

RISK ASSESSMENT *REVISED – FEBRUARY 2016*

Risk Level	Risk Manager	Risk Description	Consequences	Control / Mitigation	Opportunities
	SCDC / PC	SCDC decide not to transfer site	Project ceases Costs of developing the project cannot be recovered Uncertainty about future of site - Uncertain local influence over future management	Ensure close liaison with SCDC	
	SCDC	SCDC's transfer process is challenged	PC left in uncertain position regarding transfer of site / future of project Project delayed / ceases Future of site uncertain Links with Radar Museum have to be cancelled	Maintain proper records for disclosure Take legal advice	
	SCDC PC (solicitor)	Unforeseen issues are raised by the solicitors for either SCDC or PC	Project delayed / ceases Legal issues lead to extra / unforeseen costs	Ensure good communication with SCDC Obtain guidance from appropriately experienced solicitor at early stage	
	PC	PC will not commit to management of site beyond 4 year Council term	4 year period prevents PC delivering viable project Partners lack security /lose interest SCDC reconsider viability of site transfer Site offered to other bidders PC lose opportunity to control site and influence future of area	Ensure careful appraisal of long term benefits / costs associated with acquiring site Ensure PC are properly briefed Ensure partnership deal offers financial viability and security for both PC and business partner Ensure comprehensive business plan	
	PC - (WG)	In accepting transfer of site PC are unprepared for high level of liability	PC costs rise /additional finance has to be found Inadequate insurance leaves PC open to damaging claims	Ensure sound business plan Ensure proper investigation of costs + levels of liability + adequate insurance	
	PC – (WG) (Partner)	PC's processes and project governance are challenged	CI/Is+ CI open to challenge Partner/s and contractors actions are questioned Delay affects project viability PC incur additional costs PC have to generate finance from precept / borrowing	Apply appropriate tendering process Ensure documented trail of decisions taken Ensure process of transfer / choice of partner / procurement are sound, open and transparent throughout	

	PC (WG)	PC cannot find a suitable partner	Delay affects project viability PC must run site alone or refuse SCDC transfer PC costs rise/debts incurred Pressure results in selection of unsuitable partner – with long term consequences	Draw-up specification of what partnership aims to deliver - prior to selecting partner Ensure sound process for selecting partner	Search for partner ensures all options are looked at
	PC	PC have to run site without partner	PC do not have capacity to run site Implications for governance of PC - PC costs rise/debts incurred PC have to generate finance from precept / borrowing	Prepare full business plan + budget prior to transfer of site Ensure trust and confidence embedded in relationship between PC and any selected business partner Make full use of skills in wider community	Provides impetus to use skills and expertise beyond PC membership
	PC / WG Partner	Preferred partner refuses terms of lease <ul style="list-style-type: none"> PC offer limited lease which does not allow venture to be financially viable 	Expectations from partnership agreement / terms of lease unrealistic - success of project doubtful. PC unwilling to be flexible - Partner cannot run viable business and walks away PC incur costs / debts while looking for another partner	Conduct in-depth negotiations with preferred partner Ensure all parties have trust and confidence in future management of site Ensure business viability of partnership is well founded and options for review are written into contract Ensure PC understand financial constraints of project	Opportunity to reassess project – amend, extend or limit Opportunity to appoint new partner
		<ul style="list-style-type: none"> Partner does not wish to run whole site / monitor parking 			
	PC (WG) / Partner	Preferred partner presents ideas which conflict with Parish view and environmental sensitivity of site	PC in conflict with partner Degradation of site / impact on reputation of venture Community objections Delays affect project viability	Draw-up 'vision' / aims for site Have specification of what partnership aims to deliver - prior to selection Relate ideas to Business Plan	Partner contributes new ideas
	PC	Appointed partner wishes to terminate agreement at early stage	PC have no contingency plan and must run site alone until new partner is secured PC have no finance reserve to cover additional costs PC costs rise/debts incurred	Ensure good communication with partner at all times Carry contingency finance to cover problems	Opportunity to re-energise project with new partner

	PC – (WG) (Solicitor)	PC accept transfer of site before they have the means of meeting annual running costs for first 2 years	PC do not ensure robust business plan PC incur costs + debts Grant applications fail PC have to generate finance from precept / borrowing PC fail to set up business which can generate adequate annual income PC cannot continue to run site – Site closes - PC fail to deliver SCDC terms of transfer Financial mismanagement carries implications for governance	Prepare comprehensive business plan + budget projections for 5 yrs Take appropriate legal advice Factor in financial pressure business partner will come under while establishing new business Make full use skills in wider community	Financial constraints drive tight budget and focussed spending
	PC – (WG)	PC have insufficient capital to fund required level of improvement / maintenance to car park infrastructure	PC expectations unrealistic and business plan flawed Unrealistic expectation of grant aid	Put in place proactive approach to seeking and obtaining grant aid Prepare realistic budget + business plan Ensure detailed investigation of costs and strong procurement process	Opportunity for initial ideas to be reassessed
	PC	PC propose covering financial shortfall through increase in precept – Government cap on % increase prevents this	Community objections force PC to abandon increase PC fall into debt Governance implications for PC	Explore all other opportunities for fund raising. Carry contingency fund	Opportunity for sponsorship
	PC / Partner	Preferred partner is not able / does not wish to invest capital in project	PC fail to meet capital requirement via grant aid. PC expectations of finance / income from partnership unrealistic Preferred partner withdraws PC incur costs + debts PC have to generate finance from precept / borrowing Future of project in doubt Site has to be sold	Prepare realistic Budget + Business Plan <u>with</u> Partner Ensure finance is in place before signing lease or partnership agreement Ensure Partner's business is financially viable	Opportunity to reassess partnership
	PC – (WG)	Unforeseen problems with proposals to develop site demand additional finance	PC fail to commission adequate studies / searches prior to transfer PC fail to develop Business Plan with partner Development proposals are not costed accurately Flawed procurement process leads to unexpected increase in costs PC have unrealistic hope of getting grant aid to resolve problems	Prepare realistic Budget + Business Plan <u>with</u> Partner Ensure comprehensive survey of site and full exploration of issues prior to signing transfer Be willing to consider amendments to project Carry contingency fund	Opportunity to reassess project / vision for site

	PC / Partner	Project development is delayed / not completed – site unable to generate enough income to meet annual site costs	PC have unrealistic expectations for project PC fail to ensure project is properly managed / fail to monitor financial viability / fail to act quickly when financial problems are first apparent PC incur costs + debts	Ensure strong, on-going project management and monitoring Carry contingency fund	Opportunity to re-think management of project
	PC – (WG) / Partner	Grant applications to secure capital funding fail	Unrealistic expectation -project does not meet grant criteria Alternative sources of funding are not pursued / not available Project is delayed / stalls / fails PC incur costs + debts	Seek professional help in writing grant application Recognise risk in business plan Limit reliance on grant aid – research alternative sources of funding	Opportunity to re-think – add other elements – ie environmental enhancement – that may appeal to other funders
	PC/Partner	Grant is awarded but conditions cannot be met	Grant must be re-paid Grant money has been spent but repayment is still required	Seek negotiated solution	
	PC – (WG)	New mains water supply / sewage system is required and carries additional cost	PC failed to ensure adequate surveys before signing SCDC transfer doc Minimal legal advice did not expose service weakness PC failed to understand potential problems and what they might cost to resolve PC failed to have contingency fund to cover such costs	Ensure searches and surveys are adequate Explore alternative sewage arrangements prior to transfer of site Set up contingency fund	Achieve secure water supply and install modern sewage treatment facility Opportunity to share new system + costs with nearby residents
	Partner / PC	Income generated by partner cannot sustain annual rent	PC business plan flawed PC have unrealistic expectations of the level of income that site can generate PC fail to ensure project is properly managed / fail to monitor financial viability Partner is over-ambitious / does not take account of unexpected problems Outside factors – eg flooding- prevent partner conducting business / cause shortfall Long-term viability of project becomes doubtful PC incur costs + debts PC have to generate finance from precept / borrowing	Prepare realistic budget + business plan <u>with</u> partner Maintain finance monitoring regime Maintain good working relationship with partner which will flag up early signs of financial shortfall Take immediate action to review partners rent / lease if necessary Ensure agreement with Partner allows for termination of lease for non payment of rent	Opportunity to explore other sources of income – diversify

	PC	PC seek % increase in annual rent that threatens viability of Partner's business	PC have unrealistic expectations of site's potential for income generation Partner falls into debt and withdraws from project PC have to run project while seeking new partner PC incur costs + debts PC have to generate finance from precept / borrowing	Maintain realistic finance monitoring regime Seek advice regarding appropriate annual rent Agree initial period (2 yrs) of reduced rent which allows business partner to establish business Ensure partner has such security of tenure as to allow business viability	
	Partner	Commercial competition results in project failing to generate expected income	Partner / PC fail to be aware of wider context for project Partner / PC fail to scope project or create viable business plan	Ensure PC and partner share business planning Seek early business advice Respond to changes in tourist / visitor market	Explore innovative ways of diversifying business / use of site
	PC (Community)	Changed membership of Parish Council leads to changed attitude towards the project / site management	New members wish to amend business arrangements / site management + agreement with partner Lack of security for partner and community Project viability threatened	Ensure partnership arrangements give viable, long term security for community + partner	Opportunity to re-assess project
	(Community) PC	Beyond initial period PC cannot find Councillors willing to oversee /monitor partnership / site management	Management of site suffers Partner loses confidence and fears business security will be jeopardised Council cannot function District Council step in to administer Parish affairs	Ensure benefits of project are clearly described at all times Engage with whole community – using skills beyond PC membership	Difficulties may prompt new people with new skills coming forward
	PC – (Solicitor to advise)	PC set up Community Interest Company / employ site manager – arrangements fail to deliver on-going financial viability	Day to day management of site is poor – site is neglected and unattractive Viability of project thrown into doubt Company exceeds remit and incurs debts Company introduces unwelcome changes. Partner loses confidence and fears business security will be jeopardised Project fails PC incur costs	Ensure aims / objectives of any company or Trust are clearly set out and adhered to Ensure any site manager has clear job specification Maintain good monitoring arrangements Require proper auditing of accounts	Review and amend arrangements or set up alternative model

	Partner / PC	Partner is unable to continue but cannot find replacement to take over / purchase lease	Business has to close before replacement is found – financial viability of project thrown into doubt PC have no contingency plan PC have to run project while seeking new partner Annual costs cannot be covered PC have to generate finance from precept / borrowing	Ensure partnership negotiations deal with potential snags Ensure any failures in business arrangements are flagged up and addressed at earliest opportunity Ensure contingency plan in place	Opportunity to rethink partnership concept and make changes
		Partner is unable to continue at short notice			
		Partner's business fails leaving PC with outstanding costs			
	Partner / PC	Storms or floods cause substantial damage	Climate change and failing flood defence result in recurring flood events Business viability of project thrown into doubt Partner falls into debt/ withdraws Process of putting flood defence measures in place is complex PC incur costs + debts	Ensure any building incorporates flood protection measures. Ensure appropriate insurance is in place Ensure any realistic steps are taken to prevent / mitigate flooding	Opportunity to re-design site
	Partner / PC	Trees on site become dangerous and cause injury to the public	Inadequate tree maintenance and monitoring causes injury and leaves PC open to challenge Inadequate insurance / public liability cover results in PC incurring costs + debts	Ensure Health and Safety policy is in place Ensure site is insured Ensure appropriate level of site monitoring is carried out at regular intervals Ensure tree maintenance is carried out as soon as needed	Opportunity for new planting scheme
	PC / Partner Wider community	Environmental quality of site is destroyed by over development	Lay out of additional car parking spaces ignores environment Unattractive site fails to encourage increased use Quality of woodland and biodiversity is allowed to degrade Special quality of area is lost Community objects and won't support project Outside bodies are critical and won't support project	Survey and monitor habitat + site species Ensure changes to site are sensitively landscaped Look for innovative ways of adding environmental gain Inform and educate visitors about special nature of area Encourage community volunteers to assist with site maintenance	

	Partner / PC	Maintenance of site is neglected or skimped	No maintenance arrangement with partner allows buildings to fall into disrepair and site to degrade Repairs are delayed or not carried out allowing costs to rise Unattractive site fails to encourage increased use Special quality of area is lost Community objects and won't support project Emergency works are very costly PC fails to ensure maintenance budget PC incurs debts - additional funding required from precept / borrowing	Ensure clear maintenance arrangements with partner Set up maintenance fund Inspect site and buildings at regular intervals Use appropriately qualified people to undertake repairs	Disrepair encourages replacement of outdated site features
	Partner/ Site Manager	Disruption to mains services – electricity / water and sewage causes closure of part or all of site	Business cannot function Partner loses money Faults are expensive to repair Maintenance budget does not cover costs On-going impact on business reputation / loss of customer base	Ensure / secure connection to properly functioning services at the beginning of the project Budget for / invest in stand alone sewage system and emergency generator	New sewage system and generator offer future reliability
	PC – (WG) / Site Manager	Community object to parking charges / limitations on roadside verge parking	Without option to apply parking charges business viability of project is threatened Without integrated management of parking at Bawdsey Ferry car park remains unused Congestion continues / increases during peak holiday periods Initial plan for project failed to examine wider area and factor in parking along verge PC failed to talk to / work with Highways Dept. PC failed to budget for contribution to costs for verge management Special quality of area deteriorates – river frontage environment deteriorates	Ensure reasons for integrated scheme are known and understood Consider special parking arrangements for local residents or those with disabilities Engage with SCC Highways and Suffolk Coast and Heaths Unit at an early stage	Opportunity to influence riverside verge refurbishment and signage

	PC	Requirement to increase number of parking spaces within wooded area of site draws high level of objections	Without option to increase parking within the car park congestion continues / increases during peak holiday periods. Without additional use of car park business viability of project is threatened	Ensure good, regular communication with community – explain project fully. Ensure decisions are reasoned, open and transparent	Increased revenue from parking can be used to enhance community facilities
	Site Manager PC / Partner	Travellers settle on site	Travellers settle on site with the result that visitors stay away Encampment remains for long period Business viability of project suffers Partner loses money PC incur costs associated with evicting travellers	Ensure barrier prevents access by high vehicles Check site regularly Liaise with police in order to receive early warning of traveller movements	
	Site Manager / Partner	Site and buildings are vandalised	Damage prevents all or part of site from operating Partner loses money Clean-up and repairs are expensive Inadequate insurance does not cover cost of repair Maintenance budget does not cover cost of repair On-going impact on business reputation / loss of customer base Clean-up is not carried out speedily and site becomes a target for on-going vandalism	Ensure an adequate level of insurance Ensure site security is a priority	