

8. Authority Plan Progress Report – Turn of Year (Decile 6) 2025-26 with Performance and Business Plan 25/26 including Corporate Risk Registers

1. Purpose

- 1.1 For Members to review the digital Progress Report of the Authority Plan. This report, published online at <https://reports.peakdistrict.gov.uk/appprogress/docs/enabling-delivery/enabling-delivery.html>, tracks progress over the last six months of Year Three of the five-year Authority Plan (Decile 6: October 2025 – March 2026). As part of the turn-of-year process, this report will also provide Members with 25/26 Performance and Business Plan for review and approval.
- 1.2 As part of the turn-of-year process, this report will also provide Members with the year-end update of the FY25/26 Corporate Risk Register, and the start-of-year FY26/27 Corporate Risk Register, for review and approval.

2. Context

- 2.1 The digital format Authority Progress Report is updated every 6 months, resulting in 10 decile reports over the 5-year Authority Plan (2023 - 2028). The presentation of corporate information in this format to Members facilitates more effective scrutiny of key issues and actions, enabling Members to see the strategic overview easily via the dashboard on the [Executive Summary page](#).
- 2.2 The Authority Progress Report at turn-of-year also contains content which will satisfy the statutory requirement to produce an annual Performance and Business Plan, which has a required publication date of 30th June 2026.
- 2.3 Corporate risk information is provided so that Members can review the year-end position, and the start-of-year assessment of new and ongoing risks.
- 2.4 At the March 2026 Authority meeting, Members approved a new Risk Management Policy (Ref: 25/26). The start-of-year risk process has therefore begun the transition into the new risk management process, which is reflected in 3.5.

3. Proposals

3.1 Authority Plan Targets at turn-of-year:

1. 7 of the 8 Enabling Delivery Aim Objectives (A-D & F-H) are rated green, indicating that performance has been on schedule towards the delivery of these targets during Year Three of the plan.
2. The target set for Objective E (Assets) is marked amber (some progress/caution needed). This is due to delays resulting from staff vacancies and action being taken to secure external funding. It is expected that in the new year, now staff posts are filled, these actions will continue to progress.

3.2 Key Actions Progress at turn of year:

3. At the turn-of-year, 24 actions are on schedule/quality is meeting expectations/no resources issues (green).
4. 5 actions are experienced a delay in schedule and/or have a lack or incorrect mix of resource allocated (amber):
 - i. *Review National Park Authority headquarters needs and aspirations* – This action was put on hold during Decile 6 due to prioritising capacity towards the use of capital uplift for income generation by year end.
 - ii. *Manage disposals and acquisitions to respond to estate plans and new opportunities* – Limited progress towards this action was seen during Decile 6 due to prioritising use of capital uplift for income generation by year end.

- iii. *Warslow Moors whole estate plan development* – Delayed recruitment of a Senior Rural Surveyor resulted in no progress towards this action during Decile 6; this post has now been filled so progress is expected in the new year.
- iv. *North Lees estate Plan development* - The HLF bid for North Lees is due to be submitted around July 2026 which will progress the Estate Plan through development funding.
- v. *Support the governance working group to review the governance and decision making arrangements and implement changes* – Reduced capacity in the legal team has resulted in the governance working group being put on hold. Standing orders remain legally compliant, and the governance working group will recommence when there is sufficient capacity.

3.3 Performance and Business Plan 25/26:

Performance and Business Plan draft content can be viewed in the digital Authority Plan Progress Report [here](#). Members have previously approved the 'Look Forward' (Year 4) in February 2026 (Ref: 7/26). Content to be delegated to Head of Resources for completion by 30th June 2026 includes:

- Equality Duty Key Performance Indicators (awaiting information)
- Financial overview and statements (awaiting information)
- Staff posts (awaiting information)

3.4 Corporate Risk Register 25/26 – year end status (Appendix 1):

An overview of the 25/26 Corporate Risk Register at year-end can be viewed in the digital Authority Plan Progress Report [here](#).

Summary: At year-end, 16 risks remain at the same rating, one risk has increased from medium to high, one risk has decreased from high to medium, and one risk has decreased from medium to low and has been deescalated from the Corporate Risk Register to the Planning service risk register.

1. One risk escalated to high risk (red):
 - i. **Aim 2: Inconsistent and unclear direction for 'upland farming' (ref: 24/25S)**
The impact rating of this risk has been increased from medium to high as a result of the updated SFI (Sustainable Farming Incentive) offer for 2026, which removed some options that are highly impactful in upland areas, resulting in less support for environmental farming in the uplands.
2. One risk reduced to medium risk (amber):
 - i. **Obj D: DEFRA grant agreement and funding (ref: 24/25C) (see also 24/25D)**
The impact and likelihood ratings for this risk have both been reduced from high to medium as a result of the letter of assurance for the Defra grant to be received in FY26-27, which aligns to the best-case financial scenario which was modelled. Due to proactive measures taken to manage this risk in 25-26, the Authority is now in a more secure financial position with regard to our core funding for the upcoming year.
3. One risk deescalated to the Planning service risk register:
 - i. **Aim 4: Control of affordable housing policy via legal agreement (S106) (Ref: 24/25 T)**
The likelihood of this risk has been reduced from medium to low, resulting in the overall risk rating becoming low and therefore the risk being removed from the Corporate Risk Register. This is as a result of successful negotiations around the S106 agreement meaning risk impacts are now unlikely and this risk can now be handled at the service-level.

3.5 Proposed Corporate Risk Register 26/27 (Appendix 2):

An overview of the proposed Corporate risk register for 26/27 can be viewed in the digital Authority Plan Progress Report [here](#). All risks in the 2025/26 Corporate Risk Register have been considered for addition to the 2026/27 register, alongside consideration of the wider risk environment and risks associated with the delivery of the Authority Plan and National Park Management Plan. Additionally, all risk ratings have been updated from the 3x3 matrix to the new 5x5 risk matrix (see Appendix 2). Under the new risk process, risk references have been updated to a numerical system (displayed as a number in brackets before the risk title). Therefore, previous references have been removed and some risk titles have been updated; this is noted as necessary below.

Summary: Twelve risks have been carried over with consistent ratings (as transferred into the new 5x5 rating system), one risk has been carried over with reduced likelihood, three risks have been added which are derived from part of a previous risk, one risk has been removed and five completely new risks have been added.

1. Twelve risks from 2025/26 have been carried over:

2026/27 entry		Equivalent 2025/26 entry
Ref.	Title	
6	Injury/Loss of life & property damage due to unsafe trees	Obj E: Injury/Loss of life & property damage due to unsafe trees (ref: 22/23E)
8	Rights of Way deterioration and reduction in funding	Aim 3: Rights of Way deterioration and reduction in funding (ref: 24/25L)
21	LURA ‘duty to seek to further’ risk to partnership working and NPMP delivery	Obj G: LURA “Duty to seek to further” risk to partnership working and NPMP delivery (ref: 24/25F)
1	East Midlands Combined Councils Authority priorities	Aim 4: East Midlands Combined Councils Authority priorities (ref: 24/25K potential impact on all NPMP Aims)
3	Sustainable moorland management	Aim 2: Sustainable Moorland Management (ref: 23/24I)
7	Programme and project (externally funded) bid management	Obj D: Programme and project (externally funded) bid management (ref: 24/25 G)
13	Failure to deliver the PD Nature Recovery Plan	Aim 1: Failure to deliver the PD Nature Recovery Plan (ref. 20/21D)
14	Influence of ‘user management’ in the National Park	Aim 3: Influence of ‘user management’ in the National Park (ref: 24/25M)
15	Nationally Significant Infrastructure Project (NSIP) - Peak Cluster CO2 Pipeline	Aim 2: National scale new infrastructure Impact - CO2 Pipeline (ref: 24/25P)
16	Private finance for landscape and nature recovery	Aim 2: Private finance for landscape and nature recovery (ref: 24/25N)
20	Defra performance monitoring	Obj D: DEFRA Targets and Outcomes Framework based performance monitoring (ref: 24/25D)

19	DEFRA grant agreement and methods of funding	Obj D: DEFRA grant agreement and funding (ref: 24/25C)
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2. One risk has been carried over from 2025/26 with a reduced likelihood rating:
 - i. **(4) UK government departments and agencies’ reduced capacity to support Protected Landscape purposes**
Updated risk rating is likelihood 3/impact 3; equivalent 2025/26 risk *Obj D/E: UK Government department & agencies’ capacity to support Protected Landscape purposes (ref: 24/25E)* was rated likelihood high/impact medium. This reduction is due to appointments having been made to the roles of Chair of the Protected Landscapes Partnership and CEO of National Parks England who can support and advocate for PDNP at a national governmental level.
3. Three risks have been added which relate to/are a reframing of previous risks:
 - i. **(10) Changes in planning legislation, policy and regulation** has been created due to the disaggregation of *Enabling Delivery Aim: Legislation & Regulatory Risks (Ref: 25/26A)* to better manage this as a discrete risk.
 - ii. **(2) Review of National Park Authority governance** has been created due to the disaggregation of *Enabling Delivery Aim: Legislation & Regulatory Risks (Ref: 25/26A)* to better manage this as a discrete risk.
 - iii. **(17) Unfavourable outcome from new ELMS development** has been created due to the aggregation of three risks relating to ELMs which were considered to be more effectively managed as one risk:
 - *Aim 1: Influencing ELMs/Area of NP land safeguarded (ref. 20/21B updated start of year 24/25)*
 - *Aim 2: Inconsistent and unclear direction for ‘upland farming’ (ref: 24/25S)*
 - *Aim 2: ELMs Test and Trial outcomes (ref: 24/25I)*
4. One risk from 2025/26 has been removed:
 - i. *Enabling Delivery Aim: Operational Risks (Ref: 25/26B)* has been removed as it was considered that this aggregated entry did not support the management of its discrete component risks, and that these risks are already adequately accounted for in entries **2, 4, 6-9, 12, 18-20** (2026/27 CRR refs.)
5. Five new risks have been added:
 - i. **(9) Risk to Authority from Morridge Hill Country project** has been added due to current progress towards establishing a special purpose vehicle to deliver this project which carries financial, legal and reputational risk to the Authority.
 - ii. **(11) Constituent Authorities are not coordinated and working to deliver the NPMP** has been added in recognition of changes to and developments within constituent authorities which may impact delivery work and the PDNP over the next 12 months.
 - iii. **(12) Failure to deliver Local Plan update to deadline** recognises the risk within the new year if the Local Plan work does not meet its end-2026 deadline.
 - iv. **(18) Cyber incident** is a risk which has been escalated from the Resources service register in recognition of the ongoing high risk that this presents to the Authority, however it is agreed that this risk is already been managed adequately.
 - v. **(5) Use of the new visitor levy powers by combined authorities in ways which do not support NPMP delivery** recognises the emerging risk from new legislation which may not be applied in ways which are favourable to the PDNP.

4 Recommendations

- 1. The digital Authority Progress Plan Report (Decile 6) 2025/26 is approved.**
- 2. The Performance and Business Plan, which includes the year end (25/26) and proposed (26/27) Corporate Risk Registers, is approved.**
- 3. That authority be delegated to the Head of Resources to complete the details of the Performance and Business Plan (detailed in 3.3) to allow for full publication by the statutory deadline of 30th June 2025.**

5 Corporate Implications

a. Legal

Pursuant to sections 5 and 11A of the National Parks and Access to the Countryside Act 1949, the Authority must deliver to the statutory purposes and statutory duty, respectively, when carrying out its work. Monitoring the Authority's progress against the aims and objectives set out in the Authority Plan will enable appropriate scrutiny and safeguard legal compliance.

The Authority Plan is compliant with the Authority's duties in relation to equality, diversity and inclusion. Specific projects undertaken in pursuance of delivery of the aims and objectives will individually identify and address any adverse equality impacts on a case-by-case basis for consideration prior to approval.

b. Financial

There are no financial implications arising from this report. All expenditure associated with the Authority Plan is allocated through setting the 2025-26 budget and specific approvals outside of this report.

c. National Park Management Plan and Authority Plan

This is a turn of year progress report to monitor delivery against the Authority Plan. The digital report presented to the National Park Authority provides Members with further information on delivery to each of the Objectives (A-H) under the Enabling Delivery Aim.

d. Risk Management

Horizon scanning and monitoring of corporate risks enables the Authority to take appropriate action to negate or minimise that risk.

e. Net Zero

This report doesn't directly contribute to meeting net zero. However, actions under Objective H (Climate Change) aim to reduce the Authority's greenhouse gas emissions, so it provides Members with further information on what is being delivered to help achieve net zero for the National Park.

6 Background papers (not previously published)

None.

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