

Project Name	MFFP: AMP 8 (Peatland Restoration)
MFFP Partnership Manager	Matt Scott-Campbell
Date	July 2025
Version Control	V3

Date Raised	Risk Owner	Description of Risk	Impact on Project / Programme	Impact (I)	Probability (P)	Rating (I x P)	Risk Rating	Mitigating Actions	Target Resolution Date	Action Owner	Date Last Updated	Status
AMP8 Project Development Phase (2024 – 2025)												
21/012/2021	Water Companies / MFFP/PDNPA	Delay to project start-up: Work programme and/or contract not agreed in a timely fashion to facilitate purchase orders in April 2025 staff resource unreserved	Project not able to start on time potentially affecting continuity of MFFP staff budgets.	3	2	6	Med	Engage with Water Companies proactively from early 2024 to collaboratively confirm the work programme and associated project governance/contracts. <u>Delays confirmed as at April 2025. MFFP budgets profiled to enable staff continuity April- June and interim contracts to be put in place with WC cover from June until the expected date of full contracts</u>	November 2025	MFFP programme Team	11/07/2025	Open
21/012/2021	Water Companies / MFFP/PDNPA	Delays and slow progress with project development process and partner negotiations. Inability to confidently do early stage partner engagement, taking the initiative on working through the detailed development activities	Inability to optimise project delivery/outcomes 2025-30.	2	1	2	Low	Programme and Resources committee approval sought in January 2024 providing support for proactive AMP8 project development with Partners	31/12/2024	MFFP programme Team	26/01/2024	Closed
21/12/2023	Water Companies / MFFP/PDNPA	Potential for restrictive KPI setting leading to the potential for unoptimized outcomes and/or PDNPA/MFFP inability to meet restoration targets through delivery.	Ability to optimise outcomes impacted Inability to deliver to the required scope. Lost opportunities to synergise with, or provide additionality for, other potential funding opportunities.	2	1	2	Low	All KPI and deliverable setting will be done in collaboration between Water company and MFFP in 2024. Development -stage and delivery which, where required, will include an iterative process to defining the scope of works through the AMP period after an initial agreement on KPI basis (hectares). MFFP will take the lead based on our existing survey data and forward planning on KPI setting with Partners. By design all KPIs, timescales and budgets will be ambitious for the landscape but fully achievable. MFFP to fully impact the KPIs in development stages against the forward MFFP programme of works to ensure there is capacity over the required period. MFFP to assist water company partners reviewing and inputting on draft KPIs through the development phase. <u>July 2025 update. KPI basis for all 3 water company's is known and manageable. Baseline implications are in hand to be able to report against BNG based metric. These are high level and will be input into MFFP protocols using the Survey 123 App used in field survey</u>	Dec 2025	MFFP programme Team	11/07/2025	Open
21/12/2023	Water Companies / MFFP/PDNPA	Inability to evidence deliverables / outcomes Prior agreement required on Monitoring arrangements	Inability to evidence outcomes could cause issues during delivery.	2	1	2	Low	MFFP to engage water company partners in the development phase and agree monitoring requirements to include both compliance criteria to sign-off against the deliverables/KPIs to be agreed, and also in a more detailed academic sense where research outcomes may also constitute a project deliverable/KPI. <u>July 2025 update BNG based metric confirmed. MFFP updating protocols to ensure we can meet</u>	Dec 2025	MFFP programme Team	11/07/2025	Open

Item 14

Appendix 1

								<u>reporting needs.</u>				
21/12/2023	Water Companies / MFFP/PDNPA	Restoration permissions withheld by catchment area landowners/tenants	Landowner/manager permissions withheld. Inability to scope catchment areas into the project for restoration 2025-30	3	2	6	Med	MFFP has established relationships with catchment landowners/tenants as developed through AMPs 5, 6, & 7. Development stage engagement is ongoing and sufficient engagement time and co-production with land manager partners will be built into the development phase and carried on into the delivery phase where required with any subsequent delivery to be agreed scheduled accordingly. <u>July 2025 update. Key catchments and sites remain likely to refuse restoration at least at the start of the AMP period for a variety of reasons outside the direct control of MFFP. The risks and implication of this will rest with WC partners and MFFP will facilitate for shared outcomes and continue engagement through the AMP period to develop collaboration which will be planned for later in the project. Areas with landowner consent in place will be planned for delivery earlier in the project.</u>	Dec 2025	MFFP programme Team	11/07/2025	Open
21/12/2023	Water Companies / MFFP/PDNPA	Uncertainty of SSSI consenting for aspects of AMP 8 restoration proposals	Potential for restrictions on the application of emerging restoration techniques. Inability to optimise restoration outcomes in AMP8	2	2	4	Med	MFFP and regulatory partners work closely on consenting restoration proposals (established networks). MFFP has an awareness of aspects of restoration that require further focus/evidence to build consensus for. MFFP has research and monitoring ongoing on key restoration techniques that will be required in AMP8 to inform practitioners and partners on impact/efficacy of techniques in development. MFFP has a Consenting Working Group which is intentionally building the forward technical information required to appropriately deploy emerging techniques and will be running an ongoing dialogue and engagement with key partners to build consensus over restoration optimisation in AMP8. MFFP will undertake the necessary high-level advocacy in the AMP8 development and delivery phases to co-produce restoration proposals with strong consensus and support with Partners. <u>July 2025 update MFFP will support the one team approach between NT and NE to work through any anticipated consenting challenges.</u>	ongoing	MFFP programme Team	11/07/2025	Open
21/12/2023	Water Companies / MFFP/PDNPA	Unaligned Partner outcomes on ecosystem service benefits to be achieved/claimed, limits appetite or ability to work in partnership in AMP8 (landowners/funders)	Potential barriers to effective collaboration resulting in inability to secure funding into the landscape in key areas. Inability to increase pace and scale of restoration.	1	2	2	low	Development stage Peatland Code (PC) carbon outcome discussions with funders and landowners. MFFP to facilitate partners to explore PC outcomes potentials within the first year of AMP8 delivery period scheduling any PC relevant restoration work accordingly, to follow any registrations made to the PC. <u>July 2025 update – Peatland Code requirements remain TBC but WCs largely not anticipating this to be part of their required outcomes. Dialogue ongoing on historic carbon outcomes AMPs 5,6,7 and AMP8 carbon outcomes to be estimated through the approach to be used.</u>	21/12/2023	MFFP programme Team	25/02/2025	Open
AMP8 Project Delivery Period (2025-30)												

21/12/2023	MFFP/PDNPA	Projects fail to deliver on cost, quality and timescale aspirations Poor project delivery leading to; Reputational risk. Contractual commitment failure.	Reputational risk to MFFP/PDNPA landscape doesn't receive vital conservation works	2	2	4	Med	AMP8 Development Phase will intentionally design into the project, the support, resources and conditions necessary for success when in delivery. MFFP have well defined and established Programme and Project Management protocols in place that will be utilised in the delivery of this project. MFFP Project managers are Prince 2 trained All the proposed and potential works to be delivered within the scope of this project fall completely within MFFP established areas of expertise. <u>July 2025 update: Increased budget anticipated. Feasibility of spending at the required levels has been developed into MFFPs plans and the work will be executed and monitored within MFFPs programme delivery environment.</u> <u>Additional staff resources are being recruited for in anticipation of the requirements and MFFP as a whole team is co-producing delivery and resourcing plans as part of the AMP8 lead-in process.</u> <u>Tendering for year 1 requirements has commenced as at July 2025 as unconfirmed requirements pending confirmation of funding.</u> <u>MFFP held a contractor day in June for our contractor supply chain to create visibility of our forward programme requirements to aid contractor business planning (pre-market information shared widely with input from PDNPA legal team)</u>	Dec 2025	MFFP programme Team	11/07/2025	Open
25/02/2025	MFFP/PDNPA	Insufficient delivery capacity within MFFP programme to meet required AMP8 delivery targets at the levels anticipated following OFWAT final determinations in December 2024.	Reputational risk to MFFP/PDNPA landscape doesn't receive vital conservation works	2	1	2	Low	OFWAT final determination budgets are largely based on restoration plans produced by MFFP in AMP7 and there will be a pipeline of restoration plans in place as at the start of the AMP8 period allowing for MFFP to make a strong start to delivery in 2025/26. Detailed programme capacity planning will be undertaken in the development phase (and ongoing throughout the delivery phase) to schedule the works profile on all projects across the AMP8 period to ensure sufficient delivery capacity is available in the MFFP programme (as optimised) to meet spending/KPI requirements. Partnership working with water company partners will be on a collaborative basis with a joint focus on ensuring delivery success. Project progress will be subject to regular review by the project boards throughout the delivery period and mitigations and controls will be put in place to address any capacity issues encountered through the delivery period. MFFP will be creating a high degree of visibility within the contractor environment for the forward MFFP programme requirements. <u>(MFFP contractor day complete June 2025)</u> MFFP will seek to optimise delivery capacity through our procurement of external assistance drawing on 20+ years of procurement and contracting experience. <u>(Procurement commenced as at July 2025)</u> MFFP will continue to be active within the Great North Bog initiative, who as a collective are seeking to stimulate increased delivery capacity throughout the sector at a national level, incorporating a range of	Dec 2025	MFFP programme Team	11/07/2025	Open

								means identified through our collective experience.				
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Date the risk was identified and added to the RAD log	
Enter the name of the individual who is accountable for the Risk	
Describe each risk clearly and succinctly, identifying the root cause of each one	
Detail Project Delivery impacts.	
1	Insignificant / Negligible
2	Moderate
3	Critical / Catastrophic
1	Very Unlikely / Rare
2	Possible
3	Almost Certain
Rating is calculated by impact multiplied by probability	
Enter risk mitigation and describe how the mitigation will take place	
Target date for completion of the mitigation action	
Person responsible for implementing the mitigation action	
Date of last update provided on the Risk	
Status - closed ,reducing, increasing, or no change	