

ANNEX 2: RISK REGISTER

Risk	Inherent			Mitigation	Residual		
	Impact	Likelihood	I*L		Impact	Likelihood	I*L
Lack of appropriate projects – inability to spend	4	4	16	<ul style="list-style-type: none"> Marketing strategy developed Joint working with business representative/ support agencies and banks 	3	2	6
Excessive demand – inability to process applications in time	3	5	15	<ul style="list-style-type: none"> Maximisation of economies of scale via joint working with Expansion East Kent team Clear communication of scheme criteria 	3	3	9
Inconsistent project approval	3	4	12	<ul style="list-style-type: none"> Single programme manual Single programme management team 	2	2	4
Breach of state aid regulations resulting in clawback of grant	4	3	12	<ul style="list-style-type: none"> State aid considered as key element of project appraisal Clear published eligibility criteria Each project individually approved 	3	1	3
Failure to meet stated outputs	3	3	9	<ul style="list-style-type: none"> Jobs and leverage outputs highlighted as core criteria Robust independent appraisal process Ongoing project monitoring 	3	2	6
Failure to secure private sector leverage	3	3	9	<ul style="list-style-type: none"> Dialogue with banks and other potential investors Jobs and leverage outputs highlighted as core criteria Robust independent appraisal process Ongoing project monitoring 	3	2	6
Business failure	4	2	8	<ul style="list-style-type: none"> Business support and advice package offered Robust appraisal and monitoring 	3	1	3
Lack of additionality (projects would have happened anyway)	3	2	6	<ul style="list-style-type: none"> Additionality considered at appraisal stage 	3	1	3

