraising via he 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		High	Q1 – spend per head increase however lower footfall due to Covid restrictions. Q3 – enhance trading offer and visitor engagement. Q3 & Q4– fundraising workshop – sharpening our focus and increasing our impact. Shared fundraising strategy agreed with project pipeline.	SW (Head of Engagement)	Trading and fundraising income levels.	Corporate strategy target revised downwards to a more realistic number and approved by Members in October 2020. Visitor services have worked hard and successfully to mitigate Covid losses. Commercial strategy written, consulted and presented to Members for approval (19 March). Business case prepared for extending car park charging. Foundation developed and approved high net worth and sponsorship plans. c£40k donations into Foundation. Members, staff and volunteers to promote more widely.
					Likelihood	High	High	High		Medium				
					Rating	RED	RED	RED		AMBER				

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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		High	Ongoing	SLF (Head of Landscape)	Breeding birds survey Birds of Prey initiative meetings and conference calls Ongoing monitoring of SWP and WP projects	Working with other national parks through National Parks England to promote the use of nature recovery networks and nature recovery strategies to protect and enhance biodiversity in national parks. The report on the White Peak test of the ELMS scheme was published in December 2020 and uploaded to our website. We have agreed a methodology with the consultants for reviewing the data collected for the breeding birds survey. The 2020 Birds of Prey initiative report has been finalised and published this quarter.
					Likelihood	Medium	Medium	Medium		Medium				
					Rating	AMBER	AMBER	AMBER		AMBER				

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					Start	Q1	Q2	Q3	Q4					
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		Medium	Ongoing Delivery plan to P&R Committee December 2020	SW (Head of Engagement)	Through corporate strategy KPI reporting mechanism	Funded engagement delivery programme paused to align with corporate savings plans. Successful green recovery bid (c£3m) led by YHA for young people. Post Covid lockdown / 70th anniversary / #peakdistrictproud / Foundation project delivery continue to amplify and target contact with diverse audiences.
					Likelihood	High	Medium	Medium		Medium				
					Rating	RED	AMBER	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		Low	Work to be completed throughout the year. Implementation ongoing. Retender for inspection contract in Q2.	ES (Head of Asset Management)	Active management of implementation	High priority work on the Trail tunnel structures has commenced. Inspection contract tender documentation awarded.
					Likelihood	Low	Low	Low		Low				
					Rating	GREEN	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		Medium	See Service Risk Register.	EF (Head of Information and Performance Management)	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.	The Authority has recently engaged the services of a specialist ICT security company. In Q4, the company conducted a test to determine the level of cyber-security awareness across the Authority. The results of this exercise have been reviewed and a series of ICT security training courses have recently been launched with the aim of safeguarding the Authority's systems and data.
					Likelihood	Medium	Medium	Medium		Medium				
					Rating	Amber	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	High		High	Ongoing	SF (Chief Exec)	Budget report for national park grant. Success of the roadmap in gaining traction with Defra.	A balanced budget for 2021/22 has been approved by Members, achieved through delivery of a strategic savings review, including implementation of a management restructure from January 2021. The Corporate Strategy was updated in November 2021 to align with resources.
					Likelihood Medium	Medium	Medium	High		Medium				
					Rating AMBER	AMBER	AMBER	RED		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	High		Medium	<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>	SF (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>Developed a good rhythm of planning and decision making, which can be, and has been, scaled up and down as the government guidance changes. Strong partnership working in place with the aim to maintain the gain in new visitors whilst mitigating the impacts.</p> <p>Reserves have been managed well to support the impacts.</p> <p>Reduced productivity in staff with caring and home schooling requirement, yet we have still maintained a good level of service through a package of resilience and support to staff.</p> <p>Cross-Park working group set up sharing good practice and common messages on easing of lock down.</p>
					Likelihood	High	High	High		Medium				
					Rating	RED	RED	RED		AMBER				