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**PARTRIDGE Project Risk Register.**

1. **Risk/Constraint.**

Landowner/Tenant resistance to involvement.

**Level** Medium

**Mitigation**: Intensive work with key landowners and managers of demonstration sites has taken place to establish trust and understanding.

1. **Risk/Constraint**

Lack of co-operation between owners/tenants.

**Level**  Low

**Mitigation:**

Good relationships have been established. Building on the advisory work to landowners in the past and using the best approaches for each situation.

1. **Risk/Constraint**

Project fails to engage with policy makers.

**Level** Low

**Mitigation**

Every effort is being made to engage with policy makers by inviting them to join or attend steering group meetings and formal meetings and activities.

1. **Risk/Constraint**

Communication Plan fails to engage the groups needed to provide the in-project and post-project conservation actions and fails to have the impact expected.

**Level** Low

**Mitigation**

The principles of public and community engagement are tried and tested and we will use a team of professionals from the lead partner and other partners which should ensure the desired impact.

1. **Risk/Constraint**

Project fails to meet deadlines.

**Level** Low

**Mitigation**

The project will be managed according to the agreed action plan and monitored by the Project Manager.

1. **Risk/Constraint**

Budgets are insufficient to deliver target product.

**Level** Low

**Mitigation**

The project manager, with support and advice will manage and closely monitor the project to ensure that any potential shortfalls are identified early and that measures are put in place to minimise the impact.

1. **Risk/Constraint**

Competence of staff/contractors.

**Level** Low

**Mitigation**

Levels of experience will be specified before engaging staff and contractors who will meet standard terms and conditions.

1. **Risk/Constraint**

Project fails to increase numbers of target species during the lifetime of the project

**Level** Low

**Mitigation**

The project is based on tried and tested methods for improving biodiversity. The possibility of numbers not being increased should be minimal as long as all sites use the protocols outlined in the specifications for increasing the area of quality habitat to 7%. The monitoring embedded in the project work program will provide early warning if a problem does exist. Givcing time for remedial action if necessary.

1. **Risk/Constraint**

Project management delays

**Level** High

**Mitigation**

The lead partner has a suitably qualified Project Manager who will apportion staff resources for technical support, communications, administration and finance accordingly. These staff resources will be identified and arrangements put in place to release these staff to the project as required. The lead partner has established banking, financial control and audit mechanisms in place.

1. **Risk/Constraint**

Delay in appointment of Project team members

**Level** Medium

**Mitigation**

Ensure early recruitment process for direct appointments or back-fill of existing posts. The recruitment programme will be monitored throughout the project.

1. **Risk/Constraint**

Internal technical staff not available.

**Level** Low

**Mitigation**

Ensure early recruitment process for direct appointments or back-fill of existing posts. The recruitment programme will be monitored throughout the project.

1. **Risk/Constraint**

External services not available

**Level** High

**Mitigation**

Ensure early engagement through procurement processes.

1. **Risk/Constraint**

Stakeholders suffer consultation fatigue from other projects

**Level** High

**Mitigation**

Stakeholders will be fully appraised of the project, its outcomes and their role in the project to retain interest. Levels of interest will be monitored and evaluated throughout the project and measures taken to prevent ‘burn-out’ if required.

1. **Risk/Constraint**

The £ strengthens against the € resulting in the co-financing being worth less to the lead partner.

**Level** High

**Mitigation**

The project team would look at the possibility of scaling down the scope of actions without reducing the deliverables. Further savings would be investigated, for example reducing the number of staff or staff hours. Any actions would be discussed and agreed with the secretariat.

1. **Risk/Constraint**

Non-compliance with external audit recommendations re: project finance/project activities by Partners leads to claw back by funding body.

**Level**  High

**Mitigation**

Roles and responsibilities will be clearly defined for the Project Managers for partrners, including monitoring and finance procedures. Claims made will be externally audited to minimise financial exposure. Partners will be paid in Euros. Audit costs are included within project finances.

1. **Risk/Constraint**

Costs of delivering an Action goes over budget

**Level**  High

**Mitigation**

Project finances will be monitored closely. Would look at cutting back on the scope of the actions without cutting back on the deliverables.

1. **Risk/Constraint**

Change of project team key personnel

**Level**  Medium

**Mitigation**

Every effort will be made to ensure the core project group remains constant throughout the project delivery period. A change control procedure will be identified and in the event of staff changes, an appropriate hand-over period and induction will be implemented. Where possible project actions will be delivered by more than one person to ensure project knowledge is spread, mitigating the risk of personnel changes.

1. **Risk/Constraint**

One or more stakeholders are unable to fulfil the role envisaged for them

**Level** Medium

**Mitigation**

Substitute stakeholders would be approached or the project team would attempt to fulfil the role. Alternative means to achieve the same outcomes would be explored. In the worst case scenario potential changes to the programme or outcomes would be discussed and agreed with the Secretariat.

1. **Risk/Constraint**

One or more stakeholders may have an expectation or interest that conflicts with the others.

**Level** Medium

**Mitigation**

The partners will seek to apply an appropriate remedy. If this fails the Project Manager will attempt to reconcile the problem in discussion with the secretariat.

1. **Risk/Constraint**

Steering Group not attended.

**Level** Medium

**Mitigation**

The project management team will establish and support the steering group. They will agree a clear definition of the roles and expectations of each group member, with meeting and reporting dates agreed as an early action point. Risk is further minimised by the commitment of the project partners to the project outcomes and access to the expertise of those attending.

1. **Risk/Constraint**

Financial reporting/Audit delays

**Level** Medium

**Mitigation**

The Project Manager for each partner will adhere to protocols with regard to financial records, appointment of subcontractors in accordance with procurement rules and internal/external auditing procedures.

1. **Risk/Constraint**

Stakeholder conferences/workshops are not adequately attended.

**Level** Medium

**Mitigation** Key stakeholders/partners are already engaged in the project outcomes. Other

stakeholders will be appraised of the benefits of attendance/technical aspects with any invitations to

attend, for example by issuing briefing notes.