

## Appendix 2

### 2020/21 Service Risk Register for Moors for the Future Partnership

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				

Corp. Obj.	Risk Description	Existing controls	Risk rating before mitigation L x I	Additional mitigating action (add to service plan)	Risk rating with mitigating action L x I (expressed as Red, Amber, Green)					Time frame of action	Lead officer	How monitor/ Indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
<i>Which corporate strategy outcome this relates to</i>	<i>A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or "failure to ....."</i>	<i>Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders</i>	<i>This should take into account existing controls</i>	<i>If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take</i>	<i>The risk level taking into account the mitigating action you are proposing</i>					<i>To complete the mitigating action (s)</i>		<i>Monitoring you intend to use to ensure the action is completed</i>	<b>Against mitigating action and source of assurance</b> <i>To be completed prior to 1/4ly meetings</i>
<b>Strategic Risks – (impact on legal entity of Moors for the Future Partnership PDNPA)</b>													
Sustainable landscape that is conserved & enhanced	Failure to maintain core income leading to insufficient funding for core team and loss of key personnel.  Adverse impact on Corporate Strategy. Unable to deliver key elements of the NP Management Plan.	Partial funding of core team.  Reduce hours/redundancy of core team.	High Likelihood High impact	High level advocacy by PDNPA Senior Leadership Team with Partners.  Identify Funding opportunities which support the partnership infrastructure with bidding supported as appropriate. Financial contingency in place for redundancy.	R					September 2020	Director of Conservation & Planning	Core budget monitored monthly and reported to NPA quarterly.	
Sustainable landscape that is conserved & enhanced	Programme team reduced (see above) Reputational risk for NP - Inability to meet contractual commitments.	As lead partner NPA is accountable for all current commitments.	High likelihood High impact	NPA to identify corporate resource to cover programme management.	R					September 2020	Director of Conservation & Planning	Core budget monitored monthly and reported to NPA quarterly.	

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Sustainable landscape that is conserved & enhanced	Failure to obtain project funding PDNPA Management Plan adversely affected/ undeliverable	Maintain core programme team who deliver business development.	Medium Likelihood High impact	MFFP team bring bidding opportunities to NPA. NPA assist with writing opportunities. Increase business development resource.	A					ongoing	Director of Conservation & Planning	Identify funding opportunities and resource to support business development.	
Sustainable landscape that is conserved & enhanced	Health & Safety incident in MFFP programme - or elsewhere in the NPA. Impact on individuals.  Reputational risk Future funding and grants adversely affected	Appropriately trained staff.  Effective Health and Safety monitoring controls.	Low Likelihood High Impact	Actively participating in NP H&S Working Group. (MFFP) H&S Task & Finish group active.	A					On going	Director of Conservation & Planning	Accident and near miss reporting procedure. MFFP Health & Safety issues log monitored by Team Managers.	
Sustainable landscape that is conserved & enhanced	Adverse media attention Reputational risk	Partnership Communication strategy and work plan in place	Low Likelihood Medium impact	Regular meetings with Head of service for marketing and communications	G					On going	Director of Conservation & Planning	Media reporting monitored daily.	

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<b>Programme risks – risks to delivering programme of projects across the partnership</b>													
Sustainable landscape that is conserved & enhanced	Failure to maintain core income leading to loss of key personnel. Programme management affected. Reduced bidding for future work and funding. Failure to obtain future project funding. Loss of experienced project delivery teams.	Funding opportunities for core requirements and business development identified and followed up as appropriate.	High Likelihood High Impact	The Moor Business Project will produce funding strategy for 20/21 onwards.  Partners to a more take active role in securing core funding.  Robust time management to avoid providing unfunded advice.	R					Sept 2020	MFFP Programme team	Core budget monitored monthly and reported to NPA quarterly.	
	Failure to engage partners. Current and future projects impacted. Programme management and delivery impacted.	Key role and objective of Head of Programme Delivery (MFFP) role. Robust Action Plan; active engagement, communication and awareness raising.	Medium Likelihood High Impact	Advocacy plan including new partner development in place  Business Development role if funding allows	A					March 2021	MFFP Programme team	Quarterly Programme Progress Log. Monitoring via project management triple constraints	
	Insufficient staff capacity leading to long term staff sickness. Staff overworking. Programme management and delivery affected.	Monitor workload/ resource planning. Robust health and safety practices at work. Staff trained and appropriate skills in place.	Low Likelihood Medium Impact	Moor Business Project will enhance succession and resource management planning.	G					On going	MFFP Programme team	Staff working time monitored. Monthly staff updates.	
	Poor project delivery leading to; Reputational risk. Contractual commitment failure.	Project management toolkit in place.  Quality assurance on delivery via Project toolkit (triple constraints)	Low likelihood Medium Impact	Toolkit, monitoring, reporting, review	G					On going	MFFP Programme team	Weekly status updates. Monthly updates with Project Managers. Quarterly operational plan reporting.	
	Inadequate infrastructure/ service provision for remote working.	Large investment in corporate overhead.  Productivity impact	Low Likelihood High Impact	Corporate resources teams Business Continuity plan	A					On going	Dir. Conservation & Planning & Dir. Corporate services	Property Support requests, Sysaid	

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	Financial management and administration	Compliance with Standing Orders. Partner agreements in place. Quality assurance role in programme office.	Low likelihood Medium Impact	Cash flow closely monitored	G					On going	MFFP Programme team	Income register maintained. Monthly project management updates. Updates with Chief Finance Officer	