

## Risk Matrix

<b>Risk Ref</b>	<b>Date</b>	<b>Risk</b>	<b>Consequences</b>	<b>Mitigation</b>	<b>Current Risk Score</b>	<b>Target Score</b>	<b>Service Unit Manager/ Responsible Officer</b>	<b>Action Plan</b>
1	19/12/18	The Council's match funding contributions towards the project are not secured from SBC prior to commencement of delivery.	Grant withdrawn. Project does not proceed Maintenance liability for garden continues	Funding identified.	B4	A4	Director (NE)	None
2	19/12/18	Delays in pre-contract result in cliff stabilisation project and HLF project no longer aligning financially.	Sunk costs on cliff stabilisation project no longer eligible as match funding for HLF project.  Match funding contribution from cliff stabilisation project may not be secured and may have to be funded by SBC.	Early Cabinet decision.	C3	B3	Projects Manager	Discharge permission to start conditions as soon as possible.
3	19/12/18	Conservation Management Plan is not approved by local Planning Authority.	Possible delays to commencing the project.  Match funding contribution from cliff stabilisation project may not be secured and may have to be funded by SBC.	CMP already approved by Historic England.	B3	A3	Projects Manager	Submit SMP for discharge of condition.
4	5/2/19	Sub-contract tenders for the works in the Spa stabilisation area, to be undertaken by Balfour Beatty, exceed the	Project costs increase.  Contingency may become expended.	Project Board to monitor project progress.  Risk contingency in place.	D3	C2	Projects Manager	Obtain permission to start asap. Complete revised landscaping design.

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
		budget.	Additional costs may need to be met by SBC or alternative funding identified.					Obtain quotation for a compensation event.
5	5/2/19	Tenders for the works to the rest of the gardens exceed the budget.	<p>Project costs increase.</p> <p>Contingency may become expended.</p> <p>Additional costs may need to be met by SBC or alternative funding identified.</p> <p>Project may not proceed if significant funding gap.</p> <p>Grant claimed against consultants fees may have to be repaid</p>	<p>Project Board to monitor project progress.</p> <p>Risk contingency in place.</p>	B3	B2	Projects Manager	Obtain permission to start asap. Complete design. Obtain tenders. Value engineer if necessary.
6	19/12/18	Budget is exceeded due to compensation events arising.	<p>Project costs increase.</p> <p>Contingency may become expended.</p> <p>Additional costs may need to be met by SBC or alternative funding identified.</p>	<p>Project Board to monitor project progress.</p> <p>Risk contingency in place.</p>	C3	B3	Projects Manager	<p>Ensure risks are identified and managed and suitable provision made.</p> <p>Use early warning procedure in contract.</p>
7	19/12/18	Programme is delayed.	<p>Works continue on site for longer.</p> <p>Potential for additional costs if reason for delay is a compensation event.</p>	Project Board to monitor project progress.	C4	B3	Projects Manager	Implement early warning procedure

<b>Risk Ref</b>	<b>Date</b>	<b>Risk</b>	<b>Consequences</b>	<b>Mitigation</b>	<b>Current Risk Score</b>	<b>Target Score</b>	<b>Service Unit Manager/ Responsible Officer</b>	<b>Action Plan</b>
8	19/12/18	£125,000 of voluntary sponsorship and donation not met.	Additional costs may need to be met by SBC or alternative funding identified.	Over £112k of this has already been raised	B2	A2	Projects Manager	Fundraising to continue.
9	5/2/19	Business plan is not achieved.	Expenditure exceeds income.  Budget growth may be required.	Dedicated staff posts created to deliver business plan.  Careful and regular monitoring by Service Manager	C3	B3	Operations, Transport & Countryside Manager	Recruitment of suitably skilled staff.  Regular meetings with Finance staff and budget monitoring.
10	5/2/19	Correction of grant due to failure to meet approved purposes.	Grant may be required to be repaid.	Project Board to monitor project progress and compliance.	B4	B4	Projects Manager / Operations, Transport & Countryside Manager	

**Glossary of Terms**

- Risk An event which may prevent the Council achieving its objectives
- Consequences The outcome if the risk materialised
- Mitigation The processes and procedures that are in place to reduce the risk
- Current Risk Score The likelihood and impact score with the current mitigation measures in place
- Corporate Objectives An assessment of the Corporate Objectives that are affected by the risk identified.
- Target Risk Score The likelihood and impact score that the Council is aiming to achieve
- Service Unit Manager The Service Unit or Officer responsible for managing the risk
- Action Plan The proposed actions to be implemented in order to reduce the risk to the target score
- Risk Scoring

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

Likelihood:

- A = Very Low
- B = Not Likely
- C = Likely
- D = Very Likely
- E = Almost Certain

Impact

- 1 = Low
- 2 = Minor
- 3 = Medium
- 4 = Major
- 5 = Disaster

**Appendix B**  
**Grant Award Letter and Standard Terms of Grant**