

Jobs for Nature Risk Management

Regional Stream Fencing and Riparian Planting

Table 1 Risk management table from Work Programme incorporated into the Deed for the Regional Stream Fencing and Riparian Planting project

Risk management				
<i>Provide a brief description of the major risks to the project achieving the tasks and activities in this financial year. Include consideration of potential barriers that may pose a risk to the success of the project. Where possible give an indication of the likelihood and significance of the risk and any mitigation strategies to be included in the project.</i>				
Potential risk	Likelihood of risk occurring	Consequence on project	Impact on project	Strategy to mitigate
<i>Identify the potential risk to your project (for example, project not completed on time, unpredictable events such as weather, lack of resource commitment, time and cost estimates too optimistic, unexpected budget cuts, stakeholders changing requirements after the project has started, risks to the industry or sector to which the organisation belongs).</i>	<i>Low, medium or high.</i>	<i>Minor, moderate or severe.</i>	<i>Describe the impact the risk would have on the project if it occurred (for example, misunderstandings, duplication of work, incomplete work).</i>	<i>Describe what will be done to minimise and/or manage the risk (for example, project manager monitors functional roles to ensure enough time is allocated to complete each task/activity and the project as a whole).</i>
Lack of support from landowners to fund their share of projects.	Low	Moderate	If landowners are unable to fund a share of the cost of some works (e.g. fencing streams), then projects may have to be stopped or delayed.	The stream fencing and planting projects have been designed with a component of funding from land owners. Consideration has been given to the share from landowners that is consistent with what Horizons and some other programmes around the country currently do. The landowner contribution (50% of the total cost of the works) has been set at a level that results in high buy-in to the project. Recent announcements

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				of Stock Exclusion regulations coming into force will see demand for grants increase.
Major weather event, similar to February 2004, strikes region.	Low	Moderate	The impacts of a major event could be catastrophic for the projects as resources may be redirected to response and clean-up efforts. A major event could slow or delay or even prevent some proposed projects from proceeding.	The project is set to occur over four years and if there was a major event work timeframes and milestones could be adjusted to accommodate delivery with potentially different timing during the three years or over a longer time frame.
Funding is constrained in Long Term Plan and Annual Plans over the four year project timeline.	Low	Severe	Removing the funding commitment from Horizons could severely constrain the projects.	From a contractual perspective the Regional Council would be contractually bound to MfE. In addition HRC Councillors made a resolution in July 2020 to fund the project over a four year period.
A lack of fencers to complete the fencing work.	Medium	Severe	A delay in being able to meet the proposed stream fencing milestones.	As many projects as possible will be signed up at the start of the programme to allow a large lead in time for the fencers.
A lack of suitable riparian plants to be able to meet the riparian planting targets.	Low	Severe	A delay in being able to meet the proposed riparian planting milestones.	Council has made a commitment through a resolution to allow for pre-ordering of plants to ensure that we have enough plants to deliver on the milestones over the life of the project. As soon as contracting allows orders will be placed with the nurseries.
Covid-19 interruption to work programme.	Medium	Moderate	Dependent on Covid-19 levels that might be re-imposed. Could result in the ground	Depending on Covid-19 restrictions it may require Freshwater Advisors to visit

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			<p>works being delayed or not being able to be signed off due to restrictions.</p> <p>Depending on works being completed and by whom may mean that contractors (fencers and planters) and suppliers (plants and fencing materials) might not be able to access land to complete works.</p>	<p>properties without the landowners being present or evidence provided via photos etc of works that have been completed or proposed. If needed works can be covered over into later project years given the highest likelihood of occurrence is during the initial years of the project.</p>
Number of jobs committed to being lower than expected.	Medium	Minor	<p>The new FTE total are dependant on staffing being at full level over the duration of the project. Where staff vacancies occur due to staff resinging or moving onto other roles there may be gaps in the employment while recruitment is undertaken or if short term staff leave partways through a summer or winter 3 month employment they may not be replaced in that season.</p> <p>Further Year 1 is nine months rather than 12 months and there will be agap in getting staff recruited.</p>	<p>Sought approval from MfE to advertise for positions ahead of signing the contract and speed up the recruitment process.</p> <p>Within the Collective Employment Agreement there is a four week notice period.</p>
Change in core project members during the project.	Medium	Moderate	<p>Potential loss of continuity for the project if core staff members resign or move into other roles in the Council.</p>	<p>Documentation of key roles and responsibilities in the project. Application and claim forms stored in a central location for team members to find and action.</p>

Enhancing fish populations through Fish Passage Remediation

Table 2 Risk management table from Work Programme incorporated into the Deed for the Enhancing Fish Populations through Fish Passage Remediation project

Risk management				
<i>Provide a brief description of the major risks to the project achieving the tasks and activities in this financial year. Include consideration of potential barriers that may pose a risk to the success of the project. Where possible give an indication of the likelihood and significance of the risk and any mitigation strategies to be included in the project.</i>				
Potential risk	Likelihood of risk occurring	Consequence on project	Impact on project	Strategy to mitigate
<i>Identify the potential risk to your project (for example, project not completed on time, unpredictable events such as weather, lack of resource commitment, time and cost estimates too optimistic, unexpected budget cuts, stakeholders changing requirements after the project has started, risks to the industry or sector to which the organisation belongs).</i>	<i>Low, medium or high.</i>	<i>Minor, moderate or severe.</i>	<i>Describe the impact the risk would have on the project if it occurred (for example, misunderstandings, duplication of work, incomplete work).</i>	<i>Describe what will be done to minimise and/or manage the risk (for example, project manager monitors functional roles to ensure enough time is allocated to complete each task/activity and the project as a whole).</i>
Lack of support from barrier owners to fund their share of projects.	Low	Moderate	If barrier owners are unable to fund a share of the cost of some works (e.g. fencing streams), then projects may have to be stopped or delayed.	The fish passage project has been designed with a component of funding from barrier owners. Remediation of barriers to fish passage is beneficial to barrier owners as the barrier owners move towards meeting their requirements under the Freshwater Fisheries Regulations and some provisions within the One Plan. The barrier owner contribution has been set at a level that will result in high buy-in to the project.
Major weather event, similar to February 2004, strikes region.	Low	Moderate	The impacts of a major event could be catastrophic for the	The project is set to occur over four years and if there was a

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			projects in the short term as resources may be redirected to response and clean-up efforts. A major event could slow or delay or even prevent some proposed projects from proceeding.	major event work timeframes and milestones could be adjusted to accommodate delivery with potentially different timing during the three years or over a longer time frame.
Covid-19 interruption to the work programme.	Medium	Moderate	Dependent on Covid-19 levels that might be re-imposed. Could result in the ground works being delayed or not being able to be signed off due to restrictions e.g. contractors not being able to undertake works such as construction of fish passes which at stages of construction can involve multiple people being on site.	Depends on Covid-19 restrictions and levels. Modify ways of working depending on levels i.e. report writing if lockdown conditions are required. Likely to be highest risk during the first year of the project with the ability to push some deliverables to later years if needed
Finding suitable team members to be able to complete tasks as part of the recruitment process.	Medium	Moderate	The project overall requires a certain skill set to be delivered. If these skill sets cannot be found during the recruitment processes then the project may be delayed while team members are trained.	On the job training can and will be provided to staff. Training and upskilling will require additional time to get team members up to speed. This may require some of the deliverables be pushed back into later project years. Within a four project there is space to allow for this.
Number of jobs committed to being lower than expected.	Medium	Minor	The new FTE total are dependant on staffing being at full level over the duration of the project. Where staff vacancies occur due to staff resigning or moving onto other roles there may be gaps in the employment while recruitment is undertaken or if short term staff leave partways through a	Sought approval from MfE to advertise for positions ahead of signing the contract and speed up the recruitment process. Within the Collective Employment Agreement there is a four week notice period.

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			summer or winter 3 month employment they may not be replaced in that season. Further Year 1 is nine months rather than 12 months and there will be a gap in getting staff recruited.	
Change in core project members during the project.	Medium	Moderate	Potential loss of continuity for the project if core staff members resign or move into other roles in the Council.	Documentation of key roles and responsibilities in the project. Application and claim forms stored in a central location for team members to find and action.

Horowhenua Freshwater Management Unit Interventions

Table 3 Risk management table from Work Programme incorporated into the Deed for the Horowhenua Freshwater Management Unit Interventions project

Risk management				
<i>Provide a brief description of the major risks to the project achieving the intended outcomes. Include consideration of potential barriers that may pose a risk to the success of the project. Where possible give an indication of the likelihood and consequence of the risk and any mitigation strategies to be included in the project.</i>				
Potential risk <i>Identify the potential risk to your project (for example, project not completed on time, unpredictable events such as weather, lack of resource commitment, time and cost estimates too optimistic, unexpected budget cuts, stakeholders changing requirements after the project has started, risks to the industry or sector to which the organisation belongs).</i>	Likelihood of risk occurring <i>Low, medium or high.</i>	Consequence on project <i>Minor, moderate or severe.</i>	Impact on project <i>Describe the impact the risk would have on the project if it occurred (for example, misunderstandings, duplication of work, incomplete work).</i>	Strategy to mitigate <i>Describe what will be done to minimise and/or manage the risk (for example, project manager monitors functional roles to ensure enough time is allocated to complete each task/activity and the project as a whole).</i>
Landowners where proposed interventions are best placed not being willing to sell.	Medium	Moderate	Interventions might not be placed in the optimal parts of the catchment resulting in a lower improvement in water quality than the optimal placement.	A range of water quality interventions are to be developed for throughout the catchment, with a particular focus on the Arawhata catchment. A number of locations will be identified over a number of land parcels.
Major weather event, similar to February 2004, strikes region.	Low	Moderate	The impacts of a major event could be catastrophic for the project as resources may be redirected to response and clean-up efforts. A major event could slow, delay or even prevent some proposed projects from proceeding.	The project is set to occur over four years and if there was a major event work timeframes and milestones could be adjusted to accommodate delivery with potentially different timing during the three years or over a longer time frame.

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Funding is constrained in Long Term Plan and Annual Plans over the four year project timeline.	Low	Severe	Removing the funding commitment from Horizons could severely constrain the projects.	From a contractual perspective the Regional Council would be contractually bound to MfE. In addition HRC Councillors made a resolution in July 2020 to fund the project over a four year period.
Covid-19 Community transmission.	Medium	Moderate	Dependent on Covid-19 levels that might be re-imposed. Could result in the ground works being delayed or not being able to be signed off due to restrictions.	Depends on Covid-19 restrictions and levels. Modify ways of working depending on levels i.e. report writing if lockdown conditions are required. Likely to be highest risk during the first year of the project with the ability to push some deliverables to later years if needed.
Legal challenges to the work occurring.	Medium	Severe	The interventions identified are all likely to be on privately owned land that is likely to be able to be purchased. Subject to resource consent requirements the opportunities for legal challenge are limited.	Regular legal advice as the project progresses will be important and be considered as a part of the project programme.
Number of jobs committed to being lower than expected.	Medium	Minor	The new FTE total are dependant on staffing being at full level over the duration of the project. Where staff vacancies occur due to staff resigning or moving onto other roles there may be gaps in employment while recruitment is undertaken.If short term staff leave partway through a summer or winter 3 month employment they may not be replaced in that season. Further, Year 1 is nine months	Sought approval from MfE to advertise for positions ahead of signing the contract and speed up the recruitment process. Within the Collective Employment Agreement there is a four week notice period.

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			<p>rather than 12 months and there will be a gap in getting staff recruited.</p> <p>The delay in commencing this project may result in the job numbers for year 1 being lower than expected.</p>	
Change in core project members during the project.	Medium	Moderate	Potential loss of continuity for the project if core staff members resign or move into other roles in the Council.	Documentation of key roles and responsibilities in the project. Application and claim forms stored in a central location for team members to find and action.
Project is not completed by June 2024 as a result of starting in December 2020.	Low	Minor	Project will still be able to be completed although at a slightly later date.	<p>The majority of the work streams are currently or have been scoped and can commence as soon as the contract is signed.</p> <p>Some of the projects have the ability to be run concurrently to reduce time pressures.</p> <p>There is the possibility to extend the deed by up to a year if necessary.</p>
Lack of support from Treaty Partners for the proposed works.	Low	Moderate	Failure to get project partners buy in to the project. Potential delay in the delivery of the project outputs.	Engagement with partners for the project has already commenced. The project has time to allow for adequate engagement and to allow for parties to feed into the final design of the intervention complex.