

## Item 7 Appendix 4 – Our Picturesque Landscape Assessing Risk Report

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
	<b>Financial</b>					
	Delivery funding not awarded by HLF.	Low	High	The scheme would not proceed.	Ensure high quality second round submission working under the guidance of the HLF grant monitor and HLF.	Clwydian Range and Dee Valley AONB
	Partnership funding does not materialise. Partner organisations have provided an indicative level of funding support towards the scheme, however it is not possible to provide a firm commitment as it is dependent on future budget settlements over the 5 year delivery period.	Medium	Medium	The scheme would be delivered at a reduced level.	Submit further funding applications as and when opportunities allow to minimise the risk of partnership funding not being secured. The Partnership Scheme has secured the funding required for the first year of implementation.  Thorough financial monitoring to ensure that budgets are not committed until that level of funding is secured.	Clwydian Range and Dee Valley AONB
	Scheme not delivered to budget resulting in an overspend.	Low	Medium	Over spending in some budget areas resulting in some projects not being delivered.	Regular budget meetings held with the AONB Finance Officer.  Secure accurate costings and quotes for all work.  Project registered on Verto project management system and reported corporately.	Clwydian Range and Dee Valley AONB / Denbighshire County Council
	Volunteer Match Funding does not materialise.	Low	Medium	Unable to draw down all of the HLF grant required due	Volunteer target set at an achievable level.	Project Officer

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
				to volunteer match funding not being secured resulting in a scheme deficit.	Volunteering opportunities have been developed following consultation to reflect the aspirations of the communities and groups. Monitoring system established to ensure that all contributions are captured.  Close financial control to ensure that there is no risk of the scheme closing on a deficit.	
<b>Procurement</b>						
	Spend becoming ineligible due to the lack of proper procurement that did not conform to the grant conditions.	Low	High	HLF refusing to release the expenditure relating to grant claims. Consequences would be most significant against the high value projects.	Ensure Project Officer's induction includes a review of the organisation's policy and procedures and the grant terms and conditions.  Any expenditure over £25,000 to be carried out in consultation with Denbighshire's Procurement Team.  Monitoring / approval of partner procurement before contracts are awarded.	Project Officer & Denbighshire County Council
<b>Participation</b>						
	Local community / general public do not engage with the scheme.	Low	High	Scheme outcomes not delivered relating to community projects.	Incorporate opportunities for members of the community to engage with the scheme.	Landscape Partnership Board.

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
				Damage to reputation with HLF and other funders.	<p>Ensure representation from the community on the Partnership Board.</p> <p>Holding a variety of community engagement events.</p> <p>An adaptive and responsive feedback mechanism for monitoring and evaluating has been developed for the projects to allow changes to be made.</p> <p>Information disseminated through existing partnerships.</p>	
	Landowners do not engage.	Medium	Medium	The small grant scheme would be unsuccessful without the engagement of local landowners. Lack of landowner engagement would also risk habitat and heritage restoration projects and new access provisions.	<p>Maintain a dialogue with landowners.</p> <p>Develop contingency projects if landowners do not engage.</p> <p>The small grants have been developed with input from landowners and staff to ensure it is attractive.</p> <p>Identify and work with landowner's in year 1 who can then act as ambassadors for the scheme.</p>	Project Officer / Landscape Partnership Board.
	Disagreement between landowners.	Low	Medium	Impact on the project delivery due to landowners not being on board.	Provide professional mediation if required through contingency funding.	Project Officer & Landscape Partnership Board

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
	Target audiences not attracted.	Low	Medium	Scheme outputs not delivered.	Ensure a targeted approach to marketing and promotional activities. Ensure the scheme reflects the aspirations of the communities through ongoing consultation. Work in partnership with other agencies and partners.	Project Officer & Landscape Partnership Board
<b>Partnership</b>						
	Disengagement of project partners.	Low	Medium	Some projects being led by partners may not be delivered and loss of related match funding in certain instances.	The project has been built on a strong partnership that have worked together on delivery of the Clwydian Range and Dee Valley and Pontcysyllte Aqueduct and Canal World Heritage Site Management Plans. Partners are highly committed to the scheme. Partnership Agreement and Terms of References in place to ensure efficient delivery.  Ensure that partnership meetings are relevant to keep all partners engaged.  Close monitoring of budgets to minimise the risk of works that are also making a match funding contribution being withdrawn, together with a list of contingency projects in place as a failsafe position.	Landscape Partnership Board
	Disagreement between the partnership.	Low	Medium	Loss of partnership members	Partnership Agreement and Terms of References in place.	Clwydian Range and

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
					<p>Provide professional mediation if required through contingency funding.</p> <p>Any disagreements that cannot be resolved within the Partnership will be escalated to the Clwydian Range and Dee Valley Joint Committee.</p>	Dee Valley Joint Committee
	Work overload on Project Partners.	Medium	Medium	<p>Risk to the delivery of the scheme.</p> <p>Potential loss of Partnership members.</p>	<p>Keep meetings of the Landscape Partnership Board to a minimum (between 4 and 6 a year).</p> <p>Project Officer appointed to coordinate the work.</p> <p>Use of contractors to undertake specific elements of delivery and monitoring and evaluation.</p>	Clwydian Range and Dee Valley AONB
<b>Project support</b>						
	Project administration becomes too burdensome risking the delivery of the scheme.	Low	Medium	Delivery of the scheme at risk, including the submission of grant claims.	Include administration support costs within the scheme proposal. Discuss the scheme requirements with Denbighshire's financial department.	Clwydian Range and Dee Valley AONB / Denbighshire County Council.
<b>Delivery</b>						
	Problems with contracts not delivering on time and to a high standard.	Medium	High	Reputational risk to the project partners. Additional resources possibly	Ensure a rigorous tendering procedure and detailed briefs which incorporates references of	Project Team

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
				required to redeliver outcomes.	past work and interview where relevant.	
	Delay in project start.	Low	Low	Delay in project start date resulting in losing the momentum gained by the project development phase. Reputational risk to the partners and funders.	Ensure all job descriptions and vacancy control forms are completed ready for submission on gaining the grant approval to ensure project can start quickly.	Project Team
	Loss of Project Staff, particularly towards the end of the scheme and the end of staff contracts.	High	High	Delay in the delivery of the Partnership Scheme.	Keep in close contact with HLF Monitor and Grant Officer to discuss the impact of any potential disruption to the Landscape Partnership Scheme due to the loss of staff.	Project Team
	Poor performance of the Project Team appointed.	Medium	High	Poor quality project delivered.  Lack of progress resulting in the scheme falling behind on its profile.  Reputational risk for project partners in their capability of delivering large complex schemes.	Performance appraisal undertaken in line with Denbighshire County Council's Policies with any additional training needs identified. Rigorous application process for the appointment of staff involving representation from the Landscape Partnership.	Denbighshire County Council / Landscape Partnership
	Scheduled Ancient Monument consent refused.	Low	Medium	Projects relating to Schedule Ancient	Ensure that Cadw are fully involved in the development of	Project Team

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
				Monuments not being delivered.	<p>projects relating to Scheduled sites.</p> <p>Development of a contingency list of projects.</p>	
	Special Area of Conservation (SAC) /Special Site of Scientific Interest (SSSI) consent refused.	Low	Medium	Projects proposed at SAC / SSSI not being delivered impacting on the outputs of the scheme.	<p>Ensure that NRW are fully involved in the development of projects relating to SAC areas.</p> <p>Development of a contingency list of projects.</p>	Project Team
	Planning Application refused for Wenffrwd Pocket Park.	Low	High	<p>Proposals for Wenffrwd not being delivered.</p> <p>Loss of reputation with local communities and partners.</p>	<p>Ensure detailed plans are developed in partnership and consulted on, with local Councillors, town councils and key consultees to minimise the risk of the application being refused.</p> <p>Development of a contingency list of projects, however, certain elements of match funding relate specifically to Wenffrwd and would not be transferable to another area of the scheme.</p>	Denbighshire County Council / Clwydian Range and Dee Valley AONB
	Bad weather delays project work – e.g. Access improvements	Medium	Low	Delay in projects being delivered.	This can be a particular problem on upland areas where works is usually completed during the autumn / winter to avoid the bird nesting season. Communicate any unforeseen problems to mentor / funders at earliest possible stage. Carefully programme schemes during the	Project Team

RAG	Nature of Risk	Risk Probability	Impact	Potential Result	Risk Minimisation	Risk 'owner'
					delivery phase to allow for some slippage to occur as contingency.	
	Protected species – Potential disturbance of protected species such as bats during certain projects.	Medium	High	Disturbance of protected species that could lead to prosecution.	Ensure tenders include reference to relevant legislation. Ensure surveys are completed prior to works commencing where required – e.g. trees suitable habitat for bats. Consult with ecologist early in the project development.	Project Team