

APPENDIX 3: Corporate Risk Register 2022/23 Q4 position with arrows showing movement since the start of the year

IMPACT	High	<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 (ref. 21/22C)</p>	<p>Failure to develop the One Peak District Nature Recovery Plan with partners which works with and complements Local Nature Recovery Strategies (ref. 20/21D updated start of year 22/23)</p> <p>Post Covid economy and labour market (such as increase in NICs, inflation and cost of fuel/energy, employee mobility driving higher wages) impacts on PDNPA ability to attract and retain staff (ref: 22/23A)</p>	<p>Area of National Park land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty leading to potential environmental loss particularly grassland habitats (ref. 20/21B updated start of year 22/23)</p> <p>Failure to manage ash dieback on our assets due to a lack of sufficient funding and staff resource (ref: 22/23E)</p> <p>Not achieving the national performance standards for determining planning applications in a timely manner (ref: 22/23C)</p> <p>Potential impact on National Park purposes from a number of individual network improvements along the A57/A628 corridors (ref. 21/22D updated start of year 22/23)</p>
	Medium		<p>Sustained impact of the coronavirus pandemic on the health and wellbeing of staff (ref: 22/23B)</p> <p>Implications of the Landscapes Review 2019 (ref. 21/22A)</p> <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 (ref. 20/21A)</p>	
	Low	<p>Failure of continued farmer and land manager engagement with the Farming in Protected Landscapes (FiPL) programme and failure to demonstrate that local flexibility under a national framework improves delivery of local priorities (ref. 21/22F updated start of year 22/23)</p> <p>Not achieving the required cost reduction savings required to balance the revenue budgets for 2023/24 to 2025/26 as per the Medium Term Financial Plan (MTFP) (ref: 22/23D).</p>	<p>Following notification of a flat cash settlement for the National Park Grant for years 2022/23, 2023/24 and 2024/25, the Medium Term Financial Plan shows that the current budgets are unsustainable, therefore there is a risk to the Authority of not making the necessary cost reduction to balance the 2023/24 budget and beyond to 2025/26 (ref: 22/23D).</p>	
		Low	Medium	High
LIKELIHOOD				

Corporate Risk Register 2022/23

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: A sustainable landscape that is conserved and enhanced Lead officer: JW (Chief Finance Officer)												
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	How monitor/indicator	Quarterly update
				Impact	Start	Q1	Q2	Q3	Q4			
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 (ref. 20/21A)	Capping Sterling budget	High x High Red	Consider hedging transaction Project has claimed 70% of Euro funding, and interest rates more favourable; therefore, exchange rate risk has fallen Reserve of £500k to mitigate impacts of ineligible expenditure Continuous monitoring of budget	Impact	Medium	Medium	Medium	Not rated	Medium	Periodic assessment	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	100% of the Euro funding is now claimed and the exchange rate risk is minimal. UK external audit has identified no issues with the programme budget management. There is a remaining residual risk of the EU budget audit identifying ineligible expenditure in the programme. The risk has been carried forward into 2023/24 and £500k of the Authority reserve remains allocated to cover the potential degree of exposure.
Likelihood	Medium	Medium	Medium	Medium								
Rating	Amber	Amber	Amber	Amber								

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced													
Lead officer: SLF (Head of Landscape)													
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	How monitor/ indicator	Quarterly update	
				Start	Q1	Q2	Q3	Q4	Rating				
Area of NP land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty (on-going implications of Brexit and Covid-19; new ELM scheme details including payment levels not being clear) leading to potential environmental loss particularly grassland habitats (ref. 20/21B updated start of year 22/23)	<p>National influencing for post Brexit agri-environmental policies and support systems including further improvements to the existing Countryside Stewardship (CS) scheme and the design and payment levels of the new ELM schemes.</p> <p>Continuing to deliver NPE's Environmental Land Management Delivery Plan for National Parks.</p> <p>Local communications across the farming & land management industry.</p> <p>Agri-environment & Environmental Land Management (ELM) scheme promotion and support for farmers & land managers through the 44 Protected Landscape organisations.</p> <p>Input to the NPMP review.</p> <p>Support farmers & land managers to access the existing CS scheme, Farming in Protected Landscapes (FiPL) and to participate/ learn about the national ELM pilots and roll out (Sustainable Farm Incentive, Local Nature Recovery & Landscape Recovery).</p>	High x High Red	<p>Influencing role through PDNPA links and NPE's Future of Farming, national stakeholder meetings</p> <p>Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC, Protected Landscape organisations</p> <p>Increase promotion of the opportunities for increased public good delivery</p> <p>Promoting the results of the White Peak Defra ELM test and trial and the practical field trials</p>	Impact	High	High	High	Not rated		High	On-going	Quarterly reporting	ELM scheme launched by government in Q4. Early stage delivery of the ELM scheme has commenced and we will, alongside our normal partner relationship activities, continue to apply significant resources to Nature Recovery (see the related Nature Recovery risk below). This risk has been carried forward and we will prioritise activities in 2023/24 in order to promote ELM schemes as the principal vehicle for Nature Recovery.

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: BJT (Head of Planning)												
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	How monitor/indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4				
Potential impact on National Park purposes from a number of individual network improvements along the A57/A628 corridors (ref. 21/22D updated start of year 2022/23)	Objection formalised by Authority Good communication with National Highways and supportive partners in Friends of the Peak District and DCC Strong inputs to Inquiry into A57 Link Roads scheme	Medium x High Amber	Use submitted comment on Development Consent Order (DCO) to provide strong input to Public Inquiry Review Statement of Common Ground with National Highways Seek support from partners	Impact	High	High	High	Not rated	High	Q1: Input to Public Inquiry Maintain dialogue with National Highways and seek to re-establish relationship and dialogue with Transport for the North re national thinking on east-west connectivity between city regions and across the National Park	Quarterly updates on DCO and Inquiry position	The proposed A57 link road schemes just outside the boundary around Mottram were given consent by the Secretary of state in November. This now significantly increases the risk of permanent damage to the landscape and loss/permanent influence on the quality and condition of special quality features in the north of the NP. This is from the resurgence of the A628 widening and other capacity works as part of the historic Trans Pennine Upgrade Programme. This risk has been carried forward into the Q1 2023/24 corporate risk register.
				Likelihood	Medium	Medium	Medium		High			
				Rating	Amber	Amber	Amber		Red			

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: CD (Head of Moors for the Future Partnership)												
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	How monitor/indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
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	Not rated	High	Across 2022/23	Tracker monitored by RMM monthly Core budget monitored monthly and reported to the CFO quarterly	£55k deficit secured through projects in order to cover all core costs in 2022/23.
				Likelihood	High	High	High		Low			
				Rating	Red	Red	Red		Amber			

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: SLF (Head of Landscape)												
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	How monitor/indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Failure of continued farmer and land manager engagement with the Farming in Protected Landscapes (FiPL) programme and failure to demonstrate that local flexibility under a national framework improves delivery of local priorities (ref. 21/22F updated start of year 22/23)	Continuing to deliver NPE's Environmental Land Management Delivery Plan for National Parks. Continuing involvement in the Defra FiPL Core Working Group. Continue to promote FiPL and opportunities for farmers and land managers to access support and funding for projects which deliver FiPL climate, nature, people and place outcomes and NPMP priorities. Authority farm advisers continuing to support the delivery of FiPL.	High x Medium Amber	Focus on multi outcome projects that offer value for money, are deliverable and sustainable. Identify the wider outputs of engagement with FiPL e.g. farmers and land managers developing their ambition for public good delivery on their holding.	Impact	High	High	High	Not rated	Low	On-going to 31 March 2024 Uptake and outputs/ outcomes from FiPL funded projects	Quarterly reporting FiPL delivery has been successful and has been well received. Our close working with the department and leadership in the DEFRA core group has helped steer new development in the scheme. As a result, the programme has now been extended into 2023/24. There remains a risk to continued engagement for the extended scheme, but this is linked to the success of the ELM delivery and is now incorporated into that delivery risk for next year.	
				Likelihood	Medium	Medium	Medium		Low			
				Rating	Amber	Amber	Amber		Green			

Corporate Risk Register 2022/23

Outcome: All outcomes Lead officer: PM (Chief Exec)													
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	How monitor/indicator	Quarterly update	
				Start	Q1	Q2	Q3	Q4					
Following notification of a flat cash settlement for the National Park Grant for years 2022/23, 2023/24 and 2024/25, the Medium Term Financial Plan shows that the current budgets are unsustainable, therefore there is a risk to the Authority of not making the necessary cost reduction to balance the 2023/24 budget and beyond to 2025/26 (ref: 22/23D).	New CEO to lead MT in planning organisational changes.	Medium x High Amber	The CEO is undertaking a full organisational review of the Authority. This is running through Q4 2022/23 and throughout 2023/24 and aims to improve organisational health through reduction of running costs, ceasing some activities, maximising income, creating a modest investment budget, tackling recruitment/retention in key delivery areas and pay differentials to local benchmark organisations.	Impact	Medium	Medium	Medium			Medium	Ongoing across 2022/23	Budget report for national park grant Success of the NPE delivery plans in gaining traction with Defra and other Government departments and partners A governance and policy framework that helps amplify our local and collective national impact	The organisational review is a specific, focused response to balancing the budget and restoring organisational health. The risk of budget overshoot presented here is now minimal and regarded as being at general operational levels. As a result of the organisational review, the CEO/Management Team have identified and escalated a suite of time limited critical risks. The management of these 'Organisational Change' risks is presented in the 2023/2024 Corporate Risk Register.
				Likelihood	Medium	Medium	Medium			Low			
				Rating	Amber	Amber	Amber		Not rated	Green			

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: SLF (Head of Landscape)												
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	How monitor/indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4				
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 Amber	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 and identifying key principles for how any possible new National Landscapes Service can act in the best service of national parks	Impact	Medium	Medium	Medium	Not rated	Medium	Ongoing across 2022/23	Budget report for national park grant Success of the NPE delivery plans in gaining traction with Defra and other Government departments and partners A governance and policy framework that helps amplify our local and collective national impact	The NPA's flat cash budget settlement is impacting on NPA delivery in the PD through the need for and implementation of organisational change. The 4 NPE delivery plans have been used with Defra, other Government departments and partners. Recent successes include local and national success of FiPL resulting in additional funding, a 4th year and the new Defra Access for All funding. However, there has been no strengthening of the S62 duty "to have regard to the purposes" of national parks. Nor are NPAs the responsible body for the future Local Nature Recovery Strategies; instead NPAs will be involved in a supporting role. The PD Nature Recovery Plan is being designed to work with and complement the future 6 LNRS's which will cover the PD. Influencing work by NPE and the NPAs will continue throughout 2023/24. In the PD, the delivery plans have helped inform the new NPMP and future reporting will be under the new NPMP aims of climate change, landscape and nature recovery, welcoming place and thriving communities.
				Likelihood	Medium	Medium	Medium		Medium			
				Rating	Amber	Amber	Amber		Amber			

Corporate Risk Register 2022/23

Outcome: All outcomes Lead officer: TR (Head of People Management)												
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	How monitor/ indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4				
Post Covid economy and labour market (such as increase in NICs, inflation and cost of fuel/energy, employee mobility driving higher wages) impacts on PDNPA ability to attract and retain staff (ref: 22/23 A)	Conditions of employment NJC for Local Government Services (Green Book) LG Pension Scheme PDNPA Purpose and location Investors in People award Values led organisation	Low x High Amber	<ul style="list-style-type: none"> People is considered an area for future investment in MTFP Recognition and reward group to explore further options Engagement and Planning Business Change programmes Restructuring services. Annual negotiated pay agreement 	Impact	High	High	High	Not rated	High	Across 2022/23	Staff turnover rate Proportion of hard to fill vacancies	After review in Q3, the decision was taken to evolve the working practices to a 'blended working' model'. As a result, contracted hours have remained 40% workplace 60% home working for all suitable posts. In the later part of the year, the chief executive started an Organisational Review and this is taking forward the mitigation actions identified here. This risk has been refined in the 2023/24 risk register and is no longer presented in this form.
Likelihood	Low	Medium	Medium	Medium								
Rating	Amber	Amber	Amber	Amber								

Corporate Risk Register 2022/23

Outcome: All outcomes												
Lead officer: TR (Head of People Management)												
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	How monitor/indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Sustained impact of the coronavirus pandemic on the health and wellbeing of staff (ref: 22/23 B)	<ul style="list-style-type: none"> • Absence Management Policy • Regular meetings with manager • OHU referrals • Derwent Rural Counselling referrals • Emotional resilience 1-2-1 coaching • Blended working principles 	Medium x High Amber	Health and Wellbeing initiatives from IIP H&W action plan People Live sickness reporting 'go live' Covid-related sickness included in triggers	Impact	High	High	High	Not rated	Medium	IIP H&W report and recommendations by end of May	Monthly monitoring of sickness absence as part of payroll instructions. Authority 6 monthly performance reporting	After review in Q3 the decision was taken to evolve the working practices to a 'blended working' model'. As a result contracted hours have remained at 40% workplace, 60% home working for all suitable posts. In the later part of the year the chief executive started an Organisational Review; this has presented a suite of staff related risks, all of which are high.
				Likelihood	Medium	Medium	Medium		Medium			
				Rating	Amber	Amber	Amber		Amber			

Corporate Risk Register 2022/23

Outcome: All outcomes Lead officer: JW (Chief Finance Officer)												
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	How monitor/indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Not achieving the required cost reduction savings required to balance the revenue budgets for 2023/24 to 2025/26 as per the Medium Term Financial Plan (MTFP) (ref: 22/23D).	Balanced budget set for 2022/23 Savings made for the 2021/22 budget allowed for time to make strategic decisions.	High x High Red	Having an up to date MTFP. Cost reduction strategy agreed by RMM. MTFP standing item on RMM and Management Team. Timetable for Management Team to adhere to for making the necessary budget savings.	Impact	High	High	High	Not rated	Low	By December 2022 for the setting of the 2022/23 budget in February 2023	Monthly updates at RMM and Management Team Production of budget report for Members for February 2023 Authority meeting.	Risk removed – Revenue budget 2023/24 & Medium Term Financial Plan 2023/27 reported to members. Main risks addressed in the Organisational Review (see 2023/24 risk register)
Likelihood	Medium	Medium	Medium	Low								
Rating	Amber	Amber	Amber	Green								

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: MF (Head of Assets)												
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	How monitor/indicator	Quarterly update	
				Start	Q1	Q2	Q3	Q4				
Failure to manage ash dieback on our assets due to a lack of sufficient funding and staff resource (<i>ref: 22/23E</i>).	Previous reports to management team outlining the risk and options to address. Significant work undertaken to assess scale of risk and gather information regarding likely costs. Prioritisation of urgent work and planning for works to commence in quarters 3/4 of 2022/23	High x High Red	Plan for addressing high priority roadside woodlands and trails and how this can be funded to be reported to Management Team November 22. Strategy for funding the work required in woodlands in development. Allocation of funds for urgent woodland (Taddington) and Trails works completed October 22. Further mitigating actions to be agreed following management team consideration.	Impact Likelihood Rating	Added at Q2	High	High	Not rated	High	Nov 22 Nov/Dec 22 October 22	Report to Management Team considered and further actions agreed. Decision of whether ADB works are capital made before end December 22 Funds allocated and contracts awarded by end October 22.	Some work has progressed including significant amount of work across the trails (contractor and in house). Training completed for key field staff in recognising and risk assessing ash dieback. However, currently insufficient resources within the service to adequately monitor and manage ash dieback across our properties, particularly trails, car parks and other operational sites. Arrangement with Cultural Heritage Team (CHT) for some tree officer hours is not an effective way of managing and is still insufficient resource. Slippage bid submitted to cover additional hours for more risk assessment work and proposal within organisational change process to reallocate CHT resources to Asset Management so that resources sit in the same service as the accountability.