

NRW B B 29.15 Annex 1 Risks associated with Partnership Funding and the Mitigations put in place to manage the risks.

- **Risk that unsuccessful applicants may criticise the outcome.** Clear statement of principles and feedback will be prepared to explain decisions about prioritising of the Reserve projects.
- **Risk that external organisations believe that a funding relationship is the sole medium in future for full partnership.** NRW will convey the message that it values partnership working and that a funding relationship is not necessarily the only basis for this.
- **Risk that organisations not awarded funding from the joint working partnership route will see this as diminution of the status they had under legacy arrangements.** Confining the next round of funding to the Competitive Fund will make for easier communication of the reality that all organisations are 'in the same boat' in terms of having to compete for project-focused funding. (Joint Working Partnerships will henceforth be used only in exceptional situations when NRW recognise that only a particular organisation(s) can deliver a set task).
- **Unsuccessful applicants fail to appreciate the reasons for their lack of success.** An internal communication and briefing document will be sent out to partnership staff across NRW to help them advise unsuccessful applicants.
- **Good projects that NRW has been unable to fund will not come to fruition.** NRW staff in partnership teams will seek to direct unsuccessful applicants to other, more appropriate sources of funding.
- **NRW fails to appreciate the experience of applicants.** NRW has collected a lot of feedback/lessons learnt and will build this into the next funding round.
- **The timescale in-between closing date for applications and the announcement of awards is too short to enable a robust selection process.** NRW will ensure that the next funding round will build in more time for both the preparation of projects and for the internal assessment process. This will maximise the level of moderation to ensure that the scoring undertaken by the different Practitioner Assessment Boards is consistent and comparable.

- **The Corporate and Business Plan do not provide sufficient precision to prioritise selection of projects.** A focus on the recent Enabling Plans that have been approved by the Board (eg the Recreation and Access or the Communities and Regeneration Enabling Plans) will strengthen the links and help ensure clearer focus on priorities for applicants and for internal assessors.
- **Risk that NRW's central Partnership Funding approach will not be integrated with other activity organised through operational team.** NRW has established a working group to take this issue forward.