

IMPACT	High	<p>Failure to achieve sustainable gross revenue income targets (£260k) for the PDNP (commercial income and donations including from the Foundation) <i>(ref. 20/21C)</i></p> <p>Failure to develop nature recovery networks in the Peak District National Park <i>(ref. 20/21D)</i></p> <p>Potential impact on national park purposes if the A57/A628 Mottram Hollingworth tunnel doesn't go ahead <i>(ref. 21/22D)</i></p>	<p>Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and continuing Countryside Stewardship issues leading to the potential loss of a range of grassland habitats <i>(ref. 20/21B)</i></p> <p>Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan <i>(ref. 21/22C)</i></p> <p>Farming in Protected Landscapes Fund (FiPL) not getting sufficient uptake by farmers and land managers to spend the circa £1.2m project fund by 31 March 2022 <i>(ref. 21/22F updated Q1 2021)</i></p>	
	Medium	<p>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>(ref. 20/21A)</i></p> <p>Not achieving volunteer hours due to Covid-19 impacts, limited volunteering opportunities and suspension of volunteer recruitment to new volunteering roles <i>(ref. 21/22E)</i></p> <p>Implications of the Landscapes Review 2019 <i>(ref. 21/22A)</i></p> <p>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 <i>(ref. 20/21F)</i></p> <p>Not being financially stable in the medium term due to uncertainty of national park grants <i>(ref. 21/22B)</i></p>	<p>Failure to adequately protect and prepare for Cyber Security threats <i>(ref. 20/21E)</i></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	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>ref. 20/21A</i>)	Capping Sterling budget	High x High RED	<p>Consider hedging transaction</p> <p>Project has claimed 70% of Euro funding, and interest rates more favourable; therefore, exchange rate risk has fallen</p> <p>Reserve of £500k to mitigate impacts of ineligible expenditure.</p> <p>Continuous monitoring of budget</p>	Impact	Medium	Medium	Medium			Periodic assessment	JW (Chief Finance Officer)	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	No change this year to date. No claims due in this quarter.
Likelihood	Medium	Medium	Medium											
Rating	Amber	Amber	Amber											

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					Start	Q1	Q2	Q3	Q4					
A sustainable landscape that is conserved and enhanced	Area of NP land safeguarded in environmental land management schemes reduces due to Brexit uncertainty and continuing Countryside Stewardship issues leading to the potential loss of a range of grassland habitats (ref. 20/21B)	<p>National influencing for post Brexit agri-environmental policies and support systems</p> <p>Local communications across the farming and land management industry</p> <p>Agri-environment scheme promotion and support for farmers and land managers through the 44 Protected Landscape organisations</p> <p>NPMP work</p> <p>Environmental Land Management (ELM) Defra Test and Trial using the National Character Area approach</p> <p>National pilot of ELM Sustainable Farm Incentive phase 1 will start in 2021 with phase 2 (with more upland options) being rolled out in 2021. A national pilot for Local Nature Recovery is being developed for later in 2021/22. There is also call for</p>	High x High RED	<p>Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC, Protected Landscape organisations</p> <p>Public payment for public goods/benefits</p> <p>Influencing role through PDNPA links and NPE's Future of Farming, national stakeholder meetings and through the forthcoming Farming in Protected Landscapes Programme</p>	Impact	High	High	High			On going	SLF (Head of Landscape)	Quarterly updates on progress	<p>Representation on behalf of the English National Parks and influencing nationally has continued through various stakeholder meetings.</p> <p>Promotion of the opportunities for increased public good delivery, how farming is changing and the range of support available for farmers and land managers has continued with other agencies and partners.</p> <p>Agri-environment scheme promotion including the launch of the Farming in Protected Landscapes (FIPL) Programme has taken place nationally across all 44 Protected Landscapes. Two virtual workshops have attracted over 800 attendees. A PD FiPL newsletter has been produced and shared locally.</p> <p>Countryside Stewardship Scheme (CSS) option payment rates are under review and it is expected that a number will be increased and that this will be announced in Q4. Further simplification is also proposed.</p> <p>The ELM Test and Trial has continued and will be completed in Q3. A recent Ministerial visit included a visit to learn</p>
					Likelihood	High	High	High						

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					Start	Q1	Q2	Q3	Q4					
A National Park loved and supported by diverse audiences	Failure to achieve sustainable gross revenue income targets (£260k) for the PDNP (commercial income and donations including from the Foundation) (ref. 20/21C)	Service delivery plans Authority-approved budget Peak District National Park Foundation	Medium x High 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	SW (Head of Engagement)	Trading and fundraising income levels.	Covid-19 has continued to affect our income generation in Q1 but we have seen some robust trading in Q2 that has helped to compensate. The one area that continues to be adversely affected is school visits; that has only achieved 47% of its target income in Q1 and 80% in Q2.
					Likelihood	Medium	Medium	Medium						
					Rating	AMBER	AMBER	Amber						

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					Start	Q1	Q2	Q3	Q4					
A sustainable landscape that is conserved and enhanced	Failure to develop nature recovery networks in the Peak District National Park (ref. 20/21C)	<p>Development of a Peak District Nature Recovery Prospectus including a high level map through NPE. This will be one of 10 for all English National Parks as part of the further development of the NPE Nature Recovery Plan</p> <p>Participation in the Greater Manchester Local Nature Recovery Strategy Pilot</p> <p>Provision of farmer and land manager support through the Authority's farm advice service, the South West Peak Landscape Partnership (SWPLP) (Glorious Grasslands, Slowing the Flow, Wonderful Waders, Future Farmscapes) and Moors for the Future Programmes</p> <p>Dark Peak and South West Peak moorland focus on birds of prey through the Birds of Prey initiative</p> <p>Breeding birds surveys</p> <p>Engagement with moorland owners through the Moorland Liaison Group</p> <p>Engagement with Police and Crime Commissioner</p>	High x High RED	<p>Development of one more detailed Nature Recovery Plan for the Peak District with partners and stakeholders</p> <p>Further develop and (if funding is obtained) expansion of the White Peak practical field trials, engaging with farmers and land managers to address biodiversity loss in the farmed landscape. Promoting the results of the White Peak Defra ELM test and trial and the practical field trials</p> <p>Encouraging creation of new native woodlands, wood and scrub pasture and trees in the landscape with species not vulnerable to diseases like ash die-back</p>	Impact	High	High	High			Ongoing	SLF (Head of Landscape)	<p>Delivery of the Peak District Nature Recovery Prospectus</p> <p>Development of a more detailed nature recovery plan for the Peak District</p> <p>Breeding birds survey</p> <p>Birds of Prey initiative meetings and conference calls</p> <p>Ongoing monitoring of M4F, SWP and WP programmes</p>	<p>The development of a PD Nature Recovery Prospectus including a high level map has been completed. This has been shared with key stakeholders and will be shared with farmers and land managers in Q3.</p> <p>Participation in the Greater Manchester Local Nature Recovery Strategy Pilot has continued. The pilot has been completed and a draft report shared with Defra.</p> <p>Farmer and land manager support continued through the Authority's farm advice service, South West Peak Landscape Partnership and Moors for the Future Programmes.</p> <p>Focus on birds of prey continued through Birds of Prey Initiative. Early indications that the breeding success is likely to be similar to last season. The 2021 report will be completed in Q4.</p> <p>Engagement with moorland owners through the Moorland Liaison Group has continued with a focus on a strategic approach to fire prevention and mitigation and visitor management. The next Chatsworth Liaison meeting is planned for Q4.</p>
					Likelihood	Medium	Medium	Medium						
					Rating	AMBER	AMBER	AMBER						

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					Start	Q1	Q2	Q3	Q4					
An agile and efficient organisation	Failure to adequately protect and prepare for 8 Security threats (ref. 20/21E)	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; vulnerability scanning; Network Access Control (NAC); and patch management.	High x Medium	User training and scenario testing	Impact	Medium	Medium	Medium			See Service Delivery Plan	EF (Head of Information and Performance Management)	Through the security incident log. Significant failures or breaches will be escalated to Management Team The risk area is assessed by the Authority's Internal Auditors when developing the annual programme of audit work to be undertaken	Two low risk incidents recorded on the security log. Cyber security training continues to show improvements in staff understanding and actions in regards to phishing threats. Data Protection and Data Security training completed as mandated with a small number of exceptions due for completion this month. Internal Audit April 2021 Cyber Security report gave Substantial Assurance. Monitoring and reporting actions continue to evolve to adapt to the latest threats.
			Amber	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 Vulnerability and activity reporting	Rating	AMBER	AMBER	AMBER						

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					Start	Q1	Q2	Q3	Q4					
All outcomes	Implications of the Landscapes Review 2019. Need to swiftly understand the implications on, and appropriately respond to, any funding, and policy and governance framework proposals. A risk the government response fails to help amplify our positive impact both locally and nationally. Alongside a risk that legislation in the form of the Environment and Agriculture Bills fails to recognise the importance of National Parks and role of National Park Authorities in supporting policies for nature recovery (ref. 21/22A)	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	<p>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</p> <p>As well as collectively engaging with Defra to secure certainty on future national park grant and identifying key principles for how any possible new National landscapes Service can act in the best service of national parks</p>	Impact	Medium	Medium	Medium			Ongoing	SF (Chief Exec)	<p>Budget report for national park grant</p> <p>Success of the NPE delivery plans in gaining traction with Defra and other Government departments and partners</p> <p>A governance and policy framework that helps amplify our local and collective national impact</p>	<p>Government consultation on its response to the Landscapes Review is due shortly. This will give time to comment on, consider and react to possible implications for NPAs.</p> <p>Input being sought from NPA CEOs by Defra officials as they develop their response and a constructive engagement is being developed. The 4 NPE delivery plans continue to be well received and each NPA is working on local delivery. Our local delivery is being reported to members at P&R committee.</p>

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					Start	Q1	Q2	Q3	Q4					
All outcomes	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 (ref. 20/21F)	<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	Medium	Medium	Medium			<p>Easing of lockdown planning framework in place at strategic, tactical and operational level</p> <p>RMM quarterly monitoring – people, money, outcomes - and monitoring of income impact and COVID-19 reserve use</p> <p>6 month performance monitoring in place for corporate strategy delivery</p>	SF (Chief Exec)	<p>RMM, quarterly performance monitoring – on people, money outcomes</p> <p>Authority 6 monthly performance reporting</p>	<p>Easing of lockdown meetings now moved to operational business as usual activity, with staff returning to the office as part of a one year blended working trial. Other aspects of our Covid response have now been operationalised into routine business – e.g. cross partner communicators group, or have been paused for now due to the need not being there.</p> <p>Evidence collation for Medium Term Financial Plan in train and will be shared with members at the Sept, Oct, Nov member workshops.</p> <p>Our proactive response to planning for reasonable worst case scenario on 2020/21 has meant we are in a good place to plan ahead now with time and consideration.</p>

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					Start	Q1	Q2	Q3	Q4					
The Peak District National Park Authority is an agile and efficient organisation	Not being financially stable in the medium term due to uncertainty of national park grants (ref. 21/22B)	Budget set for 2021/22 includes £610k of savings	Medium x High AMBER	Workshop in March to highlight requirements to management team MTPF review early in 2021/22 Alternative options for savings from CFO	Impact	Medium	Medium	Medium			March	Head of Finance (JW)	Review presented to RMM April 2021 Budget monitoring Further report to RMM	MTPF currently standing item at RMM. Options being reviewed. Members workshops in Sept, Oct & Nov.
					Likelihood	Medium	Medium	Medium			Q1			
					Rating	AMBER	AMBER	AMBER			Q2			

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					Start	Q1	Q2	Q3	Q4					
A sustainable landscape that is conserved and enhanced	Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan (ref. 21/22C)	Partial funding of the core team. Core contributions secured via projects where possible Reduce hours / redundancy of core team	High x High RED	High level advocacy by PDNPA Management Team with Partners Identify funding opportunities that support the partnership infrastructure with bidding, supported as appropriate. Financial contingency in place for redundancy Monitoring of core income with Chief Finance Officer through MFFP Programme Tracker	Impact	High	High	High			Q1 Core Income monitoring added to MFFP Programme Tracker	CD (Head of Moors for the Future Partnership)	Core budget monitored monthly and reported to the CFO quarterly	Monitoring of Core and Programme Income monitoring through MFFP Programme Tracker, which is reported monthly at Resource Management Meetings. Anticipated core income for 2021/22 is an improving situation for 2021/22; however, risk remains a red risk, due to forecast drop in income for 2022/23, resulting in the implementation of a Change Management Process for the remainder of the financial year 21/22. Income (actual + forecast, including anticipated pay income) for the Programme is reported to RMM on a monthly basis via the Programme Tracker.
					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	Potential impact on national park purposes if the A57/A628 Mottram Hollingworth tunnel doesn't go ahead (<i>ref. 21/22D</i>)	Holding objection Good communication with Highways England and supportive partners in Friends of the Peak District and DCC	Medium x High AMBER	Assess and comment on Development Consent Order (DCO) Reaffirm objection at NPA if concerns upheld Seek support from partners	Impact	High	High	High			Q1 receipt of DCO Q2/Q3 take decision to object to Authority	BT (Head of Planning)	Quarterly updates on DCO position	Still awaiting DCO. Officers have registered NPA interest as a formal consultee and continue to liaise with adjoining highways/planning authorities and interest groups.
					Likelihood	Medium	Medium	Medium						
					Rating	MEDIUM	MEDIUM	MEDIUM						

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					Start	Q1	Q2	Q3	Q4							
All outcomes	Not achieving volunteer hours due to Covid-19 impacts, limited volunteering opportunities and suspension of volunteer recruitment to new volunteering roles (<i>ref. 21/22E</i>)	<p>Communication and engagement plan to assist volunteer retention</p> <p>Volunteer activities restarting</p> <p>Working closely cross departmentally to ensure consistency</p> <p>Volunteer Engagement Ranger training programme underway</p>	High x High	<p>Implement volunteer action plan 2021-24 to better align opportunities for volunteering with PDNPA outcomes and increase diversity amongst our volunteers and offer</p> <p>Restart recruitment of new volunteer roles</p>	Impact	Medium	Medium	Medium			Throughout 2021	TR (Head of People Management)	Volunteer hours and numbers from Better Impact	<p>Volunteer activities slowly rebuilding post COVID lockdowns.</p> <p>All Ranger bases and PDNPA now open for Volunteers to access in line with our risk assessments.</p> <p>Volunteer recruitment ongoing – Visitor Centres, Rangers, Youth Engagement.</p> <p>Volunteer numbers have been static over the last few months.</p> <p>Only a third of our registered volunteers appear to be active.</p>		
				Likelihood	High	High	Medium									
				Rating	AMBER	AMBER	AMBER									

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					Start	Q1	Q2	Q3	Q4				
A sustainable landscape that is conserved and enhanced	Farming in Protected Landscapes Fund (FiPL) not getting sufficient uptake by farmers and land managers to spend the circa £1.2m project fund by 31 March 2022 (ref. 21/22F updated Q1 2021)	Continuing involvement in the Defra Core Working Group	High x High RED	Seek to move some of the project funds from Y1 to Y2 and Y3 through the Defra Core Working Group. Also to encourage Defra to change from actual spend to allocation by the end of financial years 1 and 2.	Impact	High	High	High			Ongoing to 31 March 2022	SLF (Head of Landscape)	By the end of Q2, almost 150 enquiries have been received indicating a strong level of interest from the farming community to date. The additional capacity for the delivery of FiPL will not be all in place until the start of Q3 so, whilst existing Authority capacity has been prioritised on FiPL, there will be a delay before all enquiries can be followed up fully. Defra has indicated that some of the funds allocated for the year 1 project fund may be moved into years 2 and 3. However, it is not yet clear what % may be re-profiled. The Authority will need to confirm to Defra how much of the current year 1 allocation it is able to spend by 31 March 2022 early in Q3.
					Likelihood	Medium	Medium	Medium					
					Rating	AMBER	AMBER	AMBER					