

## Appendix 2

### 2021/21 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				
Which corporate strategy outcome this relates to	A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or "failure to ....."	Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders	This should take into account existing controls	If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take	The risk level taking into account the mitigating action you are proposing					To complete the mitigating action (s)		Monitoring you intend to use to ensure the action is completed	<b>Against mitigating action and source of assurance</b> To be completed prior to ¼ly meetings
<b>Strategic Risks – (impact on legal entity of Moors for the Future Partnership PDNPA)</b>													
Sustainable landscape that is conserved & enhanced	Core funding for MFFP - £55k deficit going into 2021/22, including £100k contribution from PDNPA. Reduced 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 National Park Management Plan.  Longer term risk – future financing from all partners	Partial funding of core team. Core contributions secured via projects where ever possible.  Reduce hours/redundancy of core team.	High Likelihood High impact	High level advocacy by PDNPA Management Team with Partners.  Identify Funding opportunities which support the partnership infrastructure with bidding supported as appropriate. Financial contingency in place for redundancy.  Monitoring of core income with CFO through MFFP Programme Tracker	<b>R</b>					Q1 Core income monitoring added to MFFP Programme Tracker  Monitored on a monthly and quarterly basis	Head of Moors for the Future Partnership	Core budget monitored monthly and reported to the CFO quarterly	

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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.	A					September 2021	Head of Moors for the Future Partnership	Core budget monitored monthly and reported to NPA quarterly.	
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.	G					On going	Head of Moors for the Future Partnership	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	Head of Moors for the Future Partnership	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  Proactively managing stakeholder relationships	G					On going	Head of Moors for the Future Partnership	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	<p>Failure to maintain core income leading to loss of key personnel. Programme management affected.</p> <p>Reduced bidding for future work and funding. Failure to obtain future project funding.</p> <p>Loss of experienced project delivery teams.</p>	<p>Funding opportunities for core requirements and business development identified and followed up as appropriate.</p>	<p>High Likelihood High Impact</p>	<p>Identification of core cost recovering from projects</p> <p>Conversations continue to be held with individual partners regards contributions in 2021/22</p> <p>Partners to a more take active role in securing core funding.</p> <p>Robust time management to avoid providing unfunded advice.</p>	A					September 2021	MFFP Programme team	<p>Core budget monitored monthly and reported to NPA quarterly.</p>	
	<p>Failure to engage partners. Current and future projects impacted.</p> <p>Programme management and delivery impacted.</p>	<p>Key role and objective of Head of Moors for the Future Partnership role.</p> <p>Robust Action Plan; active engagement, communication and awareness raising.</p>	<p>Medium Likelihood High Impact</p>	<p>Advocacy plan including new partner development in place</p> <p>Business Development role if funding allows</p>	A					March 2022	MFFP Programme team	<p>Quarterly Programme Progress Log.</p> <p>Monitoring via project management triple constraints</p>	
	<p>Insufficient staff capacity leading to long term staff sickness.</p> <p>Staff overworking.</p> <p>Programme management and delivery affected.</p>	<p>Monitor workload/ resource planning.</p> <p>Robust health and safety practices at work. Staff trained and appropriate skills in place.</p>	<p>Low Likelihood Medium Impact</p>	<p>Moor Business Project will enhance succession and resource management planning.</p> <p>Visualisation of commitments expressed through MFFP Programme Tracker</p>	G					On going	MFFP Programme team	<p>Staff working time monitored.</p> <p>Monthly staff updates.</p>	
	<p>Poor project delivery leading to; Reputational risk.</p>	<p>Project management toolkit in place.</p> <p>Quality assurance on delivery via Project toolkit (triple constraints)</p>	<p>Low likelihood Medium Impact</p>	<p>Toolkit, monitoring, reporting, review</p> <p>Special sign off arrangements in place with contractors to manage this process in light of government restrictions.</p>	G					On going	MFFP Programme team	<p>Weekly status updates.</p> <p>Monthly updates with Project Managers.</p> <p>Quarterly operational plan reporting.</p>	

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	<p>Poor project delivery leading to; Reputational risk.</p> <p>Contractual commitment failure – due to restrictions on travel (site visits) due to COVID-19 virus.</p>	Project management toolkit in place.	Low likelihood Medium Impact	<p>Special sign off arrangements in place with contractors, based on photographs or last visit. Defects Liability period extended on contracts, where appropriate enacted payment retention clause until site works seen.</p> <p>Weekly review of COVID-19 health and safety arrangements, activity authorisation procedures in place.</p>	A					Dependent on Government restrictions	MFFP Programme team	Works will require more formal sign off and visit when COVID-19 restrictions lifted.	
	<p>Inadequate infrastructure/ service provision for remote working.</p>	<p>Large investment in corporate overhead.</p> <p>Productivity impact</p>	Low Likelihood High Impact	Corporate resources teams Business Continuity plan	A					On going	Head of Moors for the Future Partnership	Property Support requests, Sysaid	
	Financial management and administration	<p>Compliance with Standing Orders.</p> <p>Partner agreements in place.</p> <p>Quality assurance role in programme office.</p>	Low likelihood Medium Impact	Cash flow closely monitored	G					On going	MFFP Programme team	<p>Income register maintained.</p> <p>Monthly project management updates.</p> <p>Updates with Chief Finance Officer</p>	